

PUBLIC EMPLOYMENT SERVICES IN LATIN AMERICA AND THE CARIBBEAN

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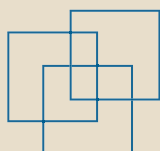
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Chile

Main features and challenges¹

• Labour market and employment situation

Over the last two decades, Chile has achieved good economic performance, higher rates of employment and lower rates of poverty. GDP has grown at an average of 5 per cent per year since 1990, despite the recent decline in copper prices, which represent an important source of export earnings for the country (*Banco Central*, 2015). However, despite strong economic growth and increased spending on social development, challenges remain in reducing social inequality and promoting a more inclusive labour market.

¹ This document is one of a collection of notes about public employment services in selected Latin American and Caribbean countries jointly launched by the ILO's Employment and Labour Market Policies Branch, Employment Policy Department, and the Decent Work Team for the South Cone of Latin America. This note was prepared by Zulum Avila, Employment Service Specialist (ILO), with inputs from SENCE-Chile. The opinions expressed herein are those of the author and do not necessarily represent the views of ILO.

The country has a labour force of 8 million people, within which significant differences exist between rates of labour market participation for men (77.8 per cent), women (47.7 per cent) and young people aged 15–24 (36.3 per cent). Unemployment and non-standard forms of employment continue to be widespread among certain groups. In 2014, the overall unemployment rate stood at 6.5 per cent, but again differences exist between the rates for men (6.2 per cent), women (7.0 per cent) and youth aged 15–24 (16.5 per cent). In that same year, 49.1 per cent of the employed population were working part-time as a matter of necessity rather than choice (ILO, 2014); this represents a marked increase on the corresponding figure of 30 per cent in 1997. The share of workers without retirement security stood at 30.3 per cent in 2011 (OECD, 2015).

- **Expanding access to decent work**

Within the framework of the Government Programme for 2014–18 (GC, 2013), Chile is implementing important reforms to improve equity in access to education, increase social spending and modernize employment relations by enhancing social dialogue. The overall objective is to achieve greater competitiveness and productivity, higher employment and lower levels of poverty by means of increased labour force participation. Bringing more people into the labour market requires improving the employability and skills of groups with lower rates of participation, such as women and young people, and also implementing measures to extend the working life of the workforce, as the Chilean population overall is ageing. Recognizing that a well-functioning public employment service plays an important role in activating labour market entrants and matching them with jobs, Chile is investing in strengthening labour market intermediation capacity at the local level. Improving links between employment services and labour market training programmes is also a

priority on the Government's agenda with the aim of expanding access to more secure and better-paid jobs for low-skilled and low-income workers.

- **Improving employment service delivery at the municipal level**

The provision of public employment services in Chile is a shared responsibility between central and municipal government. The main channels for service delivery are the municipal employment offices (*Oficinas Municipales de Información Laboral*, OMILs) and the online national jobs portal (*Bolsa Nacional de Empleo*, BNE).² The municipal employment offices offer a range of employment services for both jobseekers and employers, including access to employability support programmes offering mainly job training. The OMILs are run by the municipal authorities, but are technically and financially supported by central government through the National Employment and Training Service (SENCE), which is itself part of the Ministry of Labour and Social Protection (*Ministerio del Trabajo y Previsión Social*, MTPS). Joint efforts by central and local government have resulted in a rapid increase in the number of employment offices from 167 in 2009 to 326 OMILs covering 94 per cent of the country as of the third quarter of 2015.

Since its launch in 2009, the OMIL strengthening programme (*Programa de Fortalecimiento OMIL*, FOMIL) has facilitated both the expansion of employment offices and their improved performance. Prior to FOMIL, lack of regular investment in the OMILs inhibited their capacity to provide the full range of services and to support people facing multiple barriers to gaining employment. In some instances, employment offices were only providing job information and determining the eligibility of workers to receive unemployment benefits from the Unemployment Solidarity Fund (*Fondo de Cesantía Solidario*, FCS).³ In seeking to address this problem, the FOMIL programme has set and pursued three strategic priorities:

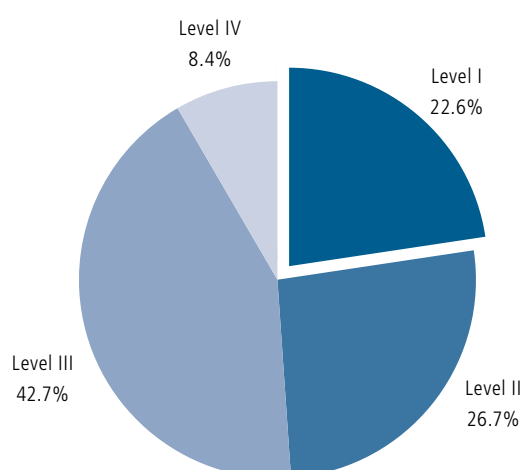
² For more details on the establishment of this structure, see the Annex to this note.

³ In Chile not all active workers have access to unemployment benefits. This is due to the high levels of informality prevailing in the labour market. The unemployment benefits system is a combination of the individual saving account (to which both workers and employers contribute) and the Solidarity Fund (to which Government and employers contribute). Within this framework, unemployed workers first withdraw savings from their individual accounts; when these are depleted, under certain conditions they can access unemployment benefits from the Solidarity Fund. Unemployed jobseekers who qualify for benefits from the Solidarity Fund represent only a small percentage of the total number of unemployed who are entitled to unemployment benefits. The OMILs certify only the eligibility of those jobseekers who are receiving benefits from the Solidarity Fund.

- *Securing public funds.* A budget line was established to source finance for the OMILs from SENCE.⁴ As a result, between 2009 and 2015, earmarked funds transferred to municipal employment offices have increased twelvefold to reach US\$6.03 million.⁵ However, while the overall budget total has increased, to make more efficient use of public funds in the OMILs to improve performance, specific economic and labour market conditions need to be taken into account.
- *Improving service provision and rewarding innovation.* OMILs are gradually being equipped and staffed, and processes streamlined, to bring standards of service provision in all of them up to a uniform level. The OMIL network has a structure comprising categories at four levels of service, which also takes into account the size of the labour force in each of the municipalities and the level of compliance with job placement goals

for the previous fiscal year. Figure 1 shows that in 2015 only 8.4 per cent of OMILs offered services at level IV (the most basic), while 49.3 per cent of the offices achieved provision at higher and upper-intermediate service levels (levels I and II). This clearly shows a significant improvement in the level of service provision compared with previous years. The current challenge is to raise the 42.7 per cent of OMILs at present offering lower-intermediate level services (level III) services to the upper-intermediate level II. To this end, SENCE is offering financial incentives to reward innovation, including work in partnerships with local labour market stakeholders (e.g. other government agencies and not-for-profit organizations) to better serve groups with low employability, especially those in the bottom two income quintiles. However, the amount of this extra-budgetary component fluctuates annually, making it difficult to sustain some of the innovations for longer than a single fiscal year

FIGURE 1
OMILS BY LEVEL OF SERVICE PROVIDED (2015)



Source: Author's presentation, drawing on data provided by *Unidad de Intermediación Laboral*, SENCE.

- *Developing the capacity to serve target groups.* Employment counsellors are gradually being trained in using techniques for assessing clients' individual needs and delivering specialized support

to populations with low employability levels (e.g. female heads of household, former convicts registered with the penitentiary system, people with disabilities and first-time jobseekers aged

⁴ In the past, the allocation of funds to the OMILs depended on the financial capacity of municipal governments or sums made available through projects financed by international development agencies.

⁵ Figures provided by *Unidad de Intermediación Laboral*, SENCE.



18–25). In 2016, SENCE plans to launch for the first time an online training programme for OMILs to ensure that all employment offices run similar service protocols to connect target populations with employability development programmes.

Together, these three strategic lines of action have translated into higher placement rates, with the numbers of people placed in jobs by the OMILs increasing from 5,634 in 2009 to 70,492 in 2014.⁶ The BNE, for its part, has contributed to placing a further 180,120 people in jobs during the period 2011–14. Furthermore, the FOMIL programme has enabled the OMILs to develop a broader range of core employment services for jobseekers and employers alike. Currently, FOMIL is being reviewed and adapted to support the creation of a national network of socially inclusive OMILs with greater capacity to adapt service delivery to clients with different needs and to the different stages of the economic cycle.

• Towards integration of a fragmented employment service system

The main challenge facing Chile now is to configure a coherent service delivery model. To date, there has been no single national entity or overarching employment policy to provide the framework for a unified implementation of employment services. Responsibility for helping people move into jobs is shared by various different agencies, including SENCE, the municipal authorities and the unemployment insurance system. SENCE is working on building and maintaining an effective governance framework for addressing fragmentation and coordination across tiers of government. The streams for action include: (1) cooperating effectively with relevant labour market actors; (2) linking the funding of municipal employment offices to a set of performance indicators reflecting the real-time situation of provincial

⁶ Figures provided by *Unidad de Intermediación Laboral*, SENCE.

labour markets; (3) improving capacity to collect and use labour market information; and (4) introducing a multi-channel delivery approach to reach a more diverse clientele.

Behind efforts to consolidate a delivery model is the idea of moving away from exclusive provision of services by the public sector. Some attempts have been made to subcontract specialized services to private providers of employment services (*Agencias Privadas de Intermediación Laboral*, APIL). In 2012, a pilot programme was introduced offering financial incentives to the OMILs to move in this direction, with rewards to the APILs based on the achievement of agreed targets for placing members of socially disadvantaged groups in jobs (SENCE, 2013). This voucher mechanism for job placement (*Bono de Intermediación Laboral*, BIL) was suspended after only 12 months of operation, reflecting the difficulties faced in measuring the performance of private providers; for instance, some specific controls were introduced to monitor the disbursement of the voucher, but a full system of management performance assessment had not been

introduced. The consistent application of incentives across all the OMILs, including other providers, and the institution of effective monitoring systems are both parts of a continuing process of development that requires better overall strategic management.

SENCE and the OMILs are currently developing an integrated information and management system to improve the links between job training, job placement and labour market information. The BNE is a central component in this system because it facilitates the sharing of information on jobseekers and employing enterprises between the employment offices, the pension fund, the internal revenue service and the civil registry. The system is expected to have positive effects at both the managerial and the operational level. For example, it will enable the allocation of resources and delivery of services to be planned in accordance with specific local conditions. Experience has shown that the establishment of partnerships with private employment agencies as a basis for shared service provision needs to be supported by strong leadership from the public authority.

Active labour market programmes

Investment in programmes to increase employability for unemployed workers and beneficiaries of social programmes is being given increased priority in Chile. Although the country's expenditure in this area as a proportion of GDP is low (0.09 per cent) compared with the OECD average (0.6 per cent), it is higher than in other Latin American countries, including Mexico and Brazil. Most expenditure on active labour market programmes (ALMPs) in Chile is channelled into job training and executed by SENCE. Design and coordination of labour market interventions have been strengthened at the central level; however, challenges remain in improving integration of actual provision at the regional and municipal levels. Fragmentation of ALMPs across tiers of government inhibits effective implementation, especially with regard to delivering training programmes in combination with employment services.

Nevertheless, although overall institutional capacity at local level remains modest, a review of existing passive and active labour market programmes is under way to help local operators in (1) identifying target populations effectively; (2) carrying out individual needs assessments and following up beneficiaries; and (3) monitoring and evaluating the effects of ALMPs on participants (GC, 2013). Promoting a more integrated provision of training and employment services is

already yielding positive results. For instance, since 2014 workers receiving unemployment benefits from the FCS are required to report to the OMILs every month and should receive jobsearch support, advice or access to a job training voucher (*Beca de Capacitación*) funded by the FCS and redeemable with any of the training providers accredited by SENCE (*Organismos Técnicos de Capacitación*, OTEC). While coordination between the OMILs, SENCE and the pension funds

authority (*Administradora de Fondos de Cesantía*, AFC) has improved implementation of control measures for the disbursement of unemployment benefits, monitoring mechanisms for tracking jobseeking efforts are not yet in place.

- **A focus on social inclusion through employability development**

The launch in 2014 of the flagship programme for skills and employability development, *Más Capaz* (“More Able”), represents a shift in approach towards promoting social inclusion through the sustained labour market participation of the most vulnerable segments of the Chilean population.⁷ At the heart of the package offered through *Más Capaz* are job training, support to complete formal education and skill certification, in combination with intensive job-search support and job placement. The programme is specifically targeted at economically inactive women of working age and young people (aged 15–19) who dropped out of secondary school and are not in employment or training. Between 2014 and 2018, the programme expects to reach 300,000 women (of whom at least 10 per cent will be starting their own businesses) and 150,000 young people (of whom at least 10 per cent should be youth with disabilities). As the OMILs are one of the entry points to *Más Capaz*, SENCE channels funds earmarked for this programme into their budget and gives them technical support to develop their capacity to work with local training providers, stakeholders and partner government agencies on organizing service provision, for example, access to subsidized child care and internships in local enterprises. The idea is that in the future the employment offices will function as a gateway for socially disadvantaged members of the population into ALMPs and complementary supports available at the municipal level.

In addition to *Más Capaz*, since 2013 the OMILs have also been helping people leaving prison to access job training and find employment as part of

an overarching social reintegration programme implemented by the Ministry of the Interior and Public Security (*Ministerio del Interior y Seguridad Pública*, MISP). From January to September 2013, the employment offices helped to place in formal salaried jobs 414 individuals in these circumstances (MISP, 2013). The OMILs also offer access to financial incentives to encourage labour market participation of youth and women belonging to the poorest 40 per cent of the population (see section above on “Improving employment service delivery at the municipal level”). Gradually, the OMILs are exchanging their passive role for one of active assistance in connecting target groups with labour market programmes. In the future, systematic intervention by the OMILs will help to improve the identification of people who need more help to enter the labour market: better targeting will also mean better use of public monies.

- **Subsidized employment programme for young workers (*Subsidio al Empleo Joven*)**

The subsidized employment programme for young workers (*Subsidio al Empleo Joven*) was introduced in 2009 with the aim of ensuring the target population a minimum wage and access to social protection. Under this programme, which targets workers aged 18–24 on low incomes, the employer is given a monthly financial incentive on condition that all statutory social security benefits are promptly paid, and the worker receives a supplement to his/her wage, which can be paid monthly or yearly. Self-employed workers can also participate as long as they pay individual social security contributions. The wage supplement paid to salaried workers is equivalent to 20 per cent of total annual gross salary, which must not exceed 4,320,000 Chilean pesos (CLP).⁸ Self-employed workers are paid 20 per cent of their total annual gross salary after deduction of applicable taxes. Subsidies for employers are equivalent to one-third of the wage supplement paid to the worker on a monthly basis (which should not exceed CLP 360,000).

⁷ Vulnerable populations are defined as those belonging to the two lowest income quintiles according to the scoring system of the social protection card (*Ficha de Protección Social*).

⁸ Equivalent to US\$ 6,147.71 according to the exchange rate published by Banco Central de Chile, 11 Nov. 2015: US\$ 1 = CLP 702.70.

The programme allows vulnerable young women and men to get a foothold in the formal labour market with the possibility of continuing in education as well. While participation is normally limited to one year, an extension of up to 24 months is possible if the worker reaches the age of 25 and can prove that he or she is attending an educational programme as well as working. Female participants giving birth while they are in the programme are allowed to receive the subsidy for an additional period of 18 months, and may also apply for an additional extension of up to 24 months if attending school while working. In 2014, a total of 258,623 young workers received wage supplements under this programme, of which 54 per cent were women and 46 per cent were men. This represented an increase of nearly 40 per cent compared to 2013, when the number of young workers on subsidized employment was 185,260. The programme, which has not been evaluated, accounted for 51.5 per cent of SENCE's expenditure on employment programmes in 2014 (SENCE, 2013; 2015a).

- **Subsidized employment programme for women (*Bono al Trabajo de la Mujer*)**

The subsidized employment programme for women (*Bono al Trabajo de la Mujer*) is linked to a broader measure to reduce severe poverty consisting of conditional cash transfers to extremely poor families (*Ingreso Ético Familiar*), which was launched in 2012. The Ministry of Social Development (*Ministerio de Desarrollo Social*, MIDES) is responsible for coordinating the implementation of conditional cash transfer mechanisms with a package of services for targeted families, including support to enhance their ability to earn an income through salaried work or self-employment. Women are one of the most vulnerable groups among the poorest families served by MIDES; many of them are heads of household or contribute significantly to the total family income. In this context, the ability to get and keep a job is considered central to securing a regular income and thereby stability for the household.



Since 2012, SENCE has been responsible for running the subsidized employment programme for women, and the OMILs are one of the entry points for eligible participants. The employment subsidy is available to women workers aged 25–60 who belong to households in extreme poverty and have paid work. It is equivalent to between 20 and 30 per cent of monthly gross salary, which must not exceed 383,391 CLP,⁹ for a maximum period of four years. The incentive for the employer is equivalent to one-third of the subsidy paid to the worker, disbursed on condition that all statutory social security benefits are met, and for a maximum of 24 months.

In 2014, the subsidized employment programme served 234,403 women. The number of applications in 2014 increased by 73 per cent compared with the previous year owing to changes in the operational

rules allowing participation of women on low incomes and living in poverty but not necessarily in extreme poverty. The programme's capacity is to be progressively expanded to reach 60 per cent of women in poverty by 2018. Funding allocated to the programme in 2014 represented 39.2 per cent of SENCE's total spending on employment support programmes (SENCE, 2015a). An evaluation of the *Ingreso Ético Familiar* programme carried out in 2013 confirmed that the use of conditional cash transfer mechanisms to promote women's inclusion in formal employment had a positive effect. The evaluation also revealed, however, that these subsidies were not sufficient to increase the average earnings of participants (Henoch and Troncoso, 2013). This might indicate a need to combine subsidized employment systematically with other OMIL services such as job training to help women to upgrade their work skills.

Job-matching, placement and activation strategies

The OMILs are operating in the context of a set of policies for reducing inequalities in the labour market, designed to support greater participation in formal employment of first-time jobseekers, with a particular focus on women, young people and socially disadvantaged groups with low employability. The FOMIL programme is helping to streamline services and progressively developing the OMILs' capacity to function as a gateway for clients to a wide range of active and passive labour market measures and services.

In 2014 the OMILs served a total of 289,571 clients, including claimants of FCS unemployment benefits, and registered 228,924 job vacancies. One-quarter of those clients, 72,846 people, were placed in jobs the same year. Male jobseekers (58.2 per cent) were using the OMILs' services more than women (41.75 per cent). The OMILs located in the metropolitan area of Santiago, Valparaíso and Biobío together dealt with 57.6 per cent of all jobseekers (SENCE, 2015b). In terms of compliance with job placement goals set for the fiscal year 2014, the efficiency of the employment offices is satisfactory; however, these figures are purely quantitative, and do not capture the effectiveness and quality of job-matching. Although progress towards more even provision has been made, the employment offices still vary considerably in their size, operating capacities and resources, and as a consequence services are not of the same quality in all municipalities.

Besides the OMILs, BNE remains the only additional channel through which job information and matching services are available. This lack of diversity in means of accessing services in effect limits provision to certain categories of workers, resulting in less effective reach than in other countries in the region. In view of this, a multi-channelled approach incorporating, for example, toll-free telephone numbers and kiosks with PC terminals offering online access might be helpful to reach out to more clients, making it possible for them to access services without visiting the OMILs in person. Nonetheless, BNE is growing in importance, and now registers a higher number of vacancies than the OMILs: up to the third quarter of 2015, 815,581 job vacancies were advertised and 390,503 jobseekers registered (SENCE, 2015b).

⁹ Equivalent to US\$ 545.59 according to the exchange rate published by Banco Central de Chile, 11 Nov. 2015: US\$ 1 = CLP 702.70.

• Services for jobseekers

Since 2013, in-person service provision for jobseekers at the OMILs' premises has followed a standardized protocol, which consists of three main stages:

- *Reception and registration of jobseekers.* An initial assessment of each client's needs is carried out by an employment counsellor in a short interview, and general information on services available is provided. For those entitled to unemployment benefits, a certificate of unemployment is issued. If required, jobseekers are referred to complementary services not directly provided by SENCE or the OMIL, for example, skills certification, information on self-employment and advice on business start-ups.
- *Jobsearch support and referral to job training.* Jobseekers in need of more specific support are invited to attend a jobsearch workshop (*Apresto Laboral*). This is a three-hour group workshop that helps jobseekers to carry out self-assessment, develop a jobsearch plan, draft a curriculum vitae and prepare for a job interview. The objective of the workshop is to equip a larger number of jobseekers with adequate tools for jobsearching. However, capacity to adapt services effectively to meet the specific needs of clients is low. This shortcoming in service provision affects, in particular, low-skilled workers and other target groups who often need access to a combination of services and intense support. OMILs performing at levels I and II (see Figure 1 above) are gradually introducing specific protocols for serving people with disabilities and helping people leaving prison to get back into employment. OMILs are also connecting jobseekers with job-training programmes funded by SENCE and, since 2014, to the *Más Capaz* programme (see above).
- *Job-matching and placement.* Employment counsellors refer some jobseekers directly to suitable vacancies. Some OMILs have implemented follow-up protocols to enable the success of placements to be recorded. Since 2013, job profiles registered with BNE are stored for a maximum period of six months. Some jobseekers are placed in internship

programmes after completion of training funded by SENCE or participation in the *Más Capaz* programme.

• Services for employers

Progress has been slow in developing services relevant to employers. Activities to nurture closer relationships with employers are supported by an employment promotion officer (*gestor territorial*) in each OMIL. The main task of this officer consists in identifying current and future job market opportunities by visiting local enterprises and both promoting and providing the services of the OMILs. These efforts have yielded mixed results, depending on various factors including the skills of individual officers, the availability of reliable labour market information and local economic conditions, all of which have an impact on the extent to which opportunities for addressing employers' specific needs and registering more vacancies are seized. For example, particular opportunities exist in certain industrial sectors where employers find it difficult to recruit skilled workers: these include mining, agriculture, construction and transport (Thompson, 2013). To some degree specific employers' needs are addressed through job fairs, although in many cases the work of organizing these events is beyond the time and resources available to the OMILs, given their existing workloads. Nevertheless, over the last four years, 235 job fairs were organized in which over 4,000 enterprises participated, offering 324,000 jobs (MTPS, 2014a).

The employment promotion officers have a key role to play in helping to shift employers' perceptions of the OMILs. Currently, the OMILs are seen as administrators of unemployment programmes rather than as employment promotion offices. This partly explains why the majority of job vacancies registered by the OMILs are in occupations below a certain level of technical qualification (e.g. machinery operators, cleaning personnel, administrative staff, security guards and salespeople). The employers who use the OMILs' services on a regular basis are consulting firms, trade and service businesses, and the public administration.

Regulation of private employment agencies

The activity of private employment agencies providing services consisting of employing workers with a view to making them available to a user enterprise is governed by Law No. 20.123 of 2006. This law recognizes that temporary agency work contributes in a positive manner to the functioning of the labour market and guarantees the protection of fundamental rights of agency workers with regard to social security, health and safety at work, and compensation for unjustified dismissal. Temporary agency work accounts for 3.6 per cent of the total number of enterprises registered in Chile. According to the information available for 2011, one in ten workers hired directly by an enterprise is a temporary agency worker. Temporary agency workers are mainly concentrated in the transport, fisheries and agriculture sectors (Goldflus, 2014).

Law No. 20.123 prevents enterprises from using this type of contractual relationship as a means of reducing staffing costs. The legal principle of joint liability is established between the user enterprise and the private employment agency concerning their respective obligations towards agency workers (Velásquez, 2009). This means that both the private employment agency and the user enterprise are directly responsible for the worker, and if any failure to fulfil their obligations is demonstrated, the user enterprise becomes jointly liable with the agency for its redress. Law No. 20.123 clearly asserts the temporary nature of work contracts under which workers may be placed in temporary work by private employment agencies and prohibits the performance by such workers of core functions in the user enterprise (Ugarte, 2006).

Private employment agencies placing temporary agency workers are required to register with and report their activities to the Labour Inspection Department, which is under the authority of the Directorate of Labour. As an additional guarantee, private employment agencies

are required to deposit a bond with the Directorate of Labour at the time of registration. This bond can be used in the event of insolvency or bankruptcy to fulfil obligations to agency workers in respect of compensation. All employment contracts must be registered with the Directorate so that compliance with existing regulations can be monitored. As of July 2014, 192 private employment agencies were duly registered and information about authorized providers of such services is publicly accessible online (MTPS, 2014b).

A solid legislative framework at the national level provides for both the protection of workers and the provision of flexibility to enterprises. Concerning international labour standards and regulations, Chile could consider ratifying the Private Employment Agencies Convention, 1997 (No. 181); this supersedes the Fee-Charging Employment Agencies Convention, 1933 (No. 34), which is still in force for this country alone (ILO, 2010).

ANNEX

MILESTONES IN THE INSTITUTIONAL EVOLUTION OF PUBLIC EMPLOYMENT SERVICES IN CHILE

1933	Unemployment Convention, 1919 (No. 2), ratified
1935	Fee-Charging Employment Agencies Convention, 1933 (No. 34), ratified
1976-1977	Municipal job placement offices (<i>Oficinas Municipales de Colocación</i>) and National Employment and Training Service (SENCE) created ^{a/}
1993	National System of Labour Information and Vocational Counselling implemented
1997	Municipal employment offices created ^{b/}
2004	Online jobs database (<i>Bolsa de Trabajo</i>) implemented ^{c/}
2009-2010	<p>Jobsearch support workshop (<i>Apresto Laboral</i>) established</p> <p>Online national jobs portal (<i>Bolsa Nacional de Empleo</i>) launched^{d/}</p> <p>Programme for strengthening OMILs (FOMIL) launched:^{e/}</p> <ul style="list-style-type: none"> – geographical coverage of OMILs extended – funds from public budget secured – support for specific target groups introduced
2012	Vouchers for job placement by private providers of employment services launched ^{f/}
2013	Design and gradual implementation of a monitoring and evaluation system started
2014	Flagship programme for skills and employability development (<i>Más Capaz</i>) launched ^{g/}

a/ The implementation in Chile of ILO Unemployment Convention, 1919 (No. 2), resulted in the creation of SENCE and the municipal placement offices. SENCE became responsible for the establishment and coordination of a system of public placement agencies. SENCE's role is to improve the employability of those who are employed, the unemployed and economically inactive people through a job training system and a system of public employment offices.

b/ Law No. 19.518 of 1997 set out a new framework for the implementation of the Employment and Training System, including the creation of the *oficinas municipales de información laboral* (OMILs).

c/ The online jobs database was jointly implemented by SENCE, the unemployment insurance agency (*Administradora de Fondos de Cesantía*) and the pensions authority (*Superintendencia de Pensiones*). At the time of its creation the electronic jobs database was not open to the general public and registration was made via an employment counsellor.

d/ The online jobs database was transferred to the Ministry of Labour and Social Protection.

e/ The rules governing the operation of the OMIL strengthening programme (*Programa Fortalecimiento de Oficinas Municipales de Intermediación Laboral*, FOMIL) were set out in Supreme Decree No. 4 of 2 January 2009 and are reviewed and adjusted annually.

f/ This voucher mechanism for job placement was suspended after only 12 months of operation.

g/ *Más Capaz* was launched as a pilot programme in 2014 in seven regions: 3,020 job training places were made available to target populations. National implementation began in 2015, and *Más Capaz* is now an established programme, with implementation led by SENCE.

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