

## **ANNEX VII**

### **United Kingdom**

**Responses to the questionnaire sent by the  
social affairs advisor**

## JOB MARKET

◆ **What are the significant characteristics of the labor market for the PES? How do they differ from France in particular?**

In a context marked since the late 1990s by a sharp decline in the unemployment rate (currently 3.5%, with a record employment rate of 75% in 2018), three features of the labor market are of particular importance to the British public employment service:

- **the maintenance of residual long-term unemployment<sup>1</sup>**, with a change in the typology of social minima beneficiaries over the recent period: an increase in the proportion of single parents or people with disabilities who are totally or partially unable to work<sup>2</sup> ;
- **a very high employment rate (record of 75% in 2018) that creates tensions on the business side (turnover, vacancies)**. At the beginning of 2022, 1.3 million positions were vacant, a situation fueled in particular by two factors: the first is the decrease in European immigration following the Brexit<sup>3</sup>. The second, which has fueled government concerns since the pandemic, is the high rate of inactivity and exit from the labor market, the main reasons for which are early retirement and the increase in the number of people with disabilities. The number of people in the labor force has thus decreased by 515,000 between 2019 and 2022<sup>4</sup> ;
- **A lack of productivity growth since the 2008 financial crisis**, for two main reasons:
  - A poor allocation of skills, due in particular to an activation strategy focused on a quick return to work (*Work First*) rather than on the quality of the job. This trend is likely to be reinforced by the strengthening of conditionalities: since February 2022, jobseekers must look for a job outside their field of competence as early as the second month after losing their job;
  - A skills shortage, due to a weak continuing education system. From 2011 to 2018, the number of workers participating in training decreased by 1 million. Companies in Great Britain invest only marginally in vocational training, and apprenticeship remains a secondary lever for employment integration despite the efforts of public authorities to make it more attractive.

In terms of unemployment benefits, leaving aside a few company-specific schemes, two main unemployment benefits coexist in the UK:

- **an allowance subject to prior contributions**, the *New Style Jobseekers' Allowance*. It is paid for a maximum of 6 months on condition that you have been working in an activity that allows you to pay social security contributions during the last 2 fiscal years;
- **a non-contributory means-tested allowance for people who do not meet the above criteria**. This Jobseekers' Allowance is merged since 2012, with the other main social minima, in the *Universal Credit* (UC). The following table shows the main merged benefits and their amounts:

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<sup>1</sup> [https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-jakarta/documents/publication/wcms\\_769252.pdf](https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-jakarta/documents/publication/wcms_769252.pdf)

<sup>2</sup> [https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272\\_The\\_role\\_organisation\\_and\\_services\\_of\\_the\\_British\\_Public\\_Employment\\_Service\\_-\\_Jobcentre\\_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication\\_detail](https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272_The_role_organisation_and_services_of_the_British_Public_Employment_Service_-_Jobcentre_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication_detail)

<sup>3</sup> [https://read.oecd-ilibrary.org/economics/oecd-economic-surveys-united-kingdom-2022\\_7c0f1268-en#page1](https://read.oecd-ilibrary.org/economics/oecd-economic-surveys-united-kingdom-2022_7c0f1268-en#page1)

<sup>4</sup> <https://www.resolutionfoundation.org/comment/labour-market-tight-household-budgets-tighter/>

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<b>Service</b>	<b>Monetary</b>	<b>Target audience</b>	<b>Amount</b>	<b>Periodicity of payment</b>
<i>Child Tax Credit</i>	Yes	Person responsible for a child under the age of 16, or under the age of 20 if in full-time education	4 cumulative elements: - family: £545/year - per child (up to two children): £2,780/year, - per disabled child: £3,355/year, - severely disabled: £1,360/year.  Above an annual income of £16,105, the benefit is reduced by £0.41 for each additional £1 earned.	Monthly  Weekly for low-income and single-parent families
<i>Housing Benefit</i>	Yes	Unemployed person or person with income below a certain threshold, and renting his dwelling	Varies depending on household composition, housing costs, resources, and any disabilities or illnesses in the household. Average amount: £95.77/week	Weekly, bi-weekly or monthly depending on the rent payment
<i>Income Support</i>	Yes	Person with low income, less than £16,000 in savings and working less than 16 hours/week	73.10/week for single people over 25 (£57.90/week for 16-24 year olds), £114.85/week for couples.  Family carers and disabled people receive an additional income of £36.85/week and £34.35/week respectively.	Bimonthly
<i>Jobseeker's Allowance</i>	Yes	Two types of JSAs: - the JSA-based contribution for jobseekers (including those whose activity is less than 16 hours per week) who have exercised a professional activity generating a sufficient level of social contributions during the last two fiscal years. It is paid for a maximum of 6 months; - the income-based allowance, a non-contributory means-tested benefit for jobseekers who have reached the end of their entitlement.	The individual amounts are the same for both benefits: £61.05/week for 18-24 year olds, £77.40/week for over 25 year olds.  The income-based JSA, now integrated with Universal Credit, also takes into account family composition: about £115/week for couples, £75 for single parents over 18, £60/week for single parents under 18.  JSA contribution-based recipients may also apply for Universal Credit if their household meets the means test.	Bimonthly
<i>Employment and Support Allowance</i>	Yes and personalized support	Person with a pathology or disability that partially or totally affects his/her ability to work	For 13 weeks after application, £73.10/week for those over 25 and £57.90/week for those under 25.	Bimonthly

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Service	Monetary	Target audience	Amount	Periodicity of payment
			Beyond that, £73.10/week if placed in the work-related activity group, £111.65/week for those placed in the support group.	
<i>Working Tax Credit</i>	Yes	Person working (minimum hours per week depending on age) and with low income	Several cumulative elements: - basic element: £1,960/year - single parent: £2,010/year - couple: £2,010/year - working 30 hours or more/week: £810/year - disability: £3,165/year - severe disability: £1,365/year	Monthly or weekly

*Source: Gov.uk*

Conditionality is not only at the heart of the British unemployment benefit system, but also of the allocation of other minimum social benefits, such as aid for single parents of young people of working age or aid for people with temporary or permanent disabilities.

### INSTITUTIONAL ORGANIZATION OF THE PES

- ◆ **What is the exact scope of the PES?**
- ◆ **Who are the different public and private players in the public employment service (State, operators, local authorities, integration and training players, private operators, etc.)?**
- ◆ **Is there an equivalent to APEC, local missions, CIOs, ONISEP, Cap Emploi, local employment centers, professional development advisors (CEP), SIAEs, etc.?**
- ◆ **What are the links between the different actors of the PES (authority/guardianship, funding, IS...)?**
- ◆ **What are the respective missions and fields of competence of the different operators of the public employment service: reception, orientation, support, training, integration, placement, taking care of specific groups - young people, people with disabilities, people far from employment, seniors... - payment of a replacement income, others...**

In terms of institutional organization, there is no notion of a public employment service associated with a list of the actors who contribute to it. The main actor in employment policies in the United Kingdom is the *Department for Work and Pensions (DWP)*, whose territorial branches are the *Jobcentre Plus (JCP)*, the British equivalent of employment agencies. The answers to the questions on the PES action will thus focus particularly on the organization, missions and developments of the DWP and the JCPs.

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This being said, the State's action is part of a wider network of public (notably local authorities), private (private employment agencies, temporary employment agencies) and association actors. Various private actors thus play a key role in helping jobseekers return to work, although their role is not always formalized in agreements with the public authorities. The table below details the level of action, missions and respective competencies of the different actors<sup>5</sup> (see annex 2 for more details):

Name	Level	Mission and Skills:
Department for Work and Pensions	National	<p>Sets the direction and goals of the PES at the UK level, including:</p> <ul style="list-style-type: none"> <li>- Setting up and monitoring the action of the JCP</li> <li>- Funding national back-to-work programs such as the Work and Health Programme,<sup>6</sup> in partnership with local authorities and others               <ul style="list-style-type: none"> <li>- Contracting with private training/employment agencies, such as the partnership with the Recruitment and Employment Confederation (REC)<sup>7</sup></li> </ul> </li> </ul>
Jobcentre Plus	National and local	<p>Implements the policy of support towards employment by :</p> <ul style="list-style-type: none"> <li>- Acting as an interface between employers and job seekers by: running the Find a Job digital platform (formerly Universal Jobmatch) on which job offers are posted; organizing interviews between employers and job seekers</li> <li>- Being the guarantor of the conditionality of the job search of the Universal Credit for the job seekers who benefit from it               <ul style="list-style-type: none"> <li>- Offering individualized support to job seekers by Work Coaches</li> <li>- Offering job seekers participation in training</li> </ul> </li> <li>- Collecting national and local labour market data</li> <li>- Entering into partnerships with private job placement agencies, associations or local authorities to broaden the offer to job seekers,</li> </ul>
National Careers Service	National	<p>Organizes, under the Department for Education, the provision of information and advice on career guidance, including :</p> <ul style="list-style-type: none"> <li>- Offering its services by telephone, in person or online (with more than 800 job descriptions, skills questionnaires)</li> <li>- Cooperating with JCP to offer job seekers a Skills Action Plan, after a skills assessment</li> </ul>
Local authorities	Local	<ul style="list-style-type: none"> <li>- Develop targeted programs for the most marginalized populations (i.e., refugees, migrants, former detainees)</li> </ul>

<sup>5</sup> Although many public services and actors are present throughout the United Kingdom, some of the competences related to the PES are devolved: the answers to the questionnaire do not concern Northern Ireland.

<sup>6</sup> <https://www.gov.uk/work-health-programme>

<sup>7</sup> [https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272\\_The\\_role\\_organisation\\_and\\_services\\_of\\_the\\_British\\_Public\\_Employment\\_Service\\_-\\_Jobcentre\\_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication\\_detail](https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272_The_role_organisation_and_services_of_the_British_Public_Employment_Service_-_Jobcentre_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication_detail)

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Name	Level	Mission and Skills:
		- Partner with DWP or JCPs, depending on the region, to co-construct and co-pilot return-to-work programs
Private employment agencies	Local	Contracts with DWP to supplement the work of the JCP.
Private Training Agencies	Local	Provide training to job seekers referred by JCP
Associations	Local	Providing support activities for job seekers, especially long-term ones
Local enterprise partnerships	Local	Local structures for coordination between local authorities and companies in the area, whose role is to assess the needs in terms of skills and professions at the level of the area and professional sectors.

*Source: Responses to the mission's questionnaire.*

◆ **What have been the main reforms in the organization of the PES over the last twenty years? Are there any ongoing or planned reforms? If so, which ones?**

In the economic and political context mentioned above, with a reversal of the unemployment curve in the 1990s (after a decade in which the unemployment rate exceeded 10%) and a change in the composition of recipients of minimum social benefits, the last 20 years have seen a number of reforms aimed at reducing structural unemployment and reintegrating the recipients of minimum social benefits who are furthest from the labor market. These reforms have been motivated by two factors: first, the need to accompany British economic growth; second, the control of public expenditure in the context of austerity budget policies. In institutional terms (actors and types of benefits paid), the prevailing logic is that of the *One-Stop-shop*, the evolution towards a single provider - an approach that applies to a large part of British social policies.

Four reforms are particularly noteworthy:

**1. The progressive reinforcement of conditionality:** generally speaking, the last two decades have seen a tightening of the conditions of eligibility for social assistance. In a non-exhaustive way, we can mention in particular:

- Contractualization between the PES and the jobseeker: since its introduction in 1996, the payment of the new *Jobseeker's Allowance* has been conditional on the signing of a *Jobseeker's Agreement*, which takes the form of a contract by which the beneficiary is exposed to sanctions in the event of non-compliance with the commitments made.<sup>8</sup> This contract was transformed in 2014 into a *Claimant Commitment*, which is evaluated regularly by the counselor and the job seeker and results in weekly follow-up interviews during the first 13 weeks of job search. The conditions that job seekers must meet are actively seeking employment for 35 hours, within 90 minutes of their home, and with pay above minimum wage. For the first 3 months, the job seeker may restrict their search to a sector and pay level equivalent to their previous job, subject to the approval of their counselor.<sup>9</sup> Since February 2022 and in the current context of the British labor market, the government has further tightened the conditions, reducing this period to only 1 month.<sup>10</sup>

<sup>8</sup> [https://read.oecd-ilibrary.org/employment/connecting-people-with-jobs\\_9789264217188-en#page30](https://read.oecd-ilibrary.org/employment/connecting-people-with-jobs_9789264217188-en#page30)

<sup>9</sup> [https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272\\_The\\_role\\_organisation\\_and\\_services\\_of\\_the\\_British\\_Public\\_Employment\\_Service\\_-\\_Jobcentre\\_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication\\_detail](https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272_The_role_organisation_and_services_of_the_British_Public_Employment_Service_-_Jobcentre_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication_detail)

<sup>10</sup> [https://read.oecd-ilibrary.org/economics/oecd-economic-surveys-united-kingdom-2022\\_7c0f1268-en#page1](https://read.oecd-ilibrary.org/economics/oecd-economic-surveys-united-kingdom-2022_7c0f1268-en#page1)

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- In 1998, *Work Focused Interviews (WFI)* were introduced, individual interviews to report on job search, which unemployment insurance beneficiaries must attend on a weekly or bi-weekly basis, as their attendance is a condition for receiving unemployment insurance.<sup>11</sup>
- Over the past 20 years, the conditionality of aid payments has been extended to people living with disabilities or chronic illnesses, single parents, and precarious workers. Single parents or people with disabilities who are not totally unable to work have had to attend WFIs since 2001 to receive their benefits. Single job seekers with a dependent may also only seek employment for less than 35 hours if approved by the counselor.

**2. The evolution towards a *One-Stop Shop* with the creation of the *Jobcentre Plus* in 2002:** announced in 1998, the *JCPs* merge the *Benefits Offices*, responsible for the payment of subsidies, and the *Jobcentres*, responsible for supporting jobseekers. This development is in line with the general philosophy of recent decades in terms of employment reactivation policies, in particular by making contact with the *JCP* compulsory for other groups and by making it easier to monitor compliance with the conditions for the payment of aid. At the same time, the creation of the *JCPs* also seeks to transform the space in which the subsidies are paid, notably with a new visual identity for the agencies or by designating the beneficiaries as 'clients'. For your information, it is also the *JCP* that registers the *National Insurance Number* applications.

**3. Merging the main non-contributory benefits into the *Universal Credit (UC)*:** a major reform of social affairs in recent decades, the creation of the *UC*, announced by David Cameron's government in 2010, voted in 2012 but only now being implemented for all potential beneficiaries, integrates and replaces the main minimum social benefits, such as unemployment benefit for *jobseekers* at the end of their entitlement (*Jobseeker's Allowance*) or support for lone parents or people suffering from a disability (*Housing benefit, Income Support*). The central aim is to simplify the payment of benefits, but also to strengthen the incentive to return to work, as the payment of *Universal Credit* is conditional on registration with a *Jobcentre Plus*, which checks the ability to return to work.

**4. The digitization of the PES in both its benefit and job search components:** recent years have seen a gradual digitization of the PES, very much linked to the introduction of *Universal Credit*, where beneficiaries must complete most of their claims online. In 2012, the DWP introduced an online platform on which benefit claimants were required to register for their job search, *Universal Jobmatch*. This platform was replaced in 2018 by *Find a Job*.

- ◆ **What are the governance bodies of the main PES operator? of the other PES operators?**
- ◆ **What is the role of the social partners in the PES? leadership/administration? strategic direction? monitoring? advice?**

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<sup>11</sup>[https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272\\_The\\_role\\_organisation\\_and\\_services\\_of\\_the\\_British\\_Public\\_Employment\\_Service\\_-\\_Jobcentre\\_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication\\_detail](https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272_The_role_organisation_and_services_of_the_British_Public_Employment_Service_-_Jobcentre_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication_detail)

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**The governance of the PES is in practice highly centralized/state based, with** the DWP constructing the national PES strategy and JCP objectives and directly controlling their budget: while in 2002 the JCPs had been created under the authority of a separate executive agency, in 2011 governance was fully integrated into the Department of Labor. An organizational chart of the DWP and JCP at the national and territorial levels is provided in Annexes 3 to 5. 5 Regional Directors (3 for England, 1 in Scotland and 1 in Wales), assisted by the heads of 34 Districts, ensure territorial management. The local organization of the JCP is left to its own devices, which can vary greatly from one territory to another (the absence of a target organizational model being a recurrent principle of British public policy).<sup>12</sup>

The social partners played an important role in the PES in the post-war years, but since the 1970s they have been increasingly sidelined from the governance of the PES. There is no parity management or governance in the British system as there may be in the French system. Nevertheless, at the local level, *JCPs* work with local employer representatives to implement back-to-work initiatives.<sup>13</sup>

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<sup>12</sup> *Ibid.*

<sup>13</sup> *Ibid.*



## TERRITORIAL ORGANIZATION OF THE PES AND ITS RESOURCES

- ◆ **What is the size and network coverage of the main PES operator? Does it have other missions?**
- ◆ **Same questions for the other operators?**

The number of *JCPs* in the country was 800 in 2005, shortly after their creation. It fell to 713 in 2017 and close to 600 in 2019. Most of the closures have been of small *JCPs*, mainly in London or the North West of England. In 2016, most *JCPs* were in urban areas, with only 28 agencies in rural areas, half of which were in Wales: 89% of beneficiaries living in urban areas were within 30 minutes of a *JCP*, compared to only 35% of beneficiaries living in rural areas.<sup>14</sup> Appendix 6 details the *JCP* network in 2016. However, the DWP's 2021/2022 annual report indicates that 167 new *JCPs* have been established since the pandemic.<sup>15</sup>

- ◆ **How flexible is the main PES operator in adapting to different territories and economic conditions?**

**The prevailing logic in most British public policies is that of a definition of objectives at the national level, but a great deal of freedom at the local level to implement these objectives - both in terms of organization and in terms of the way in which the national objectives are applied.** The *JCPs* thus have a relatively high degree of flexibility to define, in conjunction with local authorities and local business representatives, the training offer for jobseekers according to the demand for skills in the territory. In addition, although resources and staffing levels are negotiated between the DWP and the UK Treasury and set at the departmental level, they can be adjusted at the *JCP* level according to the expected number of beneficiaries in each of the 34 Districts.<sup>16</sup>

- ◆ **What are the detailed budgets, showing the different missions of the operators in 2019 and 2021?**
- ◆ **Headcount as of December 31, 2019 and December 31, 2021 (FTE)**
- ◆ **The proportion of budgets allocated to outsourced services**

**As of the 2010/2011 fiscal year, DWP no longer publishes a separate *JCP* budget or enrollment data.** The latest official figures from 2010/2011 show an annual *JCP* budget of £3.5bn. According to 2017 estimates, the cost of *JCP* was expected to be less than £2 billion in 2020, out of a total envelope dedicated to labor market activation policies of £6 billion<sup>17</sup>.

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<sup>14</sup> *Ibid.*

<sup>15</sup> <https://www.gov.uk/government/publications/dwp-annual-report-and-accounts-2021-to-2022/dwp-annual-report-and-accounts-2021-to-2022#notes-to-the-accounts>

<sup>16</sup> [https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272\\_The\\_role\\_organisation\\_and\\_services\\_of\\_the\\_British\\_Public\\_Employment\\_Service\\_-\\_Jobcentre\\_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication\\_detail](https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272_The_role_organisation_and_services_of_the_British_Public_Employment_Service_-_Jobcentre_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication_detail)

<sup>17</sup> [https://read.oecd-ilibrary.org/economics/oecd-economic-surveys-united-kingdom-2022\\_7c0f1268-en#page1](https://read.oecd-ilibrary.org/economics/oecd-economic-surveys-united-kingdom-2022_7c0f1268-en#page1)

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In terms of headcount, the last official figures from 2011/2012 showed 37,000 employees working at JCP. Estimates from 2017 show a decrease in that number to 20,000 employees.<sup>18</sup> Nonetheless, DWP's 2021/2022 annual report indicates that 13,500 counselors have been hired since the start of the pandemic, without specifying whether they are replacing or adding to those already on the job.<sup>19</sup>

Finally, there is no precise and detailed budget for outsourced services, and little up-to-date information: in 2004, the DWP spent £1 billion on outsourced services (private employment agencies and private training agencies).<sup>20</sup>

### EVALUATION OF THE PES

- ◆ **Has the PES as a whole been subject to evaluations in recent years (National Audit Office, Parliament, research centers), particularly with regard to issues of priority to the mission? If so, please provide them**
- ◆ **Have the various PES actors, especially the lead operator, been evaluated? Idem**
- ◆ **What are the main evaluations of active labor market policies?**

A number of national audit reports (*National Audit Office*, Parliament), reports from international organizations (OECD) and academic studies have evaluated British return-to-work policies. A bibliography is provided in Appendix 7.

### COORDINATION OF PES ACTORS, GOVERNANCE AND COMMON INFORMATION SYSTEMS

- ◆ **Are certain groups followed by several PES actors? If so, which ones?**
- ◆ **What are the main strengths and weaknesses of the coordination between PES actors at local, regional and national level?**
- ◆ **What concrete institutional arrangements exist to encourage coordination between PES actors at different levels, and in particular at an operational level?**
- ◆ **Are there real and/or virtual one-stop shops? If so, which ones? For which audiences?**

In the context of the above-mentioned reforms, most of the beneficiaries of social minima are in contact with the *JCPs*, first through the extension of the perimeter of the PES to persons with disabilities or single parents and then through the introduction of the *UC*. As a reminder, the *JCPs* are presented as one-stop shops, both physical and virtual, which are responsible for paying the *UC* and reintegrating jobseekers into the labor market, with a recent priority given to those who are furthest from employment - single parents, people partially unable to work, people with disabilities or chronic illnesses, etc.).

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<sup>18</sup> [https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272\\_The\\_role\\_organisation\\_and\\_services\\_of\\_the\\_British\\_Public\\_Employment\\_Service\\_-\\_Jobcentre\\_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication\\_detail](https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272_The_role_organisation_and_services_of_the_British_Public_Employment_Service_-_Jobcentre_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication_detail).

<sup>19</sup> <https://www.gov.uk/government/publications/dwp-annual-report-and-accounts-2021-to-2022/dwp-annual-report-and-accounts-2021-to-2022#financial-report>.

<sup>20</sup> [https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272\\_The\\_role\\_organisation\\_and\\_services\\_of\\_the\\_British\\_Public\\_Employment\\_Service\\_-\\_Jobcentre\\_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication\\_detail](https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272_The_role_organisation_and_services_of_the_British_Public_Employment_Service_-_Jobcentre_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication_detail).

However, the JCPs are not the only interlocutors of the publics in question. People with disabilities are also monitored or supported by local authority social workers, in the framework of programs co-constructed and co-piloted with the DWP such as the *Health and Work Programme*.

**The JCP also relies on a large network of public and private training and employment support agencies:** the *Work Coach*, the JCP's main jobseeker advisor, can mobilize these different providers to offer skills assessments or training to the people he or she supports, which are provided in competition with the *National Careers Service* or private agencies. Since the 1980s, the DWP has also had a partnership with the *Recruitment and Employment Confederation*, the main network of private employment agencies. Finally, the JCP frequently participates at the local level in *Local Enterprise Partnerships*, which are partnerships between local authorities and local businesses to support the regional economy and develop employment opportunities.

Coordination between JCPs and other actors involved in the return to employment is, however, voluntary and limited by the strong centralization of the network.<sup>21</sup>

### ◆ **What are the main demands or expectations of PES users in this area?**

The DWP publishes the results of annual JCP user satisfaction questionnaires, which range from 80 to 90% satisfaction. In 2021/2022, 82% of users surveyed were satisfied.<sup>22</sup> However, these figures should be interpreted in the light of the expectations placed by British users on public services in their country, the prevailing logic being often that of a large part left to individual responsibility, and of a lesser expectation placed on public services than that found in France.

To our knowledge, there is no formal study on the expectations of PES users.

- ◆ **Are activity and performance indicators shared between the different PES actors? Do they allow an alignment of the actors' objectives?**
- ◆ **Are the information systems of the different PES operators common or interconnected? since when? how?**
- ◆ **Do these ISs track and coordinate the services delivered to job seekers?**

The issue of shared indicators is limited in the United Kingdom by the fact that the JCPs are the only actors formally responsible for the public employment service, and as such are solely responsible for achieving the objectives set by the Ministry of Labour.

Since 2011, DWP has simplified the JCP performance and activity assessment, focusing on 2 indicators:

**1. return to employment:** measured by the *off-benefit flow*, the share of beneficiaries who stop receiving aid in a given month (although this indicator does not allow discrimination between beneficiaries who stop receiving aid because they are reintegrated into the labor market and those who give up: in 2013, only 68% of job seekers who stopped receiving aid were reintegrated into the labor market).<sup>23</sup>

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<sup>21</sup> [https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272\\_The\\_role\\_organisation\\_and\\_services\\_of\\_the\\_British\\_Public\\_Employment\\_Service\\_-\\_Jobcentre\\_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication\\_detail](https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272_The_role_organisation_and_services_of_the_British_Public_Employment_Service_-_Jobcentre_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication_detail).

<sup>22</sup> <https://www.gov.uk/government/publications/dwp-annual-report-and-accounts-2021-to-2022/dwp-annual-report-and-accounts-2021-to-2022#notes-to-the-accounts>.

<sup>23</sup> [https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272\\_The\\_role\\_organisation\\_and\\_services\\_of\\_the\\_British\\_Public\\_Employment\\_Service\\_-\\_Jobcentre\\_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication\\_detail](https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272_The_role_organisation_and_services_of_the_British_Public_Employment_Service_-_Jobcentre_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication_detail).

<sup>23</sup> <https://www.nao.org.uk/wp-content/uploads/2013/03/Job-Centres-Full-report.pdf>.

## 2. Reduction of fraud

The *JCPs* also report on major trends in the labor market, skills needs, and recruiting needs in their territories. They communicate these trends to employers, local governments, private agencies and job seekers.

In terms of information systems, the *Jobcentre Plus* network's IS is not accessible to other actors involved in return-to-work policies.

- ◆ **How are privacy rules respected? How is the implementation of the European rules, and in particular the RGPD, done?**

N/A.

## IDENTIFICATION, DIAGNOSIS, PROFILING, ORIENTATION

- ◆ **What categories of people are required to register with the PES (unemployment insurance recipients, minimum social benefits recipients, others)?**
- ◆ **Is there a single organization, unlike in France, that diagnoses and orients recipients of minimum social benefits and job seekers?**
- ◆ **For recipients of minimum social benefits, is there a distinction between a predominantly social orientation and a predominantly employment orientation? Do other types of orientation exist?**

**The reforms of the last 20 years mentioned above have aimed to strengthen support for the return to work of recipients of social minima who are particularly far from employment (people with disabilities, single parents, etc.).** Any person applying for *Universal Credit* is assessed on his or her ability to return to work and is placed in one of the following four groups (only the last category does not have to register with the PES):

- "all work-related activity group": people who are closest to employment, active job search obligation (applications, interviews etc.)
- "work preparation group": people whose job search must go through intermediate actions (training, internships, help in writing a CV), obligation to carry out the prescribed actions and to meet regularly with the *work coach*
- "work focused interview group: people who are not in a position to look for work immediately (e.g. parent with primary responsibility for a 1-2 year old child), whose obligation is to meet with their *work coach* on a regular basis
- "no work related requirements group": people with no job search requirements (people whose disability is assessed as a barrier to employment, parent with primary responsibility for a child under 1 year old, full-time family caregiver, student with no family resources...)

By 2024-2025, the Department of Labor's goal is for 2/3 of all adult *UC* recipients to be in contact with the PES actively seeking employment (Groups 1 and 2).<sup>24</sup>

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<sup>24</sup> [https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272\\_The\\_role\\_organisation\\_and\\_services\\_of\\_the\\_British\\_Public\\_Employment\\_Service\\_-\\_Jobcentre\\_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication\\_detail](https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272_The_role_organisation_and_services_of_the_British_Public_Employment_Service_-_Jobcentre_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication_detail).

**Regardless of the origin of the jobseekers' resources and the nature of their difficulties, the *Work Coach* is the single initial contact for the diagnosis and orientation of people deemed fit for work.**<sup>25</sup> Within the JCP, the *work coaches* have the support of *Advisor Support Officers* to deal with questions relating to social minima, and *Disability Employment Advisers* (DEA) to help people with disabilities. However, the financial constraints on the JCP network limit these services: for example, there are only 500 DEAs in the whole country.<sup>26</sup> In addition, social workers funded by local authorities are on call at some JCPs to help address social needs.

- ◆ **By whom and how is the diagnosis of the job seeker's situation made?**
- ◆ **What are the modalities (length, format) and content of the initial diagnosis (ESI to PE)? How long does it take after the ED has been registered (23 days in France, 0 to a few days in Denmark)?**
- ◆ What actions are taken immediately?

After a welfare application (online or by phone) or a request from a new job seeker to the JCP, individuals are contacted again for an initial interview (*Work-focused interview or WFI*)<sup>27</sup> usually taking place within 3 to 7 days of enrollment. This first interview consists of a meeting between the *Work Coach* and the job seeker that can last up to 40 minutes.

This first contact is an opportunity for the *Work Coach* to clarify the conditionality regime in which the jobseeker is enrolled and his/her obligations (and at the same time to sign the commitments made), to identify which professional or job search objectives would be relevant for the jobseeker, to assess his/her specific needs or difficulties and to propose support/training programs. If the job seeker has not already done so at the time of registration, he/she is directly asked to write a CV and register on the PES online job search platform, *Find a Job*. The job seeker must then attend weekly *work search reviews* for 13 weeks.

- ◆ Are PES audiences segmented? If so, into how many categories? And according to what criteria (by distance from employment, by age, by territory, other criteria)?

Despite the existence of the four groups mentioned *above* to determine distance to employment, there is, to our knowledge, no formal segmentation procedure with criteria related to the job sought, age or territory, despite recommendations from the OECD and the British Parliament.<sup>28</sup>

Many JCPs use a three-color scoring system (red, orange, green) depending on the difficulties and needs of the job seekers they are coaching. *Work Coaches* can also use a *Customer Assessment Tool* which consists of a questionnaire to better identify the job seeker's level of skills, motivation, self-confidence or relationships with previous employers. However, these questionnaires are not systematically used in practice, and often do not serve to assist the counselor in deciding on an action plan. The lack of accurate profiling of jobseekers, and of tools for diagnosis and action plans, is a recurrent criticism.

- ◆ **Have there been recent reforms in diagnosis, profiling and referral? Why have they been reformed? What are the strengths and weaknesses of this model?**

<sup>25</sup> [https://read.oecd-ilibrary.org/employment/connecting-people-with-jobs\\_9789264217188-en#page30](https://read.oecd-ilibrary.org/employment/connecting-people-with-jobs_9789264217188-en#page30)

<sup>26</sup> [https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272\\_The\\_role\\_organisation\\_and\\_services\\_of\\_the\\_British\\_Public\\_Employment\\_Service\\_-\\_Jobcentre\\_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication\\_detail](https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272_The_role_organisation_and_services_of_the_British_Public_Employment_Service_-_Jobcentre_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication_detail)

<sup>27</sup> [https://read.oecd-ilibrary.org/employment/connecting-people-with-jobs\\_9789264217188-en#page30](https://read.oecd-ilibrary.org/employment/connecting-people-with-jobs_9789264217188-en#page30)

<sup>28</sup> *Ibid.*

To our knowledge, there is no reform of the diagnostic and profiling model, despite the criticisms mentioned *above*.<sup>29</sup> The main strength of the diagnostic and profiling model is that it allows for the identification, through a *one-stop-shop*, of all the needs of jobseekers beyond the strict issue of return to work, which can be complemented by other public services. However, this model is under-funded and not well standardised across the UK, resulting in significant disparities between areas.

## SUPPORT FOR JOB SEEKERS

◆ **Is there an upstream reception for employees who are likely to lose their position?**

There is a business service called **Rapid Response Redundancy Service** that assists employees facing layoffs (see *Business Services* section).

◆ **How many monitoring and support methods exist? How are they defined, for which audiences? How many are intensive accompaniment?**

◆ **What is the share of reorientations in the pathways of job seekers? What is the degree of flexibility left to the local level to redirect an individual?**

◆ **What is the proportion of job seekers considered to be in "intensive support"? Who are the people who receive less intensive support?**

**In the absence of segmentation or fine profiling, it is difficult to report on the number of follow-up modalities or their precise definition.** As previously mentioned, after their initial interview, job seekers are followed up weekly for 13 weeks during *work search reviews*, during which they report on their job search. After these 13 weeks, the pace of these interviews decreases to 2 per month for the majority of job seekers (most often with an assistant *Work Coach*).<sup>30</sup> *At the Work Coach's* discretion, WFI are held where job seekers may be offered training or referrals to certain programs (see box) and where job search goals are updated. Jobseekers who are furthest from the labor market may receive more extensive support.

There are a number of programs or trainings offered by other PES actors, including private ones, that *Work Coaches* can mobilize to complement the follow-up offered in JCP:

- **Work Experience Placements:** unpaid work opportunities, mainly for 18-24 year olds, on a voluntary basis, lasting from 2 to 8 weeks (can be extended by 4 weeks);
- **Work Trials:** a trial period of up to 30 days on a voluntary basis, during which the *UC* beneficiary continues to receive full social security benefits;
- **Sector-Based Work Academies:** *Work experience placement* combined with a training period for 18-24 year olds that guarantees a job interview;
- **New Enterprise Allowance:** support for *UC* recipients who want to start their own business, with weekly support of up to £1,300 for up to 26 weeks and access to a loan. Enrollment in this program is subject to approval by a *Business Advisor*. Training and coaching is offered through private agencies;

<sup>29</sup> Ibid.

<sup>30</sup> [https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272\\_The\\_role\\_organisation\\_and\\_services\\_of\\_the\\_British\\_Public\\_Employment\\_Service\\_-\\_Jobcentre\\_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication\\_detail](https://www.researchgate.net/profile/Dan-Finn-2/publication/335985272_The_role_organisation_and_services_of_the_British_Public_Employment_Service_-_Jobcentre_Plus/links/5d88d5bf92851ceb79346dc6/The-role-organisation-and-services-of-the-British-Public-Employment-Service-Jobcentre-Plus.pdf?origin=publication_detail).

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- **The Work and Health Programme:** aimed at recipients of adult disability allowance or health-related disability, as well as jobseekers over 2 years of age (for whom this programme is mandatory), offering "intensive support", co-piloted by the state and local governments. Between November 2017 (when the program was introduced) and August 2022, 340,000 job seekers were referred to the program, 230,000 took part, and 24% of these found employment within 24 months.<sup>31</sup>
- **Work Clubs:** meetings and exchanges organized by associations, without DWP funding, between job seekers;
- **Youth Obligation:** a mandatory program for 18-21 year olds consisting of an intensive program within the first 3 weeks of enrolling as a UC recipient. If after 6 months the beneficiary is still unemployed or not enrolled in training, he/she is obliged to do an apprenticeship, an internship or unpaid volunteering for more than 3 months, within a public structure or an association.

- ◆ **Is there any follow-up for people who have returned to work after taking a job?**

To our knowledge, no such scheme exists in the UK.

- ◆ **Are the coaching consultants specialized (by audience, by process)?**
- ◆ **How are portfolios allocated by advisor? What flexibility exists in the allocation and reallocation of portfolios by advisor?**
- ◆ **What is the size of the portfolio for each type of advisor? Does it vary by pathway? By territory?**
- ◆ **How many counselors does a PES beneficiary have contact with? Does this number vary according to the audience?**

The *Work Coaches* are generalists with a very broad portfolio, providing support to the job seeker (diagnosis, definition of objectives, monitoring of compliance with commitments, etc.) but also certain aspects of the delivery of minimum social benefits. They can be assisted by an *Assistant Work Coach*. Thus, in the majority of cases, a PES beneficiary is in contact with at least two counselors.

There are also specialized counselors, with very limited portfolios, who support the *Work Coaches*, such as the *Disability Employment Advisers* mentioned above, or *Work Psychologists*.

- ◆ **Have there been any recent comprehensive evaluations of job coaching? Which ones? Why or why not? With what results?**

To our knowledge, no evaluations have been published recently. Nevertheless, a study for Northern Ireland showed that the absence of follow-up interviews (WFI and *work search reviews*) for exogenous reasons was associated with an increase in unemployment duration of 10 to 19 percent.<sup>32</sup> The introduction of the conditional unemployment insurance scheme in 1996 was also associated with an increase in the share of unemployed not claiming social assistance.<sup>33</sup>

## RIGHTS AND DUTIES

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<sup>31</sup> <https://www.gov.uk/government/statistics/work-and-health-programme-statistics-to-august-2022/work-and-health-programme-statistics-to-august-2022>

<sup>32</sup> [https://econpapers.repec.org/article/eeelabeco/v\\_3a15\\_3ay\\_3a2008\\_3ai\\_3a6\\_3ap\\_3a1451-1468.htm](https://econpapers.repec.org/article/eeelabeco/v_3a15_3ay_3a2008_3ai_3a6_3ap_3a1451-1468.htm).

<sup>33</sup> [https://econpapers.repec.org/article/eeepubeco/v\\_3a93\\_3ay\\_3a2009\\_3ai\\_3a11-12\\_3ap\\_3a1234-1253.htm](https://econpapers.repec.org/article/eeepubeco/v_3a93_3ay_3a2009_3ai_3a11-12_3ap_3a1234-1253.htm).

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- ◆ **What specific obligations are imposed on the ED (e.g. number of job searches per week, number of hours worked per day or per week, other obligations)? by law? by the main PES operator?**
- ◆ **Is there an equivalent to the "reasonable job offer"? If so, what is its exact definition? Is this concept effective?**
- ◆ **Are the aids (in cash or in kind) conditional (on job search, on acceptance of reasonable job offers, on training or other integration actions)?**
- ◆ **Does this conditionality evolve according to the unemployment rate and the importance of jobs in tension?**

The UK is one of the strictest OECD countries in terms of conditionality. With the introduction of *UC*, 6 groups of conditionalities were established, setting out the precise obligations of job seekers:

- ***Intensive work search***: This plan is for recipients or former recipients of contributory unemployment insurance (*New Style JSA*). They must report a search for a 35-hour per week job paying at least minimum wage within 90 minutes of their home. As of February 2022, they can only restrict their search to jobs in similar industries to their previous job and for the same pay for 1 month, and only if their *Work Coach* allows it. Job seekers who are caring for dependents may limit the number of hours worked if their *Work Coach* believes it will not affect their job search. Job seekers with children under the age of 13 may limit their availability to school hours;
- ***WFI only***: This plan is for former *Employment and Support Allowance* recipients, i.e., workers with a disability or health issue that limits their work activity. They must prepare for employment without having to actively seek employment;
- ***Keeping in touch***: This scheme is for single parents or people with a complete or major disability. They must attend interviews with their *work coach* but all other measures (training, activities, etc.) are voluntary.
- ***Light touch***: This plan applies to part-time recipients receiving *UC* because of low income. They are required to increase their income by working more or taking a better paid job in order to access the ***working enough*** scheme.
- ***No work related requirements***: this plan applies to beneficiaries who are past retirement age or who have severe disabilities and have no obligations.<sup>34</sup>
- ◆ **Is this conditionality formalized (signing a contract at the beginning of the program, etc.)?**
- ◆ **How is compliance with these commitments monitored? Is there a separate department or not (monitoring managed by the consultants themselves)?**

For beneficiaries who register in the *Intensive work search* scheme (beneficiaries of the former unemployment insurance), a *Claimant Commitment* is signed during the first *WFI*, in which the conditions and obligations of the jobseeker and the sanctions he/she is exposed to in case of non-compliance are mentioned. The *work search reviews* allow the *Work Coaches* and *Assistant Work Coaches* to monitor compliance with these conditions. The *work coach* also has access to the job search activity of the beneficiary on the *Find a Job* platform, where the beneficiary has to prove that he/she is actively looking for a job.

Failure to comply with these conditions may result in sanctions for the job seeker. There are three levels of sanctions:

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<sup>34</sup><https://www.whatdotheyknow.com/request/366996/response/904624/attach/5/2%20Conditionality%20and%20regime%20Overview.pdf>.



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- the lowest level, which applies to non-compliance with lesser commitments, such as failure to attend an appointment with a *work coach*. Payment of aid is suspended for 4 weeks for a 1<sup>re</sup> sanction, 13 weeks for a 2<sup>e</sup> sanction;
  - the intermediate level, which applies to non-compliance with the conditions of the *Intensive work search* (active search for a job and availability), can lead to a closure of the file and the suspension of aid payments for 4 weeks for a first sanction, and 13 weeks for a second sanction. Job seekers can reapply at the end of this period;
  - the highest level applies to failure to meet the most important obligations, such as not applying for a job offered by a counselor, refusing to participate in mandatory programs, or quitting a job in order to receive unemployment insurance. The payment of benefits is suspended for 13 weeks for a first sanction, 26 weeks for a second sanction and 3 years for a third sanction.<sup>35</sup>
- ◆ **Is this conditionality applied in practice? What are the existing grounds for debarment and suspension? What is the number of disbarments and suspensions each year by reason?**
  - ◆ **Beyond these figures, is this conditionality an element put forward to push job seekers to return to work (dissuasion effect)?**

Appendix 8 details the actual implementation of these sanctions for the year 2013, during which 870,000 sanction decisions were made. Each month, on average, 5% of the cases received a sanction, primarily for research deemed insufficient or for refusal to participate in a work program (compared to an average of 2% monthly in the previous decade)<sup>36</sup>.

## BUSINESS SERVICES

- ◆ **Does the PES work with companies? If so, with which types of companies (VSEs, SMEs, ETIs, large companies)?**
- ◆ **Does the PES have an approach by sector in tension? By territory?**
- ◆ **What are the offers for companies?**
- ◆ **Pre-selection ?**
- ◆ **Placement ?**
- ◆ **Candidate preparation ?**
- ◆ **Follow-up of the candidate after taking up the position ?**
- ◆ **Support for certain HR functions ?**
- ◆ **Are strategies co-constructed with the sectors that recruit the most?**

As mentioned earlier, despite the strong centralization of the PES, JCPs have the freedom to work with companies at the local level, in conjunction with local authorities and *local enterprise partnerships*. A number of free services are offered to companies (see box), especially those with vacancies or job opportunities for the most marginalized job seekers. However, relations with companies and industries are more the responsibility of private actors than of the JCPs.

Companies can benefit from the following services and programs:

- **Vacancy Advertising Service:** companies can advertise their vacancies on the *Find a Job* platform.
- **Employer Services Support Line:** companies can use a national toll-free number for advice and assistance in the recruitment process. Through this toll-free number, companies can also be

<sup>35</sup> [https://read.oecd-ilibrary.org/employment/connecting-people-with-jobs\\_9789264217188-en#page30](https://read.oecd-ilibrary.org/employment/connecting-people-with-jobs_9789264217188-en#page30).

<sup>36</sup> *Ibid.*

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put in contact with *Recruitment Advisory Services*, offering more individualized support within the JCP.

- **National Employer Service Team:** a team works to better understand the needs and demands of employers and assists them in the development of recruitment processes adapted to the long-term unemployed or disabled.
- **Rapid Response Redundancy Service:** employers can be advised and assisted to better accompany redundancies, in collaboration with all PES actors. Workshops on job search, identification of transferable skills or training can be offered.
- **Access to Work:** companies can benefit from resources to adjust the work environment for disabled employees. This program was funded at £100 million in 2016/2017 and involved 36,000 disabled workers.
- **A Small Employer Offer:** small businesses can receive help and support to create jobs for disabled or chronically ill workers, including a £500 payment if the job lasts more than 3 months.

### ◆ Are the business advisors specialized? In what way?

Each district has an *employer engagement manager*, responsible for monitoring and promoting business services, and a team of *Employer Advisers*, assisting businesses.

- ◆ Do companies have rights and duties in this area, particularly with regard to the recruitment of disabled people or people who are far from employment?
- ◆ What are the indicators for monitoring this activity, particularly in terms of employee placement?
- ◆ Have there been any recent reforms in business services? Why have they been made?
- ◆ Have there been any evaluations of the service to businesses?
- ◆ What are the strengths and weaknesses of this model?
- ◆ What is the proportion of recruitment in companies that goes through the public employment service? What proportion of jobseekers have returned to sustainable employment thanks to an offer provided by the PES?

The available evidence on business services is very patchy. For all intents and purposes, in 2011, 330,000 employers posted job vacancies through JCP, but half of the vacancies were posted by private actors not formally participating in the PES.

## SPECIFIC AUDIENCES

- ◆ Skilled and unskilled youth and NEET
- ◆ Seniors
- ◆ People who are very far from employment
- ◆ Employable but not actively seeking employment
- ◆ People seeking employment but with little or no employability
- ◆ People outside the labour market

See above.