



samen sterk voor werk

VDAB: performance management in transition

JOOST BOLLENS, VDAB

VDAB : basic facts

- PES for Flanders
- Labour market conductor, offering services to jobseekers, employers and employees
- Services provided in-house or contracted out
- Also running 60 vocational training centers
- NOT : UB
- But (as of 2015) checking non-compliance with activation offers (UB sanctions)

- Autonomous public agency, managed by an independent executive board under the responsibility of the Flemish Secretary of Work
- Performance management: in transition
- Previously, ...
- New system

Ensuring Performance and Quality

Level	Performance Goals + Indicators	Quality Goals + Criteria	Management Instruments
External accountability	Labour Market Impact <i>(un)Employment rate</i>	Certificates Awards <i>Quality Frameworks</i>	Policy Cycle Audits Benchmarking (&-learning!)
Strategic governance	↓ Effectiveness & Efficiency <i>Outcome Indicators (outflow to work, vacancy fulfilment)</i> € + FTE	Corporate and Relational Quality Control <i>Overall Customer, Partner & Staff Satisfaction</i>	Strategic Framework Annual Business Plan Monitoring & Evaluation
Tactical management	↓ Critical Success Factors <i>Performance Indicators (e.g. service level agreements, share of vacancies processed, reach of vulnerable groups, customer satisfaction rates, complaints, etc.)</i> € + FTE		Domain Policy Scorecards Surveys
Operational management and execution	↓ Product & Process Quality <i>Quality Criteria (measured and not measured)</i>	Professional Attitude <i>Job Profiles</i> <i>Code of Conduct</i>	Process Overviews Dashboards HRM Cycle



AUDIT
VLAANDEREN

	VDAB			
	11/12/2010	06/06/2013	Informatieperiode sep 2013 - sep 2014	
			Directie/Diensten	
			Administratieve Diensten	
			Human Resources	
			Financiële Diensten	
			IT	
			Overige Diensten	
			Overige Diensten	
Inschakeling per dienststelling				
Effectiviteit	3	4		3
Efficiëntie	3	3		3
Kwaliteit	4	4		4
Integriteit	3	3	3	3

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	11/12/2010	06/06/2013	Informatieperiode sep 2013 - sep 2014							30/09/2014
	Directie/Directie	Administratieve Zaken	Human Resources	Financiële Zaken	Wettelijke Zaken	Wettelijke Zaken	Wettelijke Zaken	Wettelijke Zaken	Wettelijke Zaken	Wettelijke Zaken
Inschakking per dienststelling										
Effectiviteit	3	4	4							3
Efficiëntie	3	3	3							3
Kwaliteit	4	4	4							4
Integriteit	3	3	3	1						3