OFICINA INTERNACIONAL DEL TRABAJO



DEPARTAMENTO DE CONOCIMIENTOS TEÓRICOS Y PRÁCTICOS Y EMPLEABILIDAD

SECTOR EMPLEO

NOVIEMBRE 2009

Respuestas de los Servicios Públicos de Empleo a la Crisis Económica Mundial

Introducción

El Departamento de Conocimientos Teóricos y Prácticos y Empleabilidad (EMP/SKILLS) ha estado monitoreando el rol de los Servicios Públicos de Empleo en respuesta a la crisis económica. El presente documento compila información sobre las contribuciones de los servicios públicos de empleo nacionales en países de cada región para responder al impacto sobre el empleo de la crisis financiera, e ilustra el importante papel que estas instituciones desempeñan en el mercado laboral. La información ha sido recopilada de la OIT, la Asociación Mundial de los Servicios Públicos de Empleo (AMSPE) y fuentes de los Servicios Públicos de Empleo nacionales. El documento proporciona ejemplos adicionales a las medidas de políticas implementadas por servicios públicos de empleo, incluidas en el documento presentado a la Comisión de Empleo y Política Social "Apoyo de la OIT al papel que desempeñan los servicios públicos de empleo en el mercado de trabajo" (G.B.306 ESP/3/2). Esta lista de programas de respuesta refleja la información disponible a octubre de 2009. Misma que continúa siendo ampliada y actualizada, y la Oficina apreciaría recibir información adicional de los constituyentes en <u>empskills@ilo.org</u>.

Resumen de resultados

- Los Servicios Públicos de Empleo (SPE) son los organismos primarios para la implementación de las respuestas del programa del mercado de trabajo de los gobiernos a la crisis económica.
- La mayoría de los SPE ha respondido a la crisis expandiendo servicios de vinculación existentes o introduciendo mayor flexibilidad a los criterios de elegibilidad a los beneficios por desempleo, servicios de intermediación o programas del mercado de trabajo. Otros SPE han reactivado o rediseñado incentivos o programas utilizados como respuestas en crisis anteriores (ej. México, Chile, Canadá, Estados Unidos de América y Camerún).
- Un número de países ha orientado servicios para apoyar a los grupos de trabajadores afectados desproporcionalmente por la crisis, particularmente jóvenes en busca de empleo, trabajadores despedidos por reducción de plantilla y trabajadores mayores de 45 años de edad (ej. Japón, El Salvador, Jordania, Montenegro).
- La implementación de servicios móviles (servicios entregados *in situ* en una empresa) han permitido a algunos SPE responder con mayor rapidez en áreas específicas o a empresas particularmente afectadas por la baja económica (ej. Croacia, Tailandia, Pakistán).
- La reorganización del trabajo, o los esquemas de trabajo a tiempo reducido, han sido introducidos en muchos países para prevenir el despido de trabajadores y permitir a las empresas conservar su fuerza laboral calificada (ej. Turquía, Hungría, Uruguay y México).
- Algunos SPE han fortalecido su asociación con agencias privadas de empleo para ampliar los servicios de empleo o capitalizar la experiencia del personal de las agencias privadas de empleo (ej. el Reino de los Países Bajos, Nueva Zelanda, Alemania y Croacia).



Country	Primary PES responses	Target groups		Related programme respons implemented or supported l	
			Training measures	Employment retention measures	Self-employment assistance
Argentina	 Reinforcing the PES with 10 additional local offices by the end of 2009 Introducing the Jobs Unit for young people as part of the PES Equipping local offices with wide connectivity access to make available the full array of labour supply and demand information 	 Young men and women aged 18-24 Lower-skilled workers Workers over 45 	 Offering vocational guidance and initial training as well as work-related training services to young jobseekers 	 Subsidizing jobs for young lower-skilled 	 Providing specific training, counselling and financial support to young jobseekers to start a business Unemployed are entitled to use Unemployment Insurance (Single Payment) as capital assets to start a business
Australia	 Implementing a New Employment Services Contract (started July 2009) folding seven employment services programmes into a "one stop shop" Stressing individually tailored assistance for job seekers commensurate with their level of disadvantage Providing immediate employment services to support retrenched/laid-off ¹ workers, including access to the intermediation services through the Employment Pathway Fund 	 Young jobseekers at risk (aged 19-24) Retrenched/laid-off workers 	 Doubling budgetary resources for securing training and retraining opportunities to support displaced workers and newly retrenched workers Allocating additional funds to support apprentices and trainees who have lost their jobs to continue with their gualification 		
Bahrain	 Using existing services as basis to facilitate the introduction of crisis response programmes: upgraded jobs bank, and job orientation measures included in a range of training programmes Providing access to first-time job seekers to unemployment insurance scheme of benefits (for up to six months) and training programmes 	 First time jobseekers 	 Expanding suitable training opportunities for jobseekers through the <i>Tamkeen</i> authority (formerly Labour Fund) 		

National Public Employment Service (PES) Responses to the Global Economic Crisis

¹ These terms also refer to displaced, redundant, dislocated or dismissed workers.



Country	Primary PES responses	Target groups		Related programme respons implemented or supported l	
			Training measures	Employment retention measures	Self-employment assistance
Cambodia	 Reinforcing PES with a new National Employment Agency and the establishment of 9 new regional job centres 	 Retrenched/laid-off workers 	 Allocating additional funds into the Retraining Scheme for unemployed and recently retrenched/laid-off workers 		 Retraining scheme is intended to result in self- employment, mainly for retrenched/laid-off workers
Cameroon	 Increasing budgetary allocations for the National Employment Fund Expanding the number of local offices Upgrading Job Counsellors posts as Job Developers Improving the labour market information system of the National Employment Fund with the creation of a Mini Labour Observatory Designating the National Employment Fund as the only and direct provider of the total offer of public employment programmes in the country 				
Canada	 Increasing capacity of public employment services with additional staff members to process Employment Insurance claims and extending hours of operation in Employment Insurance call centres, including Saturday Assisting unemployed older workers and their families in vulnerable communities through the <i>Targeted Initiative for Older Workers</i>, a federal-provincial/territorial cost-shared initiative that provides a wide range of employment activities such as skills training and self-employment support Providing two-year targeted funding to enable more employers in the not-for-profit sector to hire summer students 	 Long-tenured workers Older Workers Aboriginal Canadians Young jobseekers and apprentices 	 Allocating additional funds through existing Labour Market Development Agreements with provinces and territories to help respond to the higher demand for labour market programmes and training, due to increased unemployment Strategic Training and Transition Fund provides additional funding to individuals, 	 Extending duration of work-sharing programme from 38 weeks to a maximum of 52 weeks The Government of Canada is joining with Ontario to create a <i>Joint Rapid Response Action Plan</i> to meet the needs of workers, employers and communities affected by mass layoffs The Wage Earner Protection Programme reimburses eligible workers for unpaid wages and vacation pay 	



Country	Primary PES responses	Target groups		Related programme respons	
				implemented or supported b	
			Training measures	Employment retention	Self-employment
				measures	assistance
	using funds from the Youth Employment Programme Increasing funds for the Targeted Initiative for Older Workers to facilitate their transition into new jobs Implementing the Aboriginal Skills and Employment Partnership over 3 years to create sustainable employment for Aboriginal people in important economic sectors such as mining, construction, fisheries, tourism, hydro development, and public infrastructure projects across Canada		 particularly those unskilled and low skilled, whether or not they qualify for Employment Insurance, over two years period The Severance Investment for Training Initiative entitles long- tenured workers to invest their Employment Insurance Part I income benefits for their own training Extending up to 12 weeks the Employment Insurance and Training Incentive (pilot project) for long-tenured workers Apprenticeship Completion Grant supports apprentices to become certified in a designated Red Seal Trade (recognition of 	 when their employer declares bankruptcy or becomes subject to a receivership Effective doubling of the tax relief provided by the <i>Working Income Tax Benefit</i> to encourage low-income Canadians to find and keep a job 	
Chile	 Allocating additional funds to reinforce employment services, training programmes and job creation measures Starting the establishment of the Labour Market Intermediation System and the privatization of the electronic job vacancy database 	 Low-income youth aged 18-24, having completed basic mandatory school. Retrenched/laid-off workers 	qualifications) Increasing resources funds to accredit training providers 	 Redesigning a former incentive to hire and retain low-income young workers Granting subsidies to retain workers holding a fix term contract in combination with short- term training Applying the 	 Doubling funds to support women head of households starting a micro-self-employment business



Country	Primary PES responses	Target groups		Related programme respons implemented or supported l	
			Training measures	Employment retention measures	Self-employment assistance
				"Contingency Fund to prevent unemployment" to automatically allocate resources into regular programmes and public investments aimed at creating jobs through diverse schemes such as apprenticeships, subsidized jobs, and on- the-job training	
China	 Strengthening training, job placement and employment information services aimed at reinforcing the employability of jobseekers 	 Laid-off and displaced migrant- workers Rural workers 	 Implementing a vocational training programme addressed to migrant workers (preference is given to young migrant workers) 		 Counselling services to support self-employment
Croatia	 Intensifying job mediation services. Implementing Mobile Centres to assist and support businesses undergoing restructuring and privatization Individualized counselling and assessment on worker's existing skills and determining worker's training needs Coaching for drafting a professional job search plan Psychosocial assistance is also offered to jobseekers 	 Workers aged over 45 Low skill workers holding secondary certificate and without previous work experience in craft industries 	 Co-financing training for workers placed by the Croatian Employment Service Financing or co- financing training to upgrade workers skills according to current labour market needs. 		 Support offered by the PES to individuals interested in launching a private business (implemented in cooperation with other departments of the Croatian Government)
Czech Republic	 Reorganizing local employment services to ensure a more flexible structure Monitoring mass dismissals and situation on the Labour Market Applying strict criteria to deliver work permits to foreigners Establishing partnership with other stakeholders and local partners 	 Retrenched/laid-off workers 	 Re-training for retrenched/laid-off workers 	 Allocating additional financial support for creating new workplaces Agreements on partial unemployment 	



Country	Primary PES responses	Target groups	Related programme responses (Directly implemented or supported by the PES)		
			Training measures	Employment retention measures	Self-employment assistance
	 Increasing resources from the European Social Fund for financing basic tools for retraining, support and maintaining existing jobs 				
El Salvador	 Simplifying and enhancing of the basic set of intermediation services Preparing the establishment of various "Jobs Factory Centres" at the city hall of each province to provide employment services to jobseekers and persons seeking to improve their labour competences: vocational training and information of the available vacancies 	 Unemployed and underemployed individuals Disadvantage and low income jobseekers Young jobseekers 	 Vocational training programme for young women and men to get their first job 		
Germany	 Increasing the number of PES staff Expanding capacity of the regular employment services and programmes 	 Young people without vocational training and professional education 	 Additional training for re-employed workers Programmes originally designed for low-skilled and older workers have been expanded to other target groups. 	 Enlarging the pool of employees eligible for reduced working hour compensation Expansion of the compensation paid to employees for reduced working hours. The federal employment service covers 50% of employer social insurance contribution and the total percentage if the employee participates in work- related education or training programmes 	
Hungary	 Extending support to public employment services by linking the provision of existing programmes to the Labour Market Fund and the Social Renewal Operational Programme Launching "Safeguarding Jobs" programme for expanding the services 	 Young job seekers. Women re-entering the labour market Jobseekers over 50 years of age Unskilled people and people living in 	 Providing special support to young unemployed people within the frame of the training projects funded by the Social Renewal programme 	 Offering non-wage cost reduction for 2 years to employers who employ young job seekers, women who return from childcare to work, jobseekers over 50 and 	



Country	Primary PES responses	Target groups		Related programme respons implemented or supported l	
			Training measures	Employment retention measures	Self-employment assistance
	provided by the Regional Labour Market Centres to re-integrate those who became unemployed due to the crisis or to those threatened by job loss. The programme also foresees special training to increase the labour market mobility of these groups	depressed localities		unskilled individuals (START programme). Allocating additional funds through the Regional Labour Market Centres to support large firms restructure their production and maintain their employment level. These funds target those firms that otherwise would reduce employment by more than 50 persons	
India	 Continuing the restructuration process of the national employment services; including automation of the employment exchange process 				
Indonesia	 Allocating additional resources to the Ministry of Manpower to train the unemployed and for the acquisition of training equipment and the renovation of new training centres 		 Intensifying the training programmes for unemployed individuals demanding the service 		
Ireland	 Increasing PES capacity to assist individuals through the provision of guidance on employment and information on education and training opportunities 	 Unemployed individuals Retrenched/laid-off apprentices 	 Maximizing the availability of up-skilling and training supports to preserve jobs Providing additional training for people unemployed for more than 6 months 		
Japan	 Placing additional staff in the employment service offices and enhance services Delivering dedicated employment services in large cities, giving special emphasis to career counselling and placement services 	 Middle-aged laid- off workers Unemployed graduates whose employment offers 	 Enhancing vocational training for job seekers e.g. the newly implemented long- term trainings on care 		



Country	Primary PES responses	Target groups			Related programme responses implemented or supported by the PES)		
			Training measures	Employment retention measures	Self-employment assistance		
	 Using Job-Card system to compile jobseekers data Reinforcing the capacity of employment service agencies to provide employment placement services and retention support for workers with disabilities Providing guidance to employers to prevent inappropriate dismissals and terminations Launching a three-year Fund to support the unemployed who are not eligible for unemployment benefits on the condition that he/she takes part in a vocational training programme Establishing ten additional Mothers' employment services centres dedicated to support female jobseekers. 	were cancelled Temporary agency workers Female jobseekers	services and IT				
Jordan	 Establishing the Directorate for Employment and Training, including seven additional employment offices 	 Jobseekers aged 18-35 Unemployed workers with less than high school education Unemployed women in <i>middle</i> <i>Aghwar</i> area 	 Providing access to specialized vocational training in sectors with high labour intensity, the emerging industries, IT related fields and for working at the real estate management 				
Republic of Korea	 Introducing flexible management in the PES to recruit temporary staff and place it according to the operational needs Implementing measures to offer job experiences and vocational training opportunities to young jobseekers as a preventive measure for long-term unemployment Easing eligibility requirements for payment of unemployment benefits Enhancing PES basic infra-structure with a 	 Long-term unemployed Workers at risk of losing their jobs Highly educated individuals (ITC). Low-income workers, single mother households Unemployed young jobseekers 	 Expanding individually customized job training programmes Increasing significantly the number of training programmes offered to workers who are likely to be dismissed 	 Shortening work-hours Providing subsidy to employers who allow their employees to take two or more temporary leaves per month Introducing employment promotion allowance to assist SMEs in their search for workers (youth internship 			



Country	Primary PES responses	Target groups		Related programme respons implemented or supported l	
			Training measures	Employment retention measures	Self-employment assistance
	 Public Employment Information Network able to integrate the job vacancy database and information on the labour market Providing comprehensive and in-depth employment support services to disadvantaged groups, including low- income and young jobseekers 			system) Expanding the scale of the employment retention subsidy by applying broader eligibility and more simple administrative procedures Training subsidy paid for employment retention	
Latvia	 Allocating additional funds to the PES to strength the capacity to anticipate labour market and futures skills needs 	 Youth aged 15-24. Persons within 6 months after termination of parental leave (child-care) 	 Regular offer of training programmes 		 Subsidies and supporting measures for unemployed individuals interested in becoming self-employed
Malaysia	 Establishing 22 new Jobs Malaysia Centres (PES) and upgrade 109 existing ones to enable workers and employers obtain job placements, career counselling and information on training opportunities 	 Retrenched/laid-off workers Unemployed graduates 	 Increasing the number of participants under Special Training and Re-Training Programmes targeting retrenched/laid-off workers Offering on-the-job training for unemployed graduates 		
Mexico	 Implementing the Emergency Temporary Employment Programme, coordinated by the National Employment Service, including a toll free number to provide information to jobseekers on current job vacancies Placing retrenched/laid-off workers on temporary jobs (Pilot) Providing support to retrenched workers in the service sector as a consequence of the current economic crisis 	 Low-skilled unemployed and underemployed Retrenched/laid-off workers Retrenched/laid-off workers on the service sector 	 Training grants for unemployed and underemployed 	 Launching Technical Stoppages (pilot programme, 2009) 	 Offering grants to encourage self-employed



Country	Primary PES responses	Target groups	(Directly	Related programme respons mimplemented or supported	
			Training measures	Employment retention measures	Self-employment assistance
Montenegro	 Intensification of job mediation services. 	 Young jobseekers. Long-term unemployed Workers over 50 years of age Retrenched/laid-off workers Persons with disabilities Seasonal workers 	 Financing first employment for trainees 		 Granting credit for self- employment initiatives
New Zealand	 Establishing partnerships with private recruitment agencies to locate more jobs offers for jobseekers Expanding e-mail services to promptly notify jobseekers about new vacancies Intensifying the provision of labour market information, advice and guidance to employers for helping them to increase flexibility and firm survival Introducing case management for clients with priority needs 	 Young jobseekers. Maori (indigenous Polynesian groups) Long-term unemployed Migrants and refugees under official programmes 	 Establishing arrangements to support the continuation of training, particularly for apprentices 	 Job Support Scheme to retain firms' staff. Providing temporary support to help workers return to a full time job (ReStart) Granting economic support for retrenched/laid-off workers to get back into a job (ReConnect) 	
Pakistan	 Planning the establishment of a Commission on Employment and Human Resources responsible of operation employment exchanges aligned with ILO standards Budgeting the use of mobile training units to implement measures for enhancing the employability of educated post-graduates 	 Youth and post- graduates 	 Providing access to skills training and a monthly stipend for youth (automotive industry and other high demand sectors where employment is expected to increase significantly) Providing access to the National Internship Programme targeting post-graduates 		



Country	Primary PES responses	Target groups		Related programme respons	
			Training measures	Employment retention measures	Self-employment assistance
Poland	 Reorienting the measures designed to reintegrate unemployed individuals into the labour market towards a more active labour market component 	 Unemployed below 25 years of age Unemployed over 50 years of age Long-term unemployed Unemployed with no professional qualifications, no occupational experience or low education level Unemployed lone parents Unemployed with disabilities 	 Providing training support for long-term unemployed from the Labour Fund Supporting internships for unemployed youth under 25 years of age Supporting training for employees affected by reduced working time 	 Providing counselling, training and employment intermediation services to retrenched/laid-off workers. The programme applies as mandatory in enterprises with at least 100 employees applying collective redundancies (Monitored Redundancy Programmes) 	 Providing lump-sum for launching self- employment activities
Philippines	 Intensifying labour exchange services: job search, quick response employment teams, and career guidance, especially for youth Job fairs conducted nationwide and internationally (Dubai, April 2009) One-Stop Shop Workers Assistance Centre (POSWAC) in 12 regions: access to intermediation services and a wide range of training programmes and scholarships in one site Placing overseas mobile teams in crisis areas (Taiwan, South Korea and Dubai) to assist workers <i>in situ</i> (job search and placement) 	 Formally retrenched/laid-off workers New unemployed workers Unemployed poor Workers overseas Out-of-School Youth 	 Providing access to subsidized skills training measures: training vouchers and transport allowance to trainees 	 Mobilizing quick response teams of the regional offices to areas of high job displacement 	 Providing skills training and market development support for self- employment
Russia	 Intensifying career guidance and job search support Providing relocation/labour mobility programmes 		 Providing access to training for retrenched/laid-off workers before contract termination. 		



Country	Primary PES responses	Target groups		Related programme respons	
			Training measures	Employment retention measures	Self-employment assistance
			 Providing access to internships for employees facing the risk of collective dismissal, workers in vulnerable occupations 		
Serbia	 Expanding the capacity of the PES through information and quality management systems 	 Youth considered potential emigrants 	 Expanding coverage of training programmes 	 Allocating hiring incentives/subsidies 	
South Africa	 Intensifying the provision of employment services Allocating additional resources to the labour centres for providing extended counselling services for retrenched/laid-off workers Working on the proposal for offering training to employees indentified for retrenchment 	 Retrenched/laid-off workers 			
Spain	 Adding professional vocational guidance staff to reinforces PES placement services. Improve automation of unemployment benefits and job placement services Improving PES web services (virtual office). Providing stipends to support labour mobility of unemployed relocating in a new job 	 Unemployed head of households 	 Granting subsidies for unemployed persons 25-40 years of age interested in getting a university degree 	 Reducing the Social Security contribution for employers hiring unemployed head of households Reducing the Social Security contributions for employers hiring for an under terminated period, individuals receiving unemployed benefits 	
Switzerland	 Recruiting new employment counsellors and other staff to reinforce the Regional Placement Offices (ORP) 	 Long-term unemployed Young jobseekers who have completed compulsory schooling 	 Providing on-the-job training for young apprentices Offering allowance for workers whose qualifications are obsolete and who are 	 Extending up to 6 months the compensation for workers entitled to receive the Work Hours Reduction (RHT) 	 Providing financial support to the unemployed to enter self-employment



Country	Primary PES responses	Target groups		Related programme respons implemented or supported l	
			Training measures	Employment retention measures	Self-employment assistance
		 Disabled jobseekers Individuals over 50 years of age 	at risk of losing their jobs		
Thailand	 Expanding Job Fairs, One-Stop Service Centres and Mobile Services in specific areas affected by the economic downturn Promoting overseas labour mobility for Thai workers Providing some part time work to those displaced by the economic crisis 	 Laid-off workers Rural population Migrant workers 	 Additional funding to provide vocational training to laid-off workers for 61 types of jobs 		
Turkey	 Increasing flexibility in procurement of services in active labour market programmes (as is the case in South Eastern Anatolia Region). Broadening PES mandate to offer vocational training in addition to recruitment services 	 Newly employed women Unemployed individuals 18-29 years of age 	 Offering vocational training to improve individuals' employability both during and after the crisis Providing training and rehabilitation programmes financed with resources allocated out of the Unemployment Insurance Fund 	 Reducing work-hours compensation (extension up to 6 months) for the staff of companies forced to reduce, temporarily but significantly, the weekly work hours as a consequence of the economic crisis 	
United Kingdom	 Allocating additional funds and recruit additional staff to the PES to ensure the provision of job search assistance and personalized counselling Streamline administrative processes in the PES to better serve higher customer volumes Extending the Local Employment Partnerships to cover the newly unemployed and the "harder" to place. Establishing the National Employment Partnership to encourage employers to advertise vacancies through Jobcentre 	 Young jobseekers 18-24 unemployed more than 12 months Jobseekers unemployed for more than 6 months Workers affected by redundancy. Apprentices Workers at risk of redundancy 	 Strengthening pre- redundancy re-training support through Train to Gain and Skills Hubs. Allocating extra funding for training places to help re-skill unemployed people Providing subsidies to make available apprenticeships for low-skilled workers and to sustain employer's 	 Providing incentives paid to employers to recruit and train unemployed people for more than six months (<i>Employers'</i> <i>Golden Hellos</i>) Doubling funds in 2009 for the Jobcentre Plus's Rapid Response Service (RRS) to support employees at risk of losing their job as part of a locally significant 	 Assisting individuals to set up a business by giving advice on creating a business plan, and granting funds for the first months of trading



Country	Primary PES responses	Target groups	Related programme responses (Directly implemented or supported by the PES)		
			Training measures	Employment retention measures	Self-employment assistance
	 Plus, and provide greater access to work-related training through Train to Gain Guaranteeing job, training or work placement for all 18-24 year olds who reach 12 months unemployed Introducing new services for sole support parents whose youngest child is aged 12 or over, to prepare them for paid work Promoting work-focused volunteering options: Short periods of voluntary work to reinforce skills and experience of unemployed jobseekers to bring them back to work 	 Sole support parents 	 investment in training programmes Providing job search assistance for apprentices at risk of redundancy in the construction sector 	redundancy	
United States of America	 Broadening unemployment insurance coverage: extending duration, increasing levels and expanding eligibility for benefits Providing additional funds for training and job search assistance Competitive grants to stimulate green jobs and jobs in high growth sectors Community service employment for older workers 	 Retrenched/laid off workers Disadvantaged workers Older Workers Persons with disabilities 	 YouthBuild education and construction training for disadvantaged youth Providing vocational rehabilitation grants to help persons with disabilities 		
Uruguay	 Combining labour intermediation services and subsidies for employers engaging Targeting Jobs Programme participants 	 Low income and long term unemployed workers 	 Reinforcing access to training for low income and long term unemployed workers Providing training for all laid-off workers entitled to receive subsidies through the unemployment insurance Establishing a National Institute of Employment and Vocational Training (INEFOP) on May 2009 	 Allocating subsidies for employers participating in the "Targeting Jobs Programme". 	



Sources of information

- ILO Survey for Assessing Country Employment and Social Protection Policy Responses to the Global Economic Crisis: the G20 request to the ILO, ILO-Economic and Labour Market Analysis Department files. June, 2009.
- ILO-WAPES Survey for Assessing Public Employment Services Responses to Past and Present Economic Crises, ILO-Employability and Skills Department, March, 2009.
- National Public Employment Services Presentations on Crisis Response of Public Employment Services: Operational Initiatives towards Sustainable Recovery, WAPES World Congress, Dubrovnik, Croatia, 28-29 May, 2009.
- Various National Public Employment Services websites.