

# Active Security: Welfare to Work on the Work Floor

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# Starting point study

- Discontent with results employment services
- Lack of implementation research
- Three-country comparison offers benchmark

# 1.Three countries: Characteristic differences

- Generous vs more lean welfare state
- Target group: unemployed vs unemployed +disabled
- Centralised vs decentralised system
- For profit vs not for profit providers
- Big steps vs incremental steps
- Government rol:hands on, hands off, stewardship
- Broad public role vs small public role providing employment services

# Variations in division of tasks between public and private actors

	First contact /intake	Assessment / Profiling	Mediation Short-term unemployed	Intensive guidance mediation and aftercare long-term unemployed	No results?
Australia	Centrelink		Private Job Network provider	Private Job Network provider	Private Job Network provider
Netherlands	Workplaza		<ul style="list-style-type: none"> <li>- Temporary work agency</li> <li>- UWV job company</li> </ul>	<ul style="list-style-type: none"> <li>- Private provider</li> <li>- UWV job company</li> <li>- Municipality</li> </ul>	<ul style="list-style-type: none"> <li>- Municipality</li> <li>- UWV job company</li> </ul>
United Kingdom	Jobcentre Plus		Jobcentre Plus	Private provider	Jobcentre Plus

# Problem definition (1)

Steering on:	Social-economic	Public administration
- Input	Profiling, Targeting	Hierarchy
- Output	Performance indicators	Market
- Process	?	Network?

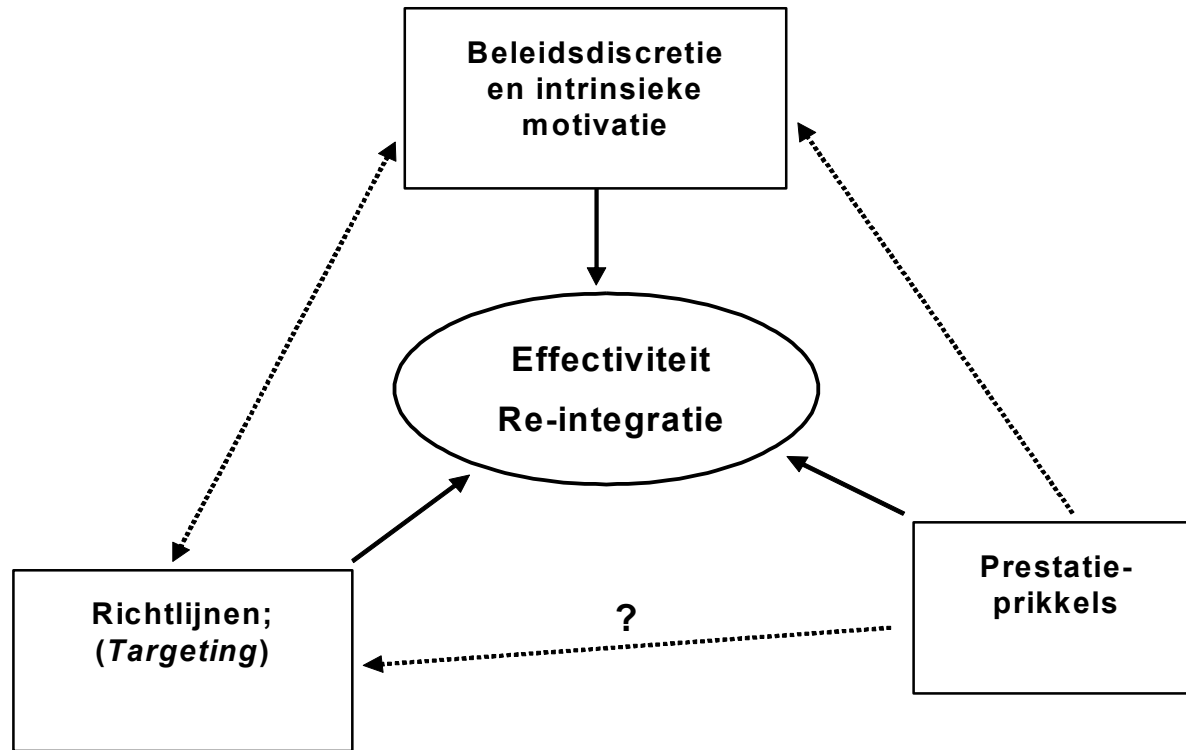
# Problem definition (2)

In steering by hierarchy (protocols and rules) and by the market (incentives) the implementation process is taken as given, the consequence being that it is unclear where results come from:

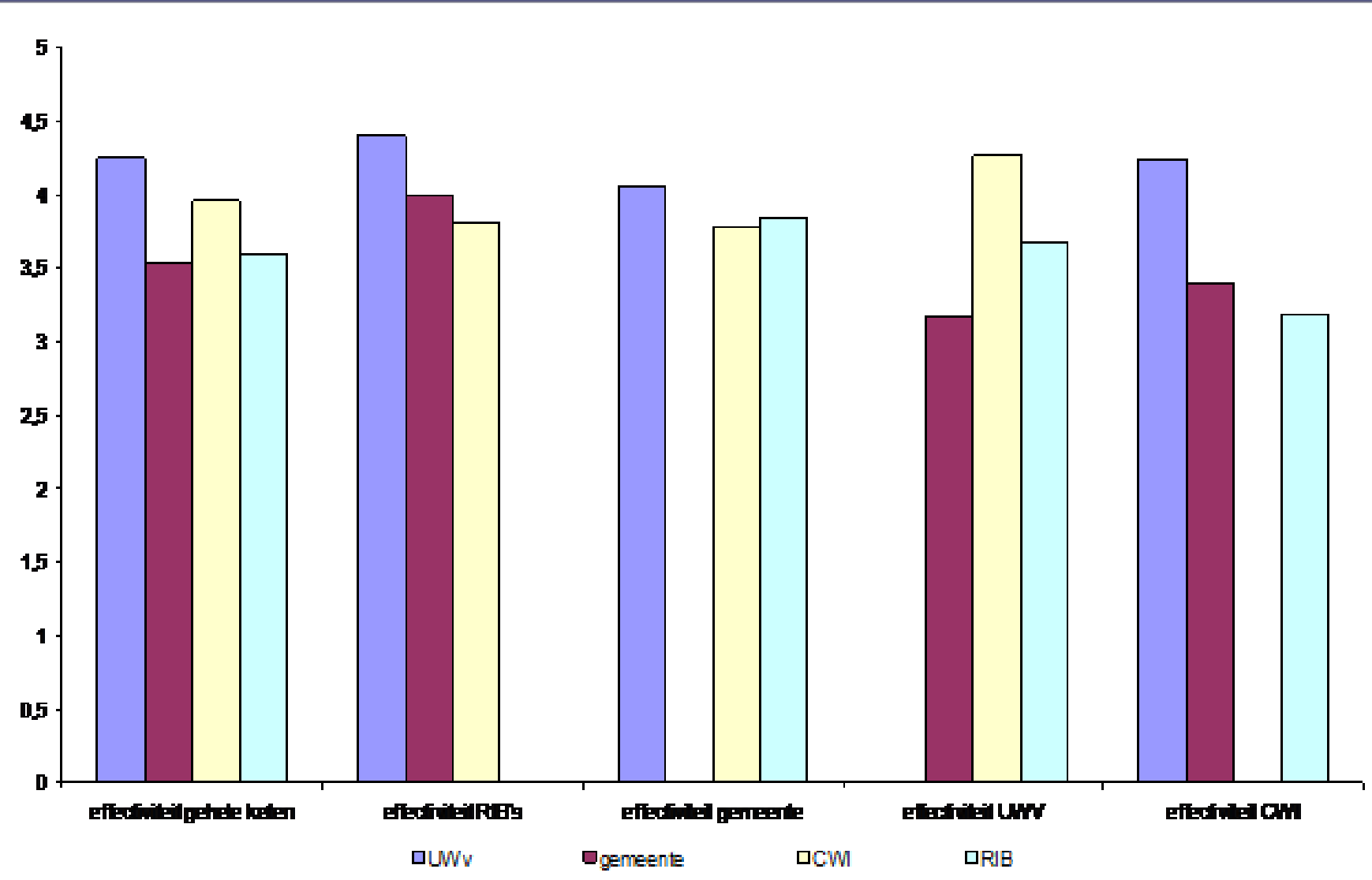
- protocols / rules?
- incentives?
- casemanagers?

This study empirically does research the implementation process of employment services at the workforce where casemanager and client meet

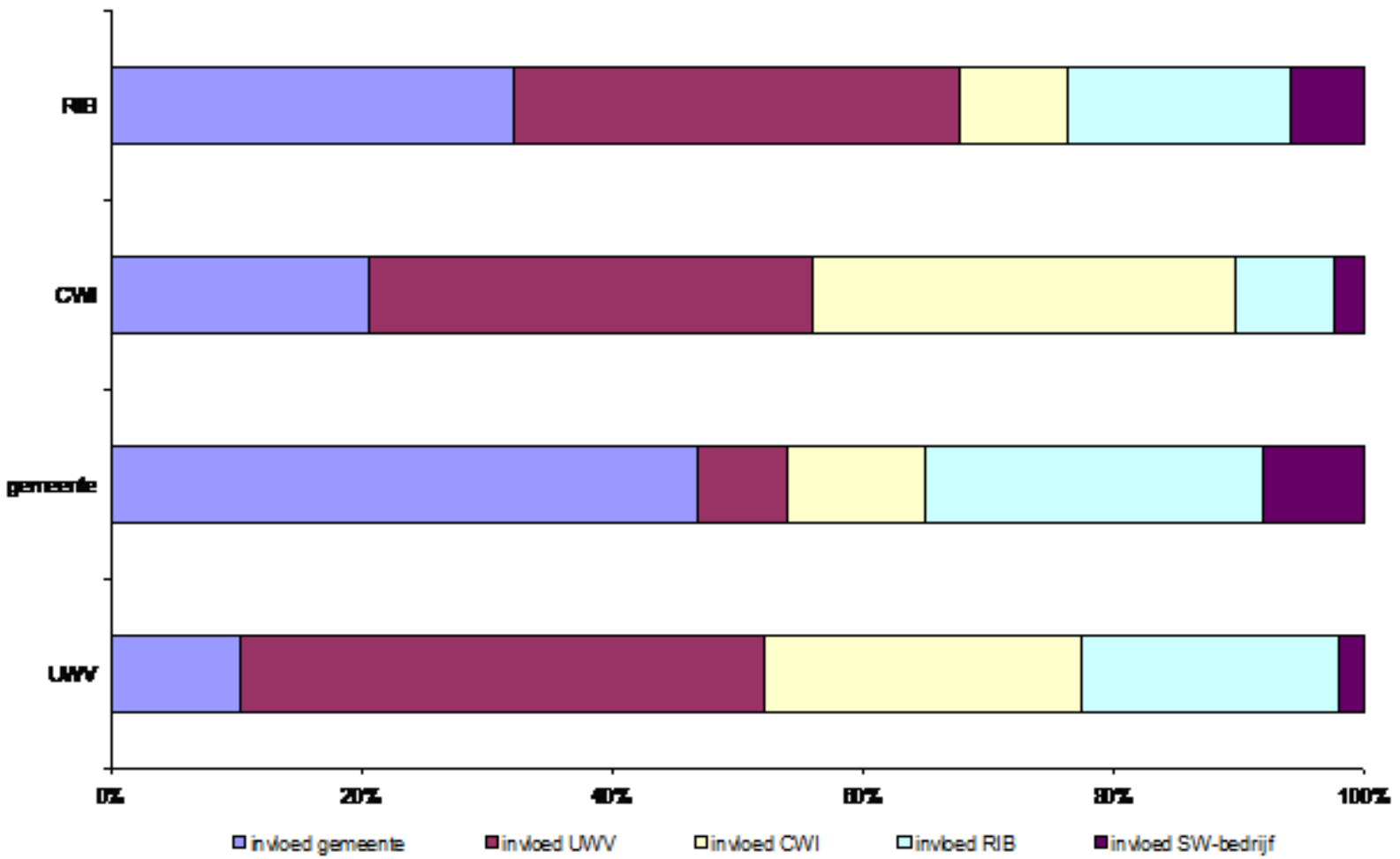
# Steering Methods



# How do frontline worker see the effectiveness of the agencies themselves?



# How big do they estimate the influence of the agencies on the placement results?



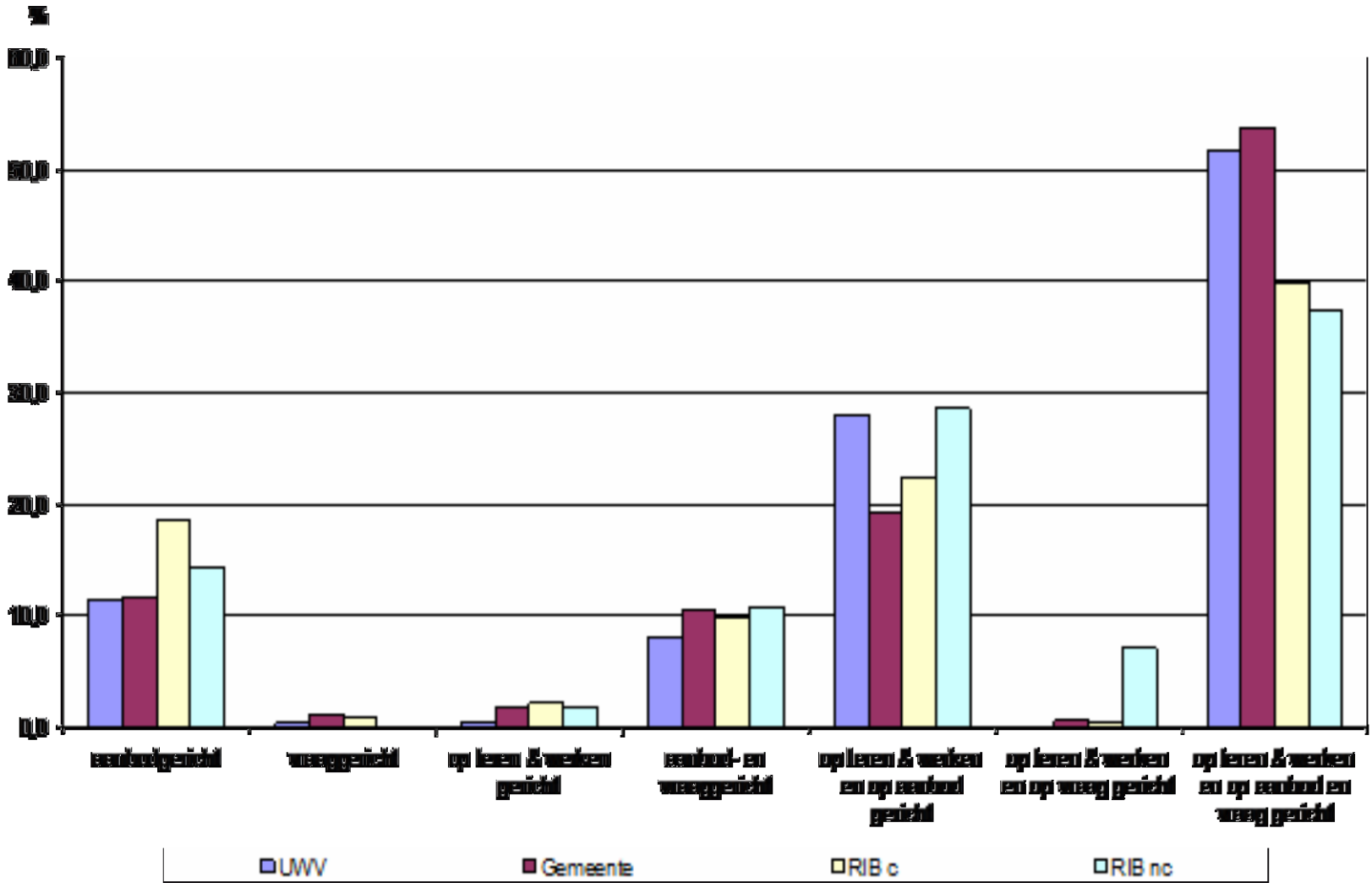
# Strategy 1: sticks and carrots

- + Employment services
- Sanctions

-> empl services: mix, mainly labour supply oriented

-> sanctions: use in function of changing behaviour...

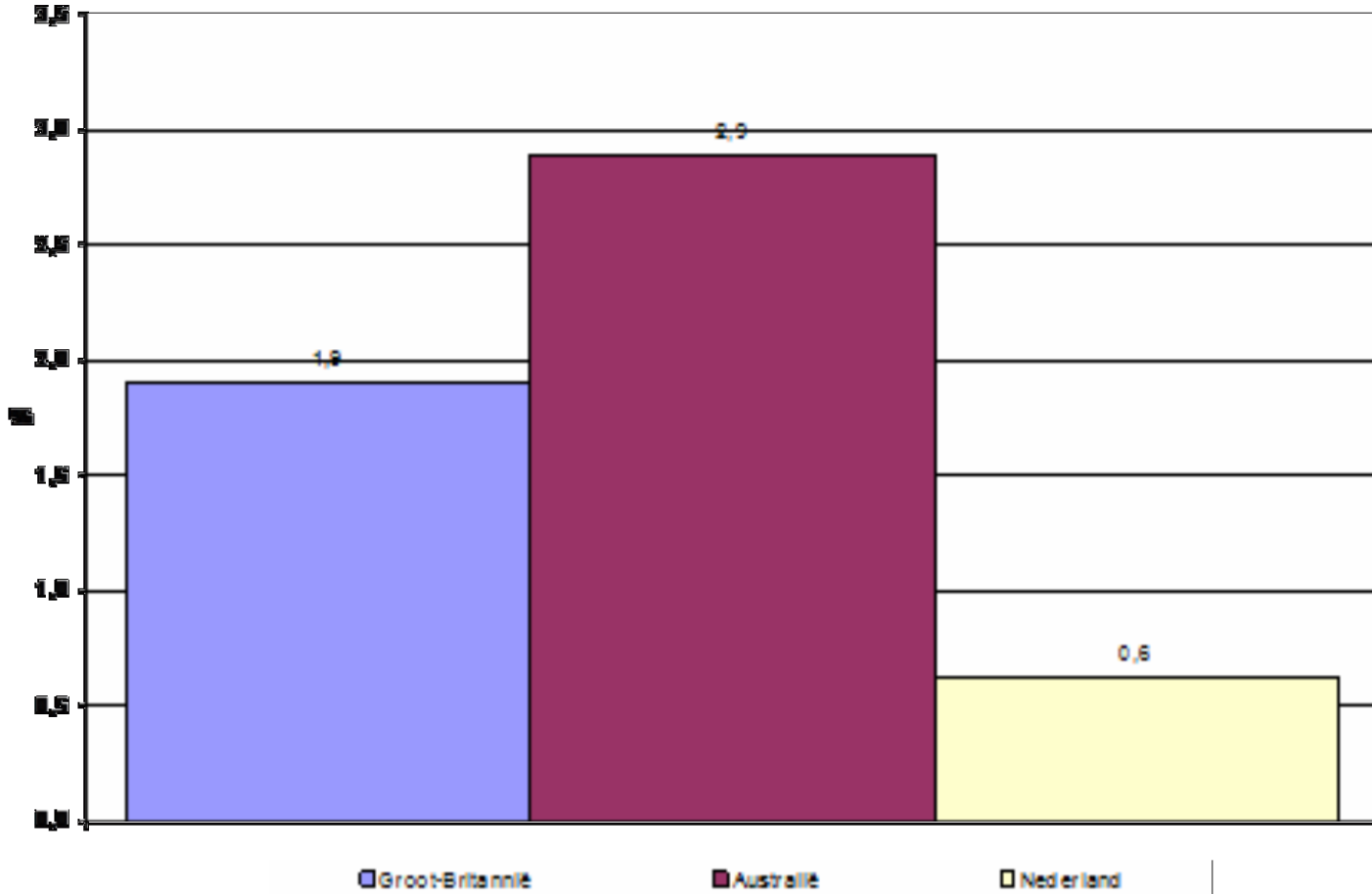
# Service provision models



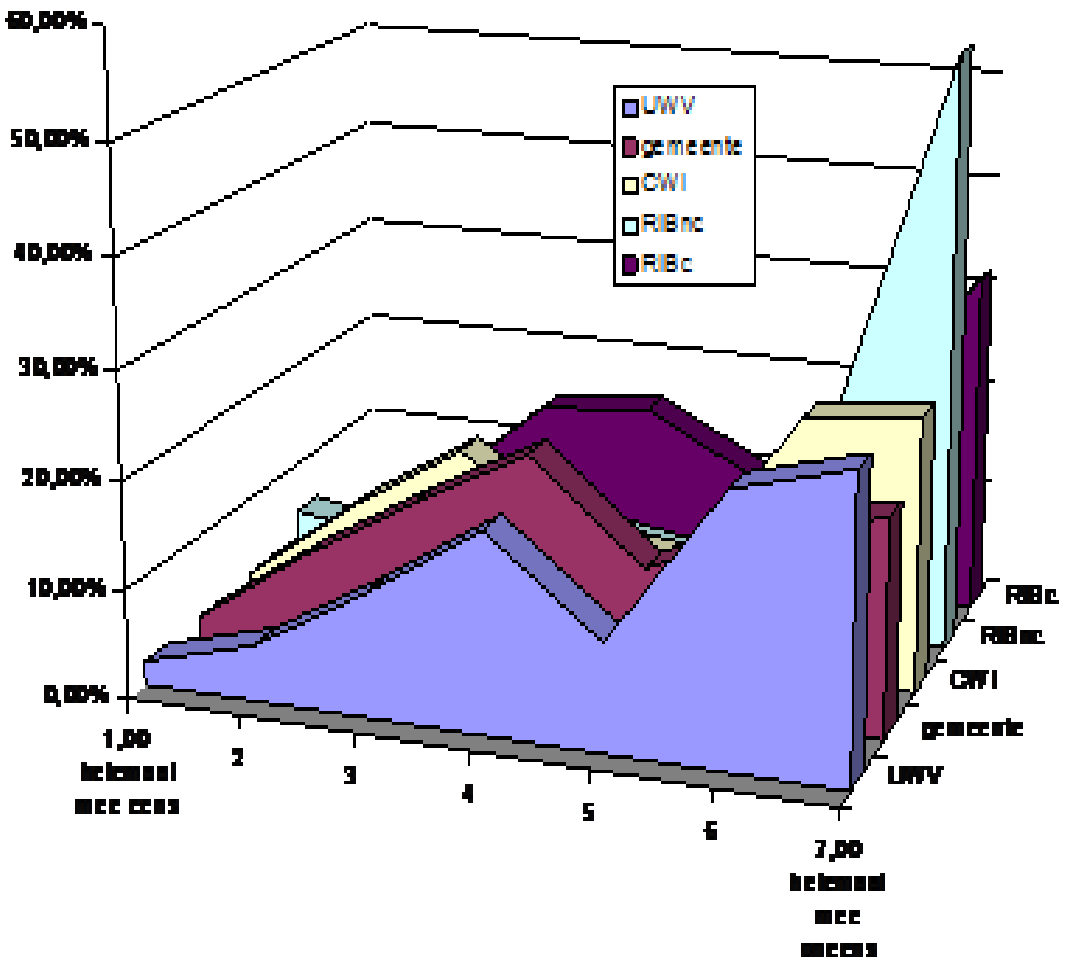
# Willingness to Use of Sanctions

	Australia %	United Kingdom %	The Nether Lands %
Sanctions are normally filed when a jobseeker is dismissed from a job or a training program	72.7	50.1	72.7
Sanctions are normally filed when a jobseeker refuses to apply for a suitable job	81.3	45.3	65.0
Sanctions are normally filed when a jobseeker refuses a suitable job offer	89.3	58.5	74.4
Sanctions are normally filed when a jobseeker fails to commence an employment program or training course	84.3	56.2	67.8
Sanctions are normally filed when a jobseeker does any of these for a second time	92.9	74.4	93.6

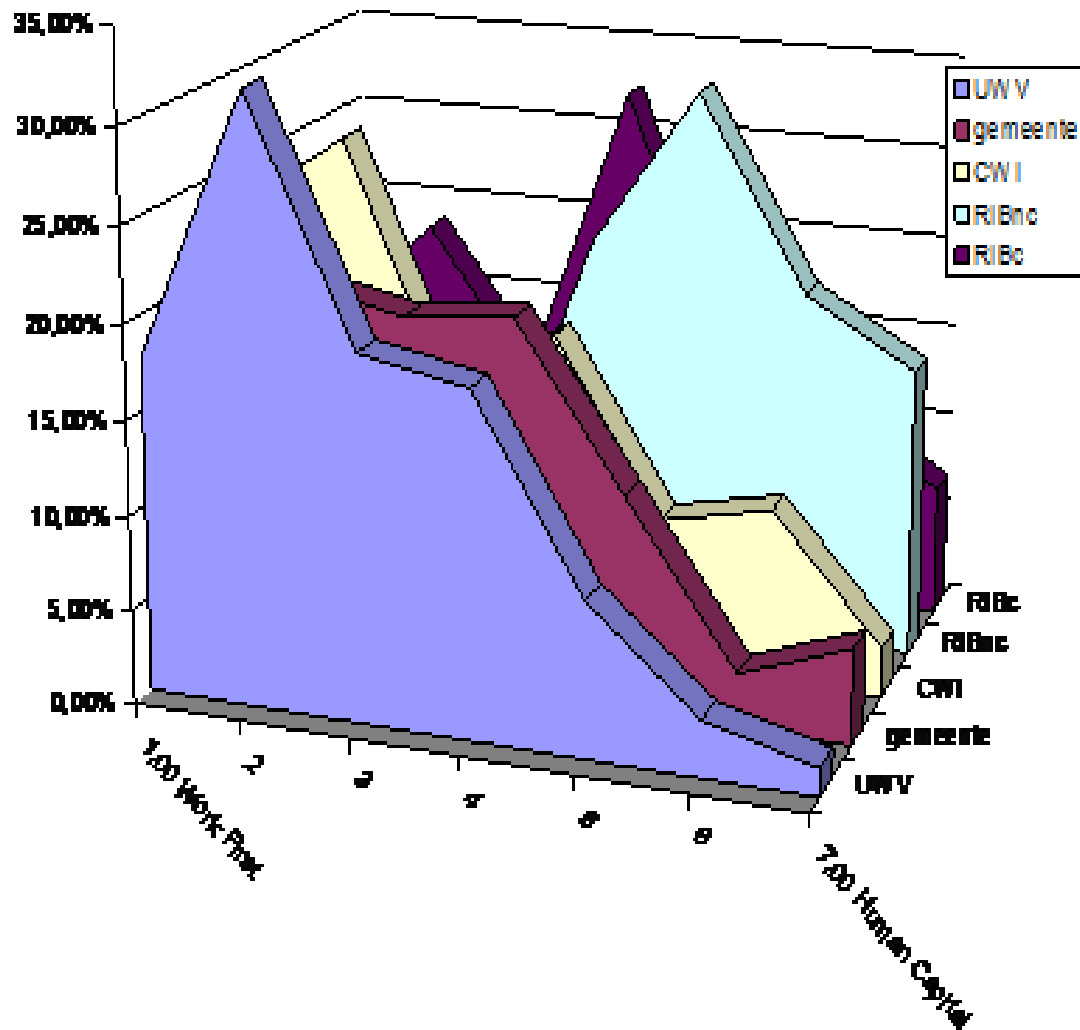
# Percentage of clients sanctioned in the last two weeks



# Strategy 2: Pick best clients



### Strategy 2: Human Capital or Work First



# (De) professionalisation?

		2008	NL 1998	2008	GB 1998	2008	AUS 1998
Geslacht	% man	43,6	34,6	31,8	29,7	26,2	38,2
	Leeftijd						
	<25	0,6	8,2	5,1	0,6	11,7	3,6
	25-34	21,0	56,5	27,1	38,7	30,6	24,9
	35-44	35,3	20,8	28,3	36,8	24,1	39,3
	45-54	31,9	13,0	27,8	18,7	23,0	28,6
	>55	11,3	1,5	11,8	5,2	10,5	3,6
Opleiding	Middelb.	16,8	15,0	55,2	77,8	65,2	50,2
	HBO	72,7	70,7	8,1	6,9	10,6	10,6
	Uni	10,5	14,3	36,7	15,3	24,2	39,2
Bedrijfsbinding	< 1 jaar	13,2	16,6	21,0	3,2	29,1	11,7
	1-5 jaar	37,1	46,1	34,3	11,0	54,2	47,9
	> 5 jaar	49,7	37,3	44,8	85,8	16,6	40,4
Scholing	extern	48,0	-	18,7	-	16,5	-
	intern	47,5	-	74,9	-	43,8	-
	collega	43,5	-	54,8	-	57,6	-
	geen	11,7	-	5,3	-	14,0	-

# Standaardisatie and/or made-to-measure?

	Nederland 2008	Nederland 1998
Gebruik gestandaardiseerde clientclassificatie (ja)	43,5	87,0
Invloed bij bepalen activiteiten werkzoekende redelijk/zeer bepalend:	29,7	27,7
- intake standaard lijst		
- andere assessment /diagnoseinstrumenten	61,1	39,2
- eigen oordeel (beperkt)*	4,0	5,0
Beslissingen zijn door regels bepaald	24,7	31,7
Speelruimte voor keuze interventies (beperkt)	6,6	5,1
Werk kwestie van uitvoeren basisregels (eens)	17,6	22,9
Grote dagelijkse beslisruimte aanpak client (oneens)	8,9	15,1
Werk buiten procedures om, dan verwijzing naar manager (eens)	17,9	49,1
IT systeem schrijft alle stappen voor en volgorde (eens)	26,8	15,8
Hoog % routinewerk (eens)	5,5	15,8
IT systeem is leidend voor uitvoering(eens)	17,3	n.a.

\* niet significant

# Process and outcome

Model	Ongestandaardiseerde coëfficiënten		Gestandaardiseerde coëfficiënten	t	Sig.
	B	Std. fout	Beta		
Constante	28,33	8,785		3,225	0,001
Vraaggerichte aanpak	4,89	1,966	0,112	2,488	0,013
Pragmatische aanpak	-2,79	1,21	-0,100	-2,301	0,022
Administratieve last	-0,09	0,06	-0,067	-1,479	0,140
Speelruimte	3,29	1,33	0,111	2,459	0,014
Moeilijk te plaatsen cliënten	-0,20	0,04	-0,222	-5,06	0,000
Caseload	-0,05	0,02	-0,126	-2,76	0,006

# Conclusions

1. Switch towards active security has been made, not just by management but also on the workforce.
2. Policy change towards work first except for nto for profit providers
3. But ... Cream skimming limited
4. Use of combi sticks & carrots; mainly as threat
5. Service delivery relatively well professionalised
6. No change in the direction of greater standardization ... ..  
The computer dictates more than in 1998, but there seems more room for made to measure too
7. Limited impact implementation proces on placement results