



Evaluation of EURES Norway 2007-2010

Proba-report nu. 04-2010, Project nu 933.
ISSN: 1891-8093
KAL/AUG, 24. september 2010

Report 2010-04

Evaluation of EURES Norway 2007-2010

Commissioned by NAV EURES Norway

Preface

This is an evaluation of the activities and results achieved in the implementation of EURES Norway during the period 2007-2010. The evaluation has mainly been carried out May-August 2010.

Knut Arild Larsen at Proba has been responsible for the evaluation.

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Summary

Abstract

EURES (EUROpean Employment Services) is a cooperation between EU/EEA countries, Switzerland and the European Commission. The cooperation is designed to promote the free movement of workers within the EU/EEA. In Norway, EURES is an integrated service within the Norwegian Labour and Welfare Administration (NAV). This study is an evaluation of the activities and results of EURES Norway in the period 1 April 2007 – 31 March 2010. The impact of EURES has partly been to facilitate labour immigration through better information and assistance in searching for labour abroad and jobs in Norway. In addition EURES has probably directed the immigration more to the needs of Norwegian employers, and the needs across a broader span of different occupations and sectors in the economy.

Background

EURES (EUROpean Employment Services) is a cooperation between EU/EEA countries, Switzerland and the European Commission. The cooperation is designed to promote the free movement of workers within the EU/EEA. In Norway, EURES is an integrated service within the Norwegian Labour and Welfare Administration (NAV). EURES advisers and other NAV employees working partly or entirely on EURES matters, are distributed across all regions of Norway, and are located with NAV offices in municipalities and urban areas.

The EURES Guidelines instruct the EURES Members to establish activity plans for 2007-2010, and to evaluate the implementation of the plan.

Problem

This study is an evaluation of the activities and results of EURES Norway in the period 1 April 2007 – 31 March 2010.

Conclusions

In 2007-2009 Norway had a substantial influx of labour from abroad, especially from the new EU member states from Central and Eastern Europe and from some other Scandinavian countries. The immigrants made a substantial contribution to the Norwegian economy, both as an added input in production and by preventing bottleneck problems in the labour market in a remarkable period of economic growth in the country.

In the evaluation period, Norway has experienced lower unemployment than other European countries, and the number of vacancies has remained on a very high level. The main task of EURES Norway therefore has been to assist in the recruitment of labour to Norway from other EU/EEA-countries. Due to low unemployment and plenty of vacancies, the interest of Norwegians for working abroad has been low during the evaluation period.

EURES Norway has played a role as provider of information about recruiting from abroad and getting a job in Norway and by assisting employers in recruiting from abroad. However, few employers acknowledge having received assistance from EURES in their recruitment. Because EURES' role may not be fully apparent to the employers, we think these observations understates EURES' role. EURES reports substantial contact with jobseekers and employers. EURES handled more than 50 000 contacts with jobseekers and almost 28 000 contacts with employers in 2008. EURES' services also led to job placements in Norway in the order of 2 000 persons per year.

The impact of EURES on the immigration to Norway 2007-2009 is difficult to measure. Labour migration between the Nordic countries has a long tradition. As early as 1954 the Nordic countries entered a formal agreement on free labour mobility, followed by movements across

the borders in accordance with the development in differences between the countries in unemployment and the number of vacancies. Seasonally short term immigration of Poles is not a new phenomenon either. The study does not measure the impact of EURES on the immigration figures.

The impact of EURES has partly been to facilitate immigration through better information and assistance in searching for labour abroad and jobs in Norway. In addition EURES has probably directed the immigration more to the needs of Norwegian employers, and the needs across a broader span of different occupations and sectors in the economy.

The EURES Guidelines for 2007-2010 specifies 37 expected actions and results to meet 10 priorities. Of these 37 actions and results, EURES Norway has implemented 32.

One of the five remaining expected actions/results are not relevant because Norway is not a member of EU. Another remaining action/result is a consequence of a decision of EURES coordination office to limit EURES' services to EU/EEA countries.

EURES has implemented a long list of activities in order to meet the EURES Guidelines. In the annual budgets this list has been changed somewhat, adjusted to the development in the labour markets in the EU/EEA countries and to budgetary restrictions. Nevertheless, these activities all together have given an impressive contribution to facilitating labour mobility between Norway and other EU/EEA countries in the evaluation period.

1 Introduction

1.1 Purpose

EURES (EUROpean Employment Services) is a cooperation between EU/EEA countries, Switzerland and the European Commission. The cooperation is designed to promote the free movement of workers within the EU/EEA.

In Norway, EURES is an integrated service within the Norwegian Labour and Welfare Administration (NAV). The central management of EURES Norway is located at the Directorate of Labour and Welfare, which is the top level of NAV. EURES advisers and other NAV employees working partly or entirely on EURES matters, are distributed across all regions of Norway, and are located with NAV offices in municipalities and urban areas.

This study is an evaluation of the activities and results of EURES Norway in the period 1 April 2007 – 31 March 2010.

Activities and results are assessed against policy objectives in the field of employment and the objectives and priorities set in the EURES guidelines 2007-2010.

The terms of reference of the evaluation:

1 Assess the contribution of EURES to the policy objectives in the field of employment.

- *Identify and assess the added value of EURES to exercising the right for free movement of labour and to the creation of a common European labour market;*
- *Assess if and how the transitional measures on free movement imposed by some EU Member States have impacted EURES;*
- *Identify and assess the contribution of EURES to the objectives of the European Employment Strategy and to the flexicurity approach in particular with regard to the management of transitions.*

2 Assess the implementation of objectives and priorities set in the EURES guidelines 2007-2010 in view of the business model of the EURES member and the increased focus on result-oriented activities.

- *Assess to what extent the objectives and priorities for the period 2007-2010 (to the extent possible) have been achieved and identify the reason for possible shortcomings;*
- *Analyse to which extent the mainstreaming of EURES services in the Public Employment Services (PES) throughout the EU/EEA territory has been achieved. Particular attention should be given to the following aspects: management systems for EURES within PES, allocation of resources to EURES, EURES target-setting, monitoring systems and performance indicators integrated in the PES system, if the various forms of mobility and EURES services have been a standard issue raised during first contacts between PES and jobseeker, frequency and content of the in-house information and communication on EURES within PES vis-à-vis the employment advisers, involvement of PES in the operations and management of the EURES cross-border partnerships;*
- *Has the shift to results-oriented activities been properly implemented by EURES members? Do the monitoring and performance measurement systems of EURES members and partners allow for a systematic retrieval of strategic data of both quantitative and qualitative nature?*
- *Describe the strategic data collected by the EURES member and partners and quantify the number of EURES clients per year, and estimate in an appropriate scientific liable model the main quantitative and qualitative results in terms of placements, information provision and advice on aggregate level.*

3 Assess the quality of the customer-related services of EURES.

- *Assess the progress made with the multi-channelling delivery of EURES services with particular focus on the national level (kiosks, Websites including installed databases/exchange systems);*
- *To which extent have the scope and quality of services given by the EURES network to employers been intensified, which type of services are mainly offered and how is the satisfaction of employers with the services offered by the EURES members/partners;*
- *Assess the quality of the information products for jobseekers/job changers and the advice given by EURES advisers; determine the satisfaction of EURES clients in the different EUMS with the services provided;*
- *Assess to which extent the current service delivery structure is adequate to fulfil the defined tasks; identify good practices and make proposals for further improvement;*
- *Assess to which extent the EURES network co-operates with other Commission information networks and/or programmes and identify possible areas for further common actions;*
- *Assess whether enough resources are devoted to customer-related services both on national, regional, local and cross-border level.*

4 Assess the quality of the EURES communication measures on national level.

- *Assess to which extent the EURES information and communications strategy has been properly implemented on national and cross-border level;*
- *Assess the visibility of EURES for the main target groups, assess the relevance of the messages and communication channels for the main target groups;*
- *Assess the efficiency and effectiveness of the communication measures on national and cross-border level.*

1.2 Method

The method has been to

- survey the activities of EURES Norway during the period 1 April 2007 – 31 March 2010 and matching them to the objectives and priorities set by EURES.
- collect data on the results of the activities.
- interview persons who have been part of the management of EURES Norway during the evaluation period.
- interview 10 of the Norwegian EURES advisers who have been in their positions during the evaluation period.

The interviews with the EURES advisers have been conducted by phone. In addition, each adviser in retrospect has completed a sheet detailing time use in 2007, 2008 and 2009 related to EURES. We have surveyed number of EURES assistants available in the area of responsibility, training, full time or part time, contacts with Norwegian employers, types of employers and labour, feed-back from employers and jobseekers, and potential for improvements. We present the results in the relevant parts of the following evaluation.

The adviser's average time use for 2007, 2008 and 2009 is presented in Table 1.1.

The main sources for the activities and results have been:

- Annual reports for 2007 (01.04.07 – 31.03.08), 2008 (01.04.08 – 31.03.09), and 2009 (01.04.09 – 31.05.10).
- Grant Agreement VS/2007/0086, Grant Agreement VS/2008/0030, Grant Agreement VS/2009/0209, and Addendum to Grant Agreement VS/2010/0353.
- Final report from EURES Norway for 2007, 2008 and 2009.
- The interviews with EURES Norway management and the EURES advisers.

- Monthly reports to EURES coordination office (EURESCO) on contacts and placements.
- Studies on employment of personnel from EU/EEC, by the analysis company Perduco.
- Statistics Norway.
- NAV Labour Market Statistics.
- Norwegian Directorate of Immigration.

We have not had access to reports and monthly surveys on the European Job Mobility Portal. However, some of the material has been available on prints.

The reporting on the activities of EURES Norway could have been more systematic, with a clearer classification of activities and better indicators on results.

Table 1.1 Estimated percentage shares of total working hours 2007-2009. EURES advisers

GENERAL	26
Training	6
Participation in training/own training	3
Training of EURES assistants	3
Communication	20
Media contact	2
Writing articles for EURES News and other publications	1
Lectures/presentations	8
Inform about EURES internal in NAV	6
Reporting upwards in NAV	3
RECRUITMENT/PLACEMENT SERVICES	70
Influx of labour, placements in Norway	45
Contacts with jobseekers from abroad	14
Contacts with Norwegian employers	19
Job fairs abroad	12
Placements abroad	9
Contacts with Norwegian jobseekers	5
Contacts with employers abroad	2
Job fairs in Norway	2
Contacts	16
Contacts with NAV colleagues outside EURES	7
Contacts with EURES colleagues abroad	9
OTHER ACTIVITIES	5
Total	101

Source: Proba interviews with 10 Norwegian EURES Advisers

2 Policy objectives in the field of employment

2.1 The common European labour market

2.1.1 Main objective

Free movement of persons is one of the fundamental rights ensured in the Treaty of Rome. However, the levels of intra-European mobility of labour have remained low, e.g. compared to the US. The Lisbon European Council in 2000 recognised that the right to freedom of movement is not enough to create mobility. A more active approach was needed. The main objective was therefore broadened to encompass *facilitation and promotion of the active usage of the right of freedom of movement and professional mobility*.

In the revised Lisbon Strategy (2005) occupational and geographical mobility is viewed as a tool to achieve the political goal of a knowledge-based economy capable of sustainable economic growth with more and better jobs and greater social cohesion.

An obstacle to mobility has been a fragmentation of information and the lack of transparency of job opportunities across Europe. In the so-called *Action plan for skills and mobility* (2002), one of the initiatives was to establish a one-stop mobility information site, and modernise and integrate the *European mobility network (EURES)* into the Member States' employment services.

In 2003, the European Job Mobility portal was launched. In 2006 a new version of the EURES Job Mobility portal was released. Later further developments have been carried out.

Other challenges for EURES have been to instill a genuine "mobility culture" among the labour community in Europe and to contribute to diminishing the disparities in labour shortages and unemployment between countries.

Norway is not a member of the EU but included in the free labour market and the EURES network through membership in the European Economic Area (EEA).

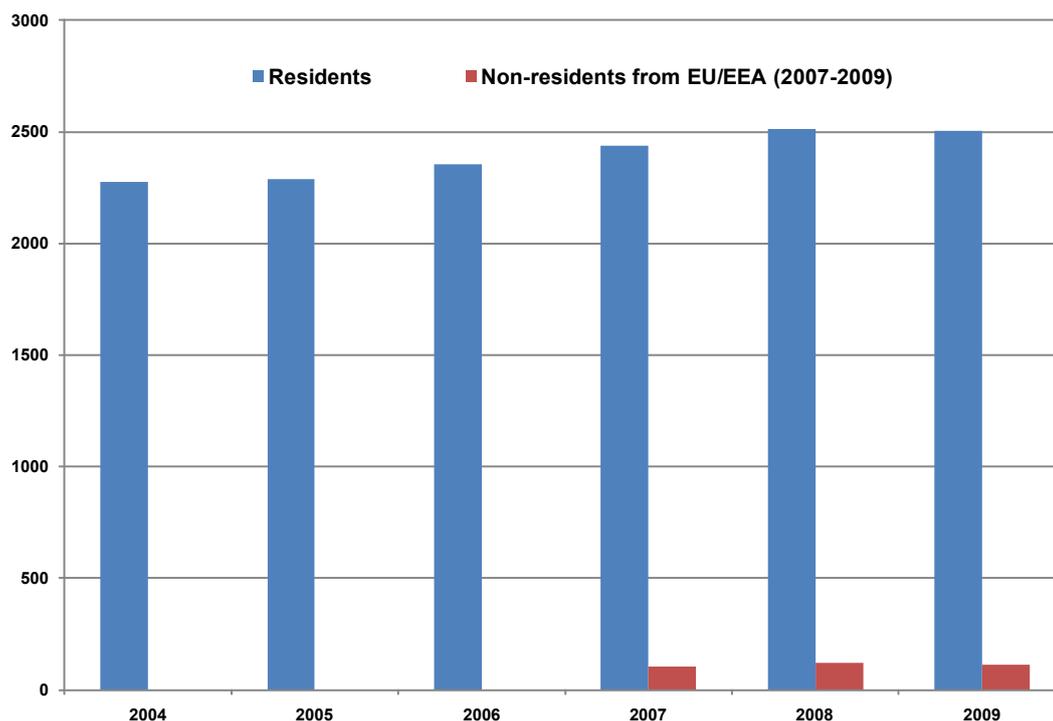
2.1.2 Influx of labour to Norway

In this chapter the aim is to identify and assess the added value of EURES Norway to exercising the right for free movement of labour and to the creation of a common European labour market. We will show how the mobility has developed in the evaluation period 2007-2009 between Norway and the rest of the EU/EEA countries and try to illustrate the role of EURES.

From 2004 to 2009 the level of the Norwegian resident employment increased by almost 10 per cent, see Figure 2.1. Without a substantial influx of labour from abroad, a tightening of the economic policy had been necessary.

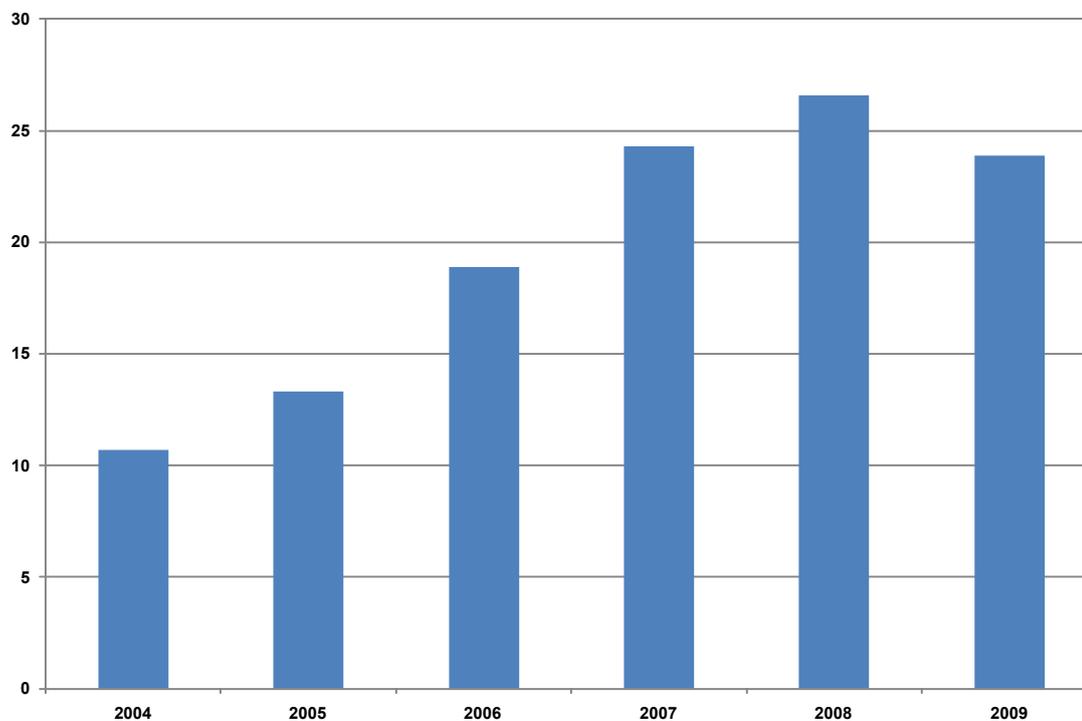
In the period 2007-2009, non-residents (planning to stay for less than six months. Note that only figures for 2007-2009 are available) from EU/EEA-countries, counted for more than 100 000 extra wage earners each year, which is more than 4 per cent of the total employment each year. In 2008 the figure was almost 5 per cent. Most of them came from the other Nordic countries and from the EU countries in Eastern Europe. In addition many immigrants became residents and are included in the growth in resident employment.

Figure 2.1 Employment 2004-2009. 1000 persons¹⁾



¹⁾ Residents: Wage earners aged 16-74, registered as resident in Norway. Source: Labour Force Survey, Statistics Norway. Non-residents from EU/EEA (2007-2009): Wage earners not registered as resident aged 15-74. Country of birth in EU/EEA-countries outside Norway. Source: Employment and unemployment among short term immigrants. Statistics Norway.

Figure 2.2 Vacancies by the end of the month. Yearly average 2004-2009. 1000 vacancies¹⁾

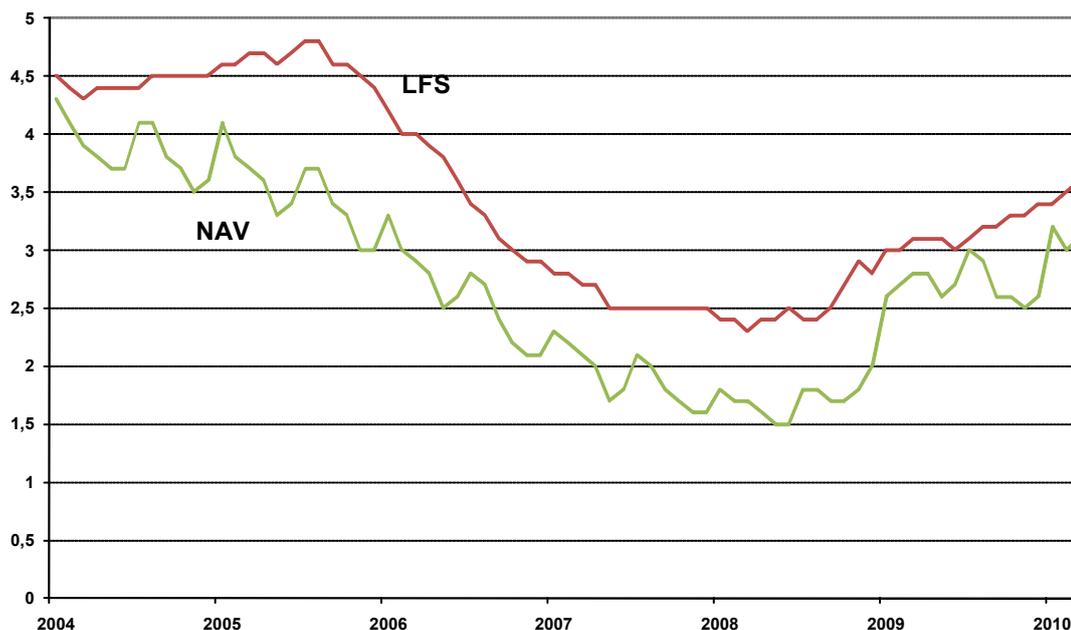


¹⁾ Comprises vacancies reported to the NAV offices locally, registered at the internet service nav.no and vacancies advertised in the media. Source: Norwegian Labour and Welfare Administration (NAV).

The growth in the number of jobs led to a strong increase in vacancies, see Figure 2.2. The yearly average of the monthly vacancy figures increased from 11 000 in 2004 to 27 000 in 2008. In 2009 the number declined to 24 000, which is still a high figure, almost on par with 2007. The number of vacancies in the first quarter of 2010 is up and close to 27 000.

The unemployment rate based on registered unemployment (NAV) fell to 1,5 per cent in May and June 2008. The average for 2008 was 1,7 per cent, the lowest since 1987. The unemployment started to increase in the last quarter of 2008 and through 2009 and stood at 3.1 per cent in March 2010. The LFS unemployment rate is somewhat higher than the NAV rate every month, but show a roughly parallel development, see Figure 2.3.

Figure 2.3 Unemployment 2004-2009. Per cent of the labour force



¹⁾ LFS: Persons aged 16-74, seasonally adjusted monthly figures, 3 months moving average. Source: Labour Force Survey, Statistics Norway. NAV: Registered unemployed persons at the local NAV offices by the end of each month, as a per cent of the labour force. Source: Norwegian Labour and Welfare Administration (NAV).

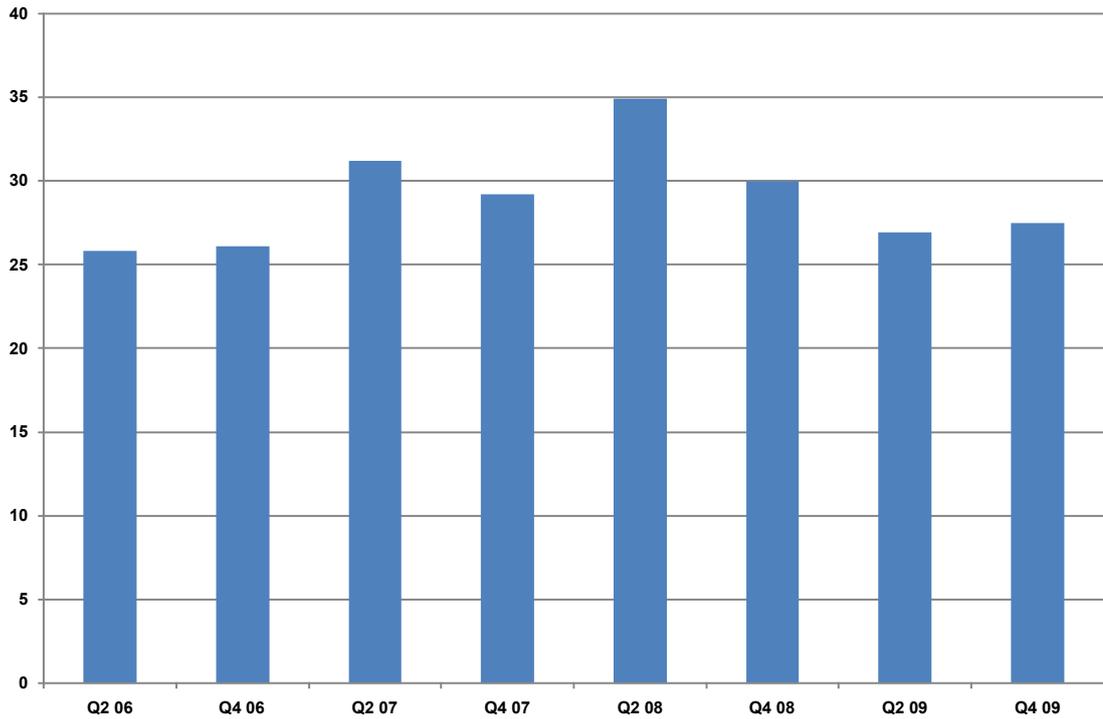
In the evaluation period, Norway has experienced lower unemployment than other European countries, and the number of vacancies has remained on a very high level. The main task of NAV EURES has therefore been to assist in the recruitment of labour to Norway from other EU/EEA-countries. Due to low unemployment and plenty of vacancies, the interest of Norwegians for working abroad has been low during the evaluation period.

The interviews with the EURES advisers (see Table 1.1) show that on average, about 45 per cent of their time was used in recruitment/placement activities of this kind; direct contact with Norwegian employers in need for labour (19 per cent), direct contact with jobseekers from abroad (14 per cent) and participating in job fairs abroad (12 per cent).

A survey among 2000 Norwegian companies show that in the second quarter of 2006 more than 25 per cent of them had used labour from EU/EEA-countries outside Norway the last 12 months. The comparable figures for 2007 and 2008 were 31 and 35 per cent. See Figure 2.4.

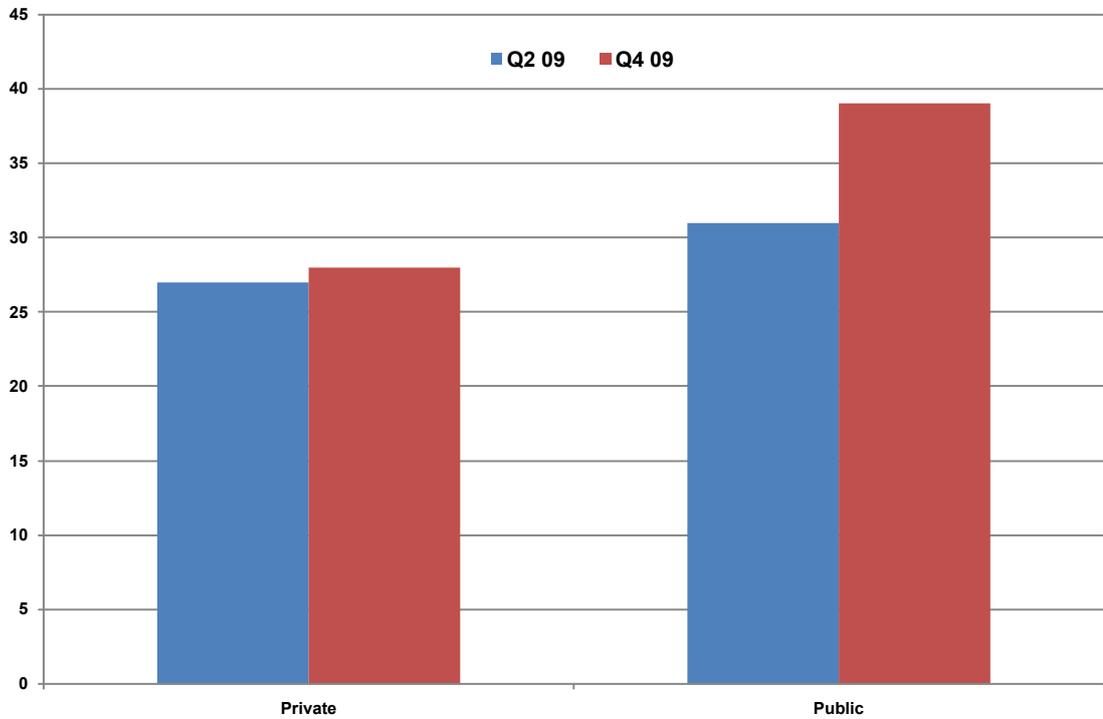
For 2009 the survey also includes public employers. Figure 2.5 shows that also public employers have used foreign labour from EU/EEA-countries, and to a greater extent than private employer.

Figure 2.4 Share of Norwegian companies having used labour from EU/EEA-countries outside Norway the last 12 months. 2006-2009



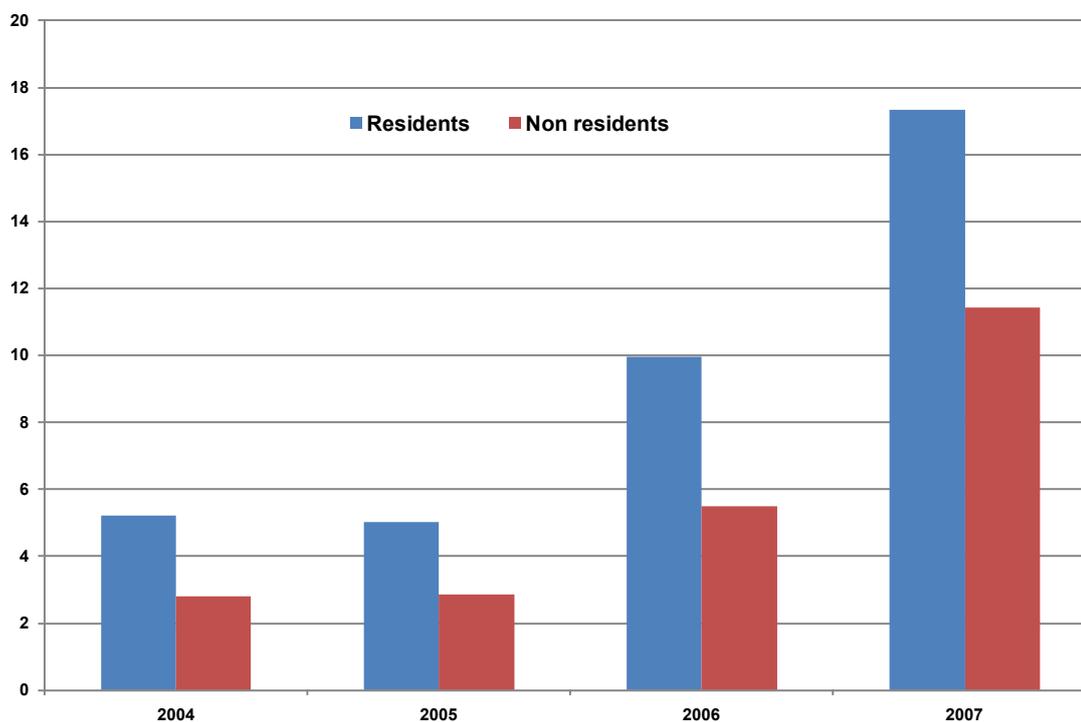
Source: Perduco.

Figure 2.5 Share of Norwegian employers having used labour from EU/EEA-countries outside Norway the last 12 months. Private and public sector. 2009



Source: Perduco.

Figure 2.6 Employees in temporary work agencies with country background from abroad. Registered or not registered as residents in Norway. 1000 persons. 2004-2007



Source: Register data from Statistics Norway and Rapport 2009-083 on “Bemanningsbransjen. Struktur, utvikling og rolle”, Econ Pöyry.

Temporary work agencies account for a large part of the immigration to Norway during the period 2004-2009. Figure 2.6 shows that an increasing number of both resident and non resident persons with country background from abroad are employed by such agencies from 2005 to 2007. This increase has probably continued into 2008, but updated figures are not available. These agencies are important customers for NAV EURES.

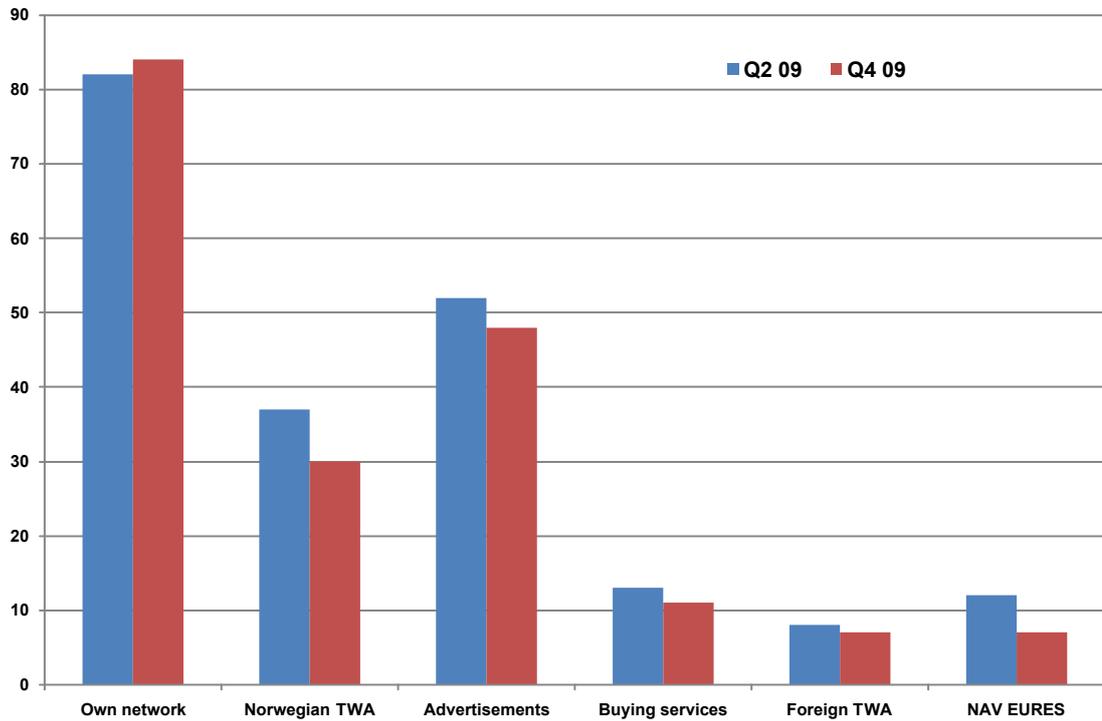
2.1.3 The contribution of EURES

It is difficult to say what impact EURES has had on the recruitment of labour to Norway from other EU/EEA countries. Figure 2.7 and Figure 2.8 shows which channels for recruiting labour the employers have used. Only employers having used labour from EU-countries the last 12 months are asked this question. NAV EURES does not get a high score in these figures. For private companies only the use of foreign temporary work agencies has a lower score. For public employers only buying services has a lower score.

One reason for the low score may be that when EURES Norway assists jobseekers from abroad in applying on job advertisements from Norwegian employers, or jobseekers from abroad apply on vacancies they find on NAV EURES internet sites, the employer will probably often answer that an advertisement was the channel, not EURES. In Norway the job advertisements in media to a large extent is registered by NAV in the NAV vacancy database. The employer will therefore often not know that NAV EURES was involved.

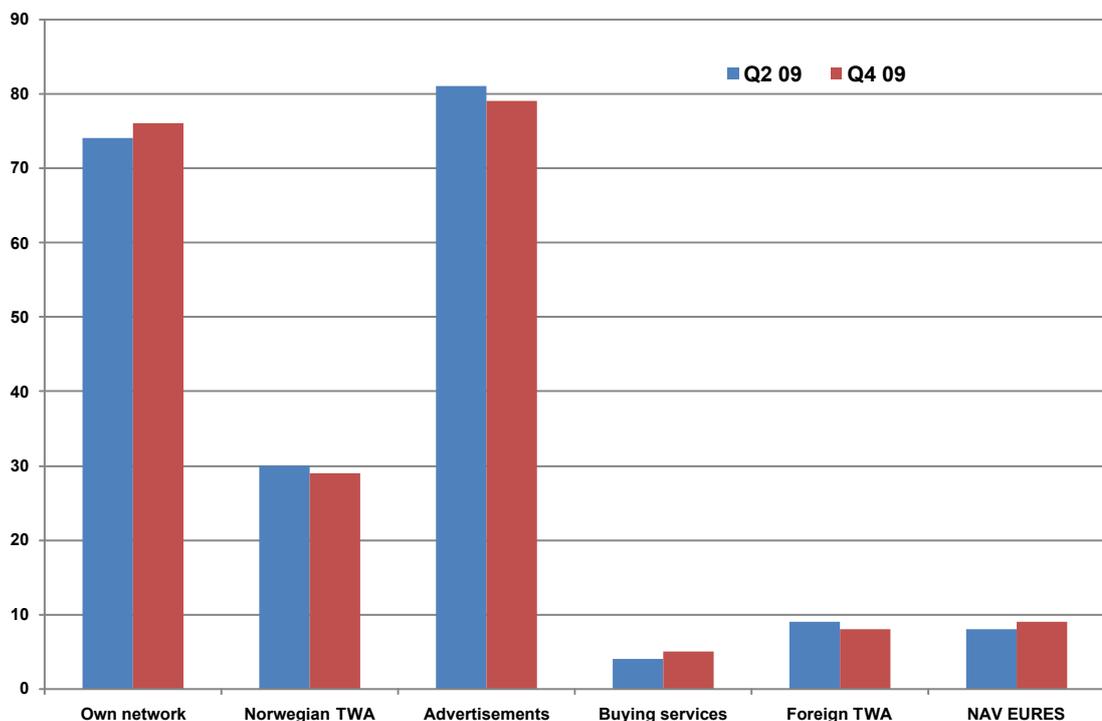
Another reason is that some of the EURES services are directed towards the temporary work agencies, which are important customers for EURES. The employers will in such cases probably answer that the agency is their channel. It is thus likely that EURES has a larger impact than the two figures indicate.

Figure 2.7 *Share of private companies having used different channels for recruiting from EU-countries. 2009. Basis: Users of labour from EU-countries last 12 months¹⁾*



¹⁾ Do you have used the following channels for recruiting labour from EU-countries? Please answer yes or no if your company has used each of them. TWA=temporary work agency. Source: Perduco.

Figure 2.8 *Share of public employers having used different channels for recruiting from EU-countries. 2009. Basis: Users of labour from EU-countries last 12 months¹⁾*

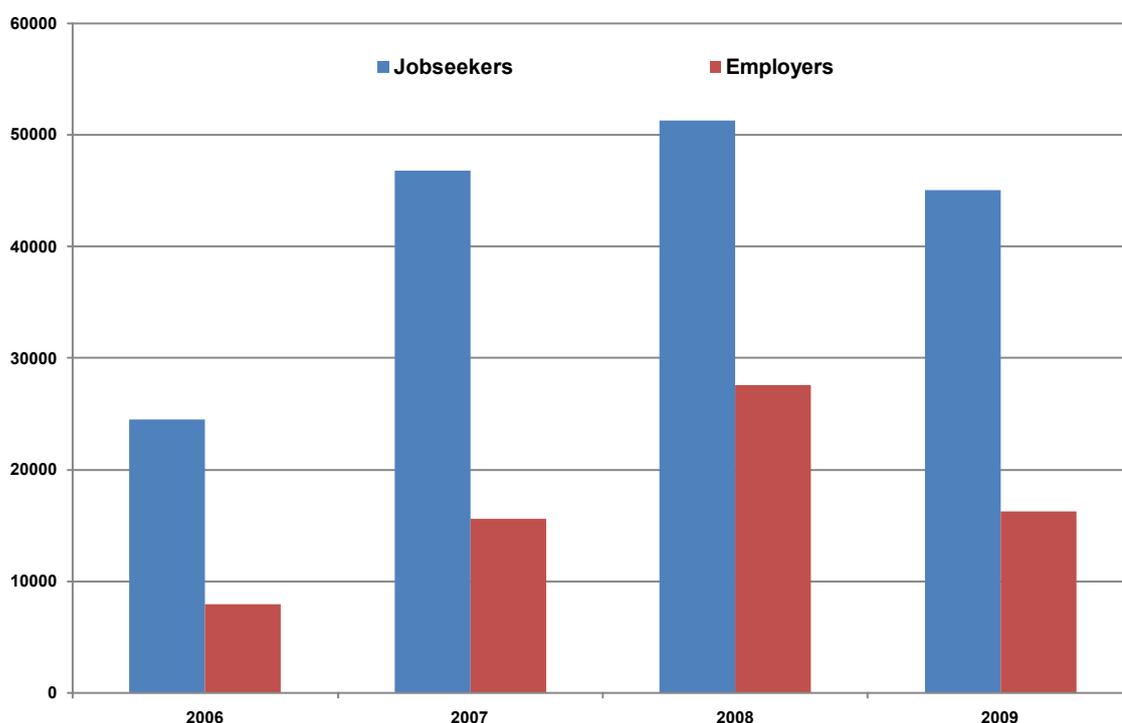


¹⁾ Do you have used the following channels for recruiting labour from EU-countries? Please answer yes or no if your institution has used each of them. TWA=temporary work agency. Source: Perduco.

Another source of information is the number of contacts with jobseekers and employers that EURES Norway handles each year and how many placements they register. A contact with a single employer or a jobseeker is mainly counted as one contact, regardless the number of phone calls or meetings. A lecture or presentation for a group of employers or group of jobseekers is also mainly counted as only one contact. “Mainly” because the method of measurement seems not to be clearly stated or communicated internal in NAV EURES.

Figure 2.9 shows the number of reported contacts. More than 50 000 contacts with jobseekers were handled by EURES Norway in budget year 2008. This was mainly jobseekers from abroad. Almost 28 000 contacts with employers were handled by EURES Norway this budget year. The development in the numbers shows the same pattern as the number of vacancies (Figure 2.2) and the number of valid work permits (see Figure 2.11): a strong increase from 2006 to 2008, and then a decline in 2009.

Figure 2.9 EURES Norway: Contacts with jobseekers and employers. Budget years (1 April – 31 March next year).



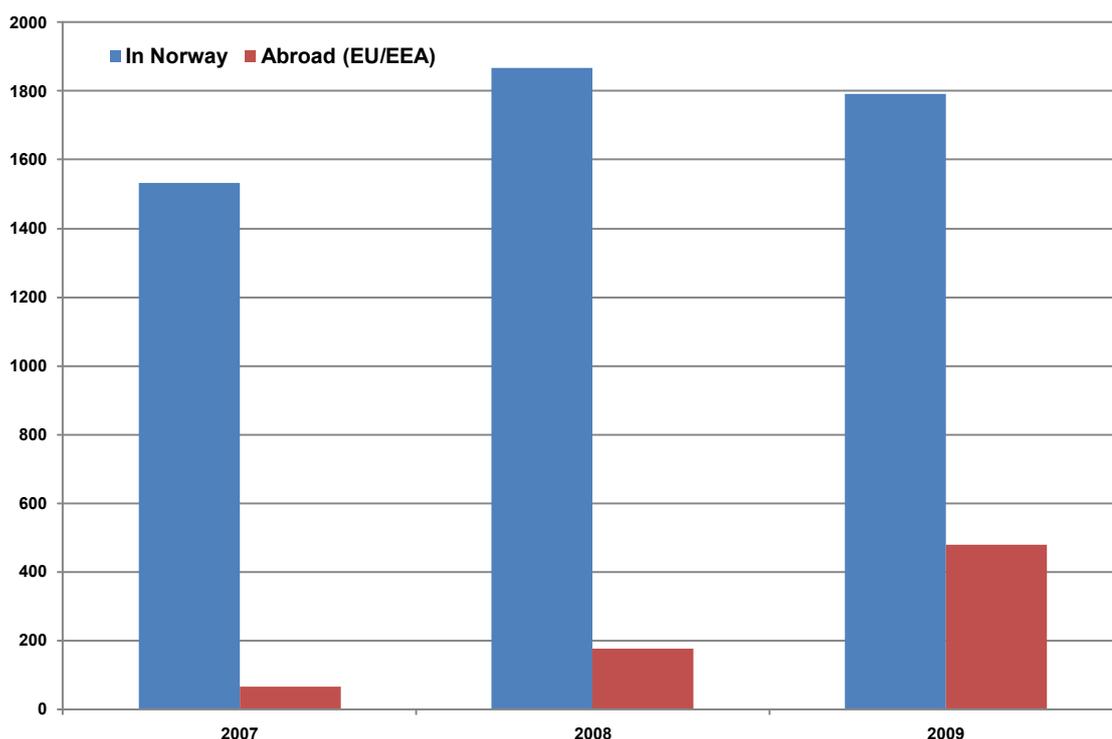
Source: NAV EURES.

Figure 2.10 shows the number of placements registered by the Norwegian EURES advisers. This registration is probably far from complete. It depends on whether the employers report if they have hired a jobseeker that they know EURES has assisted in recruiting. The low figures resemble Figure 2.7 and Figure 2.8, in that the role of EURES is underestimated.

Figure 2.10 also shows the very low number of placements abroad. However, a certain increase can be noted. In the evaluation period, Norwegian jobseekers have had a very good home market. Few of them try to get a job abroad when job prospects and wages are better at home.

How many would have immigrated to Norway without EURES? Probably a lot. Labour migration between the Nordic countries has a long tradition. As early as 1954 the Nordic countries entered a formal agreement on free labour mobility, followed by movements across the borders in accordance with the development in differences between the countries in unemployment and the number of vacancies. Seasonally short term immigration of Poles is not a new phenomenon either. We have not tried to measure the impact of EURES on the migration flows.

Figure 2.10 Placements. Budget years (1 April – 31 March next year)



Source: NAV EURES.

The impact of EURES has partly been to facilitate immigration through better information and assistance in searching for labour and jobs. In 2007-2009 this has probably increased the immigration to Norway. In addition EURES has probably directed the labour immigration more to the needs of Norwegian employers, and the needs across a broader span of different occupations and sectors in the economy. EURES has also directed attention to new areas for available labour of interest for Norwegian employers.

2.1.4 Conclusions

In 2007-2009 Norway had a substantial influx of labour from abroad, especially from the new EU member states from Central and Eastern Europe and from some other Scandinavian countries. The immigrants made a substantial contribution to the Norwegian economy, both as an added input in production and by preventing bottleneck problems in the labour market in a remarkable period of economic growth in the country. EURES Norway has played a role as provider of information about recruiting from abroad and getting a job in Norway and by assisting employers in recruiting from abroad.

However, few employers acknowledge having received assistance from EURES in their recruitment. Because EURES' role may not be fully apparent to the employers, we think these observations understates EURES' role. EURES reports substantial contact with jobseekers and employers. EURES handled more than 50 000 contacts with jobseekers and almost 28 000 contacts with employers in 2008. EURES also made job placements in the order of 2 000 persons per year.

The impact of EURES has partly been to facilitate immigration through better information and assistance in searching for labour and jobs. In addition EURES has probably directed the immigration more to the needs of Norwegian employers, and the needs across a broader span of different occupations and sectors in the economy.

2.2 Transitional measures

The focus of this section is to assess if and how the transitional measures on free movement imposed by the Norwegian government have impacted EURES Norway.

When countries from Central and Eastern Europe joined EU in May 2004, the new member states and EU had agreed on the opportunity of transitional restrictions for free movement of workers from these states. Norway is not a member of the EU but included in the free labour market through membership in the European Economic Area (EEA). Without restrictions, the citizens of the new member countries after 1 May 2004 could have freely travelled to Norway to seek employment and stay if they got a job.

The restrictions imposed by the states in the EU/EEA-area prior to the enlargement, could last up to seven years from 1 May 2004. This period was divided into three parts:

- A two year period, from 1 May 2004 to 30 April 2006: The Norwegian government chose to impose transitional restrictions in line with some other countries. The measures were that non-resident workers had to obtain a formal work permit. To get this, applicants had to show a proof of full-time paid work and conditions of the work had to match what was common in Norway.
- A three year period, from 1 May 2006 to 30 April 2009: The rules from the previous period were continued. Bulgaria and Romania were included in the European Economic Area (EEA) from 1 August 2007. These two countries were subject to the same transition rules as other new EU-members. The transition restrictions for workers from Czech Republic, Lithuania, Poland, Slovakia, Slovene and Hungary were abolished from 1 May 2009.
- A two year period, from 1 May 2009 to 30 April 2011: No transition rules in this period, except for Bulgaria and Romania.

Valid work permits by the end of the year, issued to persons with citizenship in EU-countries, increased from 16 000 in 2004 to 64 000 in 2009, see Figure 2.11. This does not include persons from other Nordic countries, because they do not need work permits. Most of the increase is due to immigration from the new EU-member countries, after the expansion of EU in 2004. The transitional restrictions do not seem to have been a serious obstacle to movements of labour to Norway from the new EU member states.

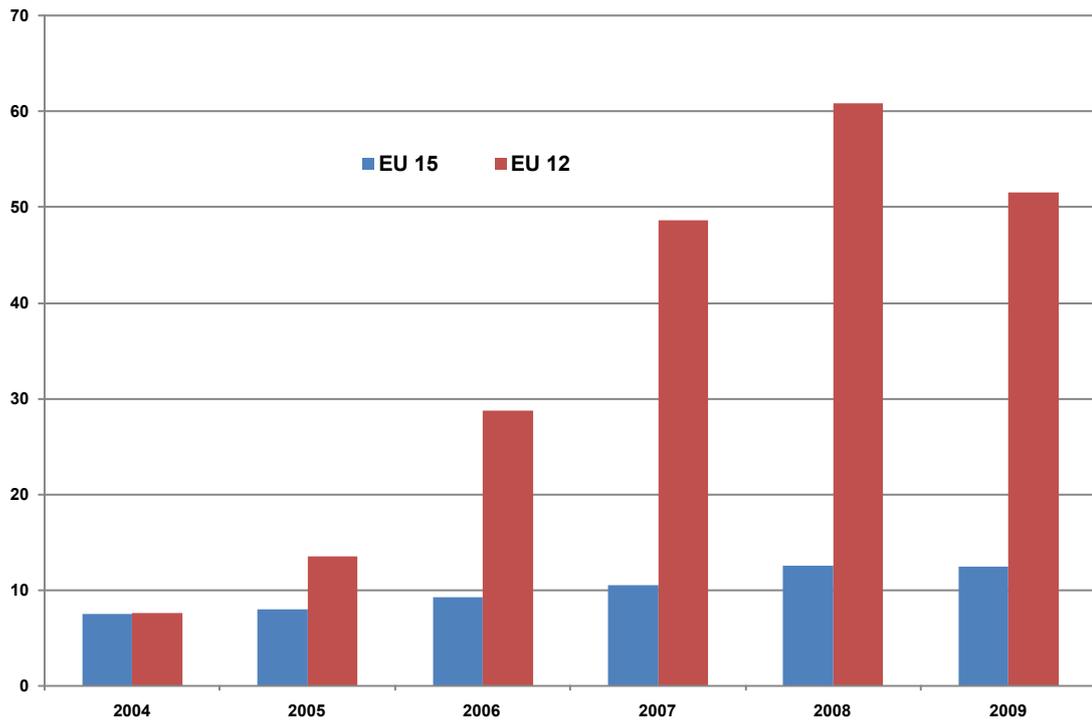
Sweden was one of three countries, along with the UK and Ireland, which chose to apply no restrictions to workers from the new EU member states. Yet, of the Nordic countries, Norway has had the highest influx of workers from the new EU/EEA member states since May 2004. Labour market conditions in Norway relative to Sweden have been more important for the movement of labour than the differences in rules for entering.

The abolishment of the transitional restrictions for most of the new EU/EEA member states from 1 May 2009, is probably the main reason for the fall in the number of valid work permits in 2009, see Figure 2.11.

From 1 January 2010 the term residence permit replaces residence and work permits, so that all permits are called residence permits. The main rule will then be that a residence permit will entitle the holder to work in Norway.

NAV EURES has informed about rules and changes in rules for entering the Norwegian labour market for jobseekers from abroad on internet and in their brochures. Beyond that the transitional measures do not seem to have had any impact on the tasks or challenges of NAV EURES.

Figure 2.11 Valid work permits by end of year, by citizenship in EU 15 (Old members) or EU 12 (New members in 2004 or 2007), 1000 permits, 2004-2009¹⁾



¹⁾ Citizens of another Nordic country do not need a work permit. Source: Norwegian Directorate of Immigration.

3 EURES Guidelines 2007-2010

3.1 Introduction

In this chapter we assess the implementation of objectives and priorities set in the EURES guidelines 2007-2010.

In section 3.2 we present the guidelines and the 10 key priorities for EURES covering the period from 1 April 2007 to 31 March 2010, established in *EURES Guidelines for 2007-2010. Following the Opinion of the High Level Strategy Group of 26 June 2006 (HLSG 2006/39-EN)*.

The EURES Guidelines instruct the EURES Members to establish activity plans for 2007-2010. In section 3.3 we present the Activity Plan for EURES Norway and evaluate the implementation.

3.2 Presentation of the guidelines

The EURES Guidelines for 2007-2010 consist of three parts:

Part A Priorities and Actions.

- I. Priorities. 10 priorities are specified, see Table 3.1.
- II. Expected actions and results. 37 actions/results are specified. They are presented under each priority in section 3.3.

Part B Activity Plans.

This part instructs the EURES members to present activity plans for the three-years period 1 April 2007 – 31 March 2010.

- I. Administrative information.
- II. Specification of main activities planned. They are presented under each priority in this chapter.
- III. Information of an indicative nature on the human and financial resources needed to fulfil the commitments regarding the clearance of vacancies and applications for employment
- IV. Description of the arrangements for evaluating the results of the planned activities and for monitoring their operation
- V. Assessment of the activities and the results achieved in the implementation of EURES during the previous period 2004-2007.

This part also instructs the EURES members to submit an annual report about the implementation of the activity plan.

Part C Conditions for financial assistance.

The EURES members are expected to provide the necessary human and financial resources for the implementation of the three-year activity plans. In addition the European Commission may grant financial assistance for the carrying out of specific activities which are part of the overall activity plan.

This part specifies the conditions and procedure for subsidy requests. The financial plan under B III provides as a basis for annual requests. EU financial support shall be concentrated on a limited number of activities, in order to maximize its effect.

Table 3.1 *Priorities for EURES 2007-2010*

EURES Priorities	
1	Contribute actively, through the provision of performing information and assistance services, to the political objectives of the Growth and Jobs Strategy.
2	Step up the mainstreaming of EURES in the Public Employment Services throughout the EU/EEA territory.
3	Enhance synergies and improve the profiling of EURES among other networks and information providers in the labour market area, whether at national, Community or international level.
4	Enhance the visibility of the services provided by the EURES network, by reinforcing its communication activities.
5	Improve significantly the collection of strategic data from the network's daily operations, ensure a proper evaluation of results and provide for a regular monitoring of EURES operations.
6	In addition to the overall provision of information, establish, where needed, more systematic contacts with specific groups of stakeholders.
7	Improve transparency in information provision within the respective employment markets, in particular with a view to ensuring that international placements comply with relevant labour standards.
8	Improve the quality of information channelled through the network, and in particular of the job vacancies advertised by the Public Employment Services.
9	Contribute to identify labour shortages and bottlenecks which can be attenuated by trans-national labour mobility, including the possibility of broadening the scope of information provision to workers coming from other parts of the world.
10	Reinforce the development of cross-border activities in the employment area, and encourage, where needed, the development of cross-border activities and partnerships between the 'newer' EU Member States, or between 'older' and 'newer' Member States.

Source: EURES Activity Plan 2007-2010, Norway.

3.3 Activity Plan 2007-2010

3.3.1 Introduction

Based on the EURES Guidelines, EURES Norway, in the autumn of 2006, established an activity plan for the three-year period 1 April 2007 – 31 March 2010. The activity plan was later endorsed in a letter from the EURES Coordination Office.

The evaluation of the implementation of the Activity Plan for EURES Norway is carried out for the following parts of the plan:

- Administrative information. See section 3.3.2.
- Specification of main activities planned. See section 3.3.3-3.3.12. Each of these 10 sections is devoted to one of the 10 key *priorities* in the EURES Guidelines. In each of these sections our starting point is the *expected actions/results* specified in the EURES Guidelines. We then list the *main activities planned* by EURES Norway for the whole

period 2007-2010, and link each activity to the expected actions/results in the guidelines. The *implementation* is evaluated annually for each activity.

Some of the annual activities are covered, partly or entirely, by annual grants from the EU Commission. These activities are shown.

- Human and financial resources needed. See section 3.3.13.

In section 3.3.14 we conclude on the implementation of the activity plan.

3.3.2 Administrative information

EURES Norway is organised as a part of the Norwegian Labour and Welfare Service, which is the state-owned part of the Norwegian Labour and Welfare Administration (NAV). NAV was established 1 July 2006, as an integration of the Norwegian National Insurance Service, the Norwegian Labour Market Service, and the municipalities' social services. This establishment of NAV is called the NAV Reform.

The main part of the implementation of the NAV Reform has been carried out during the evaluation period for EURES Norway. Organisational changes have obviously been a part of this, also affecting EURES activities. Establishing local NAV offices in municipalities and urban districts started in autumn 2006, and reached 447 NAV offices at the end of 2009. During 2010 the last planned NAV offices will be established, reaching a total of 457 NAV offices. These offices include the previous local Public Employment Service (PES) offices.

In the transition period, before establishing an integrated NAV office, the PES and social service institutions has existed side by side, as NAV Work and NAV Social Security.

The main organisation of EURES activities during the evaluation period has been like this:

A *central team* in the central administration of NAV (Directorate of Labour and Welfare). In 2007 this team had

- 1 EURES manager.
- 2 assistant EURES managers.

In addition accounting services have been carried out, mainly under the auspices of NAV.

This has mainly been the staffing of the unit all through the evaluation period, except for some temporary deviations up or down due to special tasks or absences.

A part of the staff in the *regional and local PES offices* and, later, in the NAV offices, has been trained and dedicated to EURES activities. In 2007 the number of employees amounts to:

- 18 EURES advisers 1 January 2007. This is persons trained by EU/EURES. They work between 75 to 100 per cent on EURES matters.
- About 100 of other staff (EURES assistants, line managers and IT-personnel).

The Action Plan specifies what was foreseen in the allocation of PES staff to EURES during the period of the plan. By the end of March 2010 the plan envisaged:

- 25 EURES advisers. The aim was "at least one EURES adviser in each county" (There are 19 counties in Norway).
- An increased number of EURES assistants.

The situation at the end of the plan/evaluation period at 31 March 2010 is:

- 3 positions in the central team.
- 40 EURES advisers. All counties are covered. Unclear if all of them have followed the initial or basic training at European level or if some of them are waiting for the opportunity. Those who not have received this training, are titled assisting EURES advisers.
- Unclear number of EURES assistants. The organisational changes generated by the NAV Reform have led to reallocations of employees between different jobs in NAV.

Our survey among the EURES advisers tells that the EURES resources at the NAV offices have diminished during the organisational changes.

The EU trained resources of EURES Norway have grown far more than envisaged in 2006.

3.3.3 Priority 1: Contribute to political objectives

The priority is to contribute actively, through the provision of performing information and assistance services, to the political objectives of the Growth and Jobs- Strategy.

In the EURES Guidelines three expected actions and results are specified, see Table 3.2.

In the Norwegian Activity Plan eight activities are specified, see Table 3.3. No EC grants are given under this priority, but several activities also turn up under other priorities and are thereby covered by grants.

Training of EURES advisers has exceeded plans. In-house training of new EURES assistants seems to be on a lower level than planned. Cooperation with Russia was not taken inside EURES. Monthly newsletter and use of SMS for quick information to employers are not implemented. Other main activities are implemented according to plans.

All the expected actions and results are fully met. It can be added that the news section on the Internet and the Extranet are updated once a week (expected action c).

Table 3.2 Expected actions and results for EURES 2007-2010, Priority 1

a	All EURES members and partners shall be committed to the provision of comprehensive and professional information and assistance services to workers in the EU/EEA area.
b	All EURES members and partners shall ensure that in the provision of their services, the fundamental principle of equal treatment of all persons, irrespective of their country of residence in the EU/EEA area is respected.
c	EURES managers shall ensure that the available information is correct and up-to-date. Updates should be provided immediately after changes take place.

Source: EURES guidelines for 2007-2010.

Table 3.3 Activities planned 2007-2010, Priority 1. Year with EC-grant. Annual implementation.

Link to expected actions	Main activities planned 2007-2010	Year EC-grant	Annual implementation
a, b, c	Training of three to four EURES advisers per year.	-	Exceeded plan.
a, b	In-house training to approximately 150 – 200 new EURES assistants in the three year period.	-	Not fully accomplished. 2007: Number of seminar/meetings for local part-time EURES assistants was reduced. One seminar in September for 48 EURES assistants. 2008: No training. 2009: No training

a	Increase cooperation with EURES colleagues in all the EEA/EU countries and participate in job fairs/recruitment fairs organised abroad and also cooperate with colleagues to organise specific recruitment fairs for Norwegian Employers.	-	2007: Participated at 70 job fairs in other EU/EEA countries and 20 in Norway. 2008: Participated at 80 job fairs in other EU/EEA countries and 20 in Norway. 2009: Participated in 146 job fairs in other EU/EEA countries. Approximately 20 i Norway.
	A special project for cooperation with the northern part of Russia together with colleagues from Sweden and Finland.	-	Not implemented within EURES.
c	Increase efforts to present updated and interesting information to the public through the internet: www.nav.no , www.eures.no , and through our extranet to colleagues in NAV.	-	Done.
c	Updating several EURES brochures in compliance with the new NAV logo and formats: e.g. "Living and Working" in Norway in several languages, publish four yearly editions of EURES News, monthly Newsletters through e-mail to employers, use SMS for quick information to employers and publish EURES Annual Reports.	-	EURES Nytt (News) more than four issues in 2009. Monthly newsletter to employers not implemented. SMS information not implemented.
c	Training of EURES advisers as deliverers of news and in interview situations both on radio and TV, in cooperation with the media.	-	In 2007, 2008 and 2009.
	Monitor the labour market and the use of workers from EU/EEA and from outside the EEA through surveys twice a year, and by use of available statistical data from other sources.	-	Done.

Source: EURES Activity Plan 2007-2010 Norway, Grant Agreement 2007, 2008, 2009, addendum to Grant Agreement 2009. Final Report 2007, 2008, 2009. Links are assessed by Proba.

3.3.4 Priority 2: Step up the mainstreaming of EURES in PES

The priority is to step up the mainstreaming of EURES in the Public Employment Services throughout the EU/EEA territory.

In the EURES Guidelines four expected actions and results are specified, see Table 3.4.

Expected action d is not relevant since no EURES activities are contracted out.

In the Norwegian Activity Plan 10 activities are specified, see Table 3.5. No EC grants are given under this priority, but several activities also turn up under other priorities and thereby are covered by EC grants.

No complete registration of training and seminars is available. It seems to have been in accordance with plans, with reasonable adjustments along the way and sometimes limited by lack of resources.

EURES-related activities are not contracted out in Norway. But cooperation with private entities is broad and reported successful.

The allocation of NAV staff resources to EURES seems to have been temporarily suffering from the implementation of the NAV reform.

Beyond this, all the expected actions and results are fully met.

Table 3.4 Expected actions and results for EURES 2007-2010, Priority 2

a	Reflecting the role of the Public Employment Services in the EU/EEA as full members of the EURES network, all services involved in the management of the network shall ensure that mobility becomes a standard issue raised during contacts between PES and jobseekers, and that EURES is properly included in the PES policy planning process, such as the setting of targets and performance indicators at national and regional level.
b	A clear allocation of staff resources to EURES must be made in the PES at central level and throughout the territory with a clear definition of their respective roles and tasks, with all hierarchy levels in the Public Employment Service knowing and acknowledging the attribution of staff to EURES tasks.
c	The PES shall organise appropriate in-house training of staff dealing with EURES and ensure that EURES is included in in-house training given to all front line staff
d	When EURES-related activities are contracted out by the Public Employment Services to private entities, the PES shall ensure that the priorities and expected outputs apply also to the work undertaken by such private entities.

Source: EURES guidelines for 2007-2010.

Table 3.5 Activities planned 2007-2010, Priority 2. Year with EC-grant. Annual implementation.

Link to expected actions	Main activities planned 2007-2010	Year EC-grant	Annual implementation
a	Actively use the extranet to market EURES and inform NAV colleagues about the EURES system and what EURES can do.	-	Done.
a	Distribute EURES News quarterly to all NAV local offices and regional offices as well as make it available on www.eures.no and the extranet	-	Done.

a	Distribute the Inside EURES and EURES & You and use the database of media contacts and databank actively	-	Done by EC
a	Actively use www.nav.no and www.eures.no to highlight and promote EURES	-	Done.
a, b	All Line Managers will at regular intervals receive information about the EURES Legal Base and the need to allocate staff resources to EURES at all levels of the organisation	-	Done.
a, c	Instructing EURES advisers to inform and train colleagues in local NAV offices	-	Done.
a, c	Training EURES assistants once/twice a year for the next three year period	-	Not fully accomplished. 2007: Training for 48 EURES assistants. 2008: No training. 2009: No training.
a, c	Initiate five regional Line Manager and EURES assistants seminars and 4 – 5 study tours to other EU/EEA countries for local Line Managers organised by the EURES advisers	-	2007: Line Managers to Budapest and Amsterdam. 2008: Reykjavik, Iceland. Seminars for line managers in Norway and Sweden.
	Organise one yearly Study Tour for Regional Directors	-	2007: Manchester, Job Centre Plus 2008: Berlin 2009: Amsterdam.
	Cooperate with the relevant private entities and ensure that the products they deliver are according to the ordinary EURES and public employment services quality standards	-	Close cooperation with temporary work agencies and large employers in need of labour. Quality control of Norwegian employers who register vacancies through the EURES portal.

Source: EURES Activity Plan 2007-2010 Norway, Grant Agreement 2007, 2008, 2009, addendum to Grant Agreement 2009. Final Report 2007, 2008, 2009. Links are assessed by Proba.

3.3.5 Priority 3: Improve the profiling of EURES

The priority is to enhance synergies and improve the profiling of EURES among other networks and information providers in the labour market area, whether at national, Community or international level.

In the EURES Guidelines three expected actions and results are specified, see Table 3.6.

In the Norwegian Activity Plan nine activities are specified, see Table 3.7. EC grants are given in 2007 and only in 2007, but some of the activities also turn up under other priorities and thereby is covered by EC grants, especially the further development of ICT solutions.

A new activity is added in the grants agreement, see Table 3.8.

It is difficult to tell how close the cooperation is with other EU networks and instruments, but knowledge about them is covered by the EURES training. EURES Norway has links to relevant networks and instruments on the web sites.

All activities are properly executed, and all the expected actions and results are fully met.

Table 3.6 Expected actions and results for EURES 2007-2010, Priority 3

a	Based on the established links with PLOTEUS and EUROPASS, closer cooperation mechanisms shall be put in place with other EU networks or instruments such as Euroguidance, the Euro Info Centres, ERACAREERS, Citizens Signpost Europe, Your Europe and TRESS (Training and Reporting on European Social Security).
b	Operational contacts with interested private information and placement services operating in the employment area, are to be welcomed in so far as they are in line with the overall mission of the network, namely to provide customised information and assistance to all workers and their families, as well as to employers.
c	Specific attention needs to be given to the further development of ICT solutions with a view to consolidate the overall performance of the network and to further improve the quality of the information services, particularly as regards the access and posting of job vacancies.

Source: EURES guidelines for 2007-2010.

Table 3.7 Activities planned 2007-2010, Priority 3. Year with EC-grant. Annual implementation.

Link to expected actions	Main activities planned 2007-2010	EC-grant only 2007	Implementation
a	Continue to cooperate with EUROPASS and invite them to job fairs, information events etc.	2007	2007: According to plan in grant agreement. 2008: Ongoing. 2009: Ongoing.
a	Continue to cooperate with Euroguidance and keep each other updated.	2007	2007: According to plan in grant agreement. 2008: Ongoing. 2009: Ongoing.
a	Keep up established links to PLOTEUS, Eurodesk and EU Education and Training Portal.	2007	2007: According to plan in grant agreement. 2008: Ongoing. 2009: Ongoing.

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a	Establish links to Euro Info Centres, ERACAREERS, Citizens Signpost Europe, Your Europe and TRESS.	2007	2007: According to plan in grant agreement. 2008: Ongoing. 2009: Ongoing.
b	Keep up the cooperation with the private placement agencies and if necessary broaden the range of cooperating companies	2007	2007: According to plan in grant agreement. 2008: Ongoing. 2009: Ongoing.
a	Encourage and cooperate with any Leonardo project that may be initiated by the regional NAV organisations where EURES advisers are involved	2007	2007: According to to plan in grant agreement 2008: Some activity. 2009: Some activity.
c	Cooperate actively with the public relation unit who will be responsible for establishing an Employers Portal in Norway and promote the national- and European Portal for mobility questions.	2007	2007: According to agreement 2008: Ongoing process. 2009: Ongoing process.
	Cooperate with all other relevant Norwegian projects for information about labour mobility and questions related to living and working in Norway.	-	2007: Ongoing. 2008: Ongoing. 2009: Ongoing.
c	Set up working group to deal with information quality and services, including the quality of the vacancy registration.	2007	2007: According to plan in grant agreement 2008: Tasks performed 2009: Tasks performed

Source: EURES Activity Plan 2007-2010 Norway, Grant Agreement 2007, 2008, 2009, addendum to Grant Agreement 2009. Final Report 2007, 2008, 2009. Links are assessed by Proba.

Table 3.8 New activity planned, Priority 3. Year with EC-grant. Annual implementation

Link to expected actions	New activities planned	Year EC-grant	Annual implementation
b	2007: Produce information material to different types of stakeholders: Employers, jobseekers and colleagues in the new NAV organisation.	2007	2007: According to plan in grant agreement 2008: See chapter 5. 2009: See chapter 5.

Source: Grant Agreement 2007. Final Report 2007, 2008, 2009. Link are assessed by Proba.

3.3.6 Priority 4: Enhance the visibility of services

The priority is to enhance the visibility of the services provided by the EURES network, by reinforcing its communication activities.

In the EURES Guidelines two expected actions and results are specified, see Table 3.9.

In the Norwegian Activity Plan eight activities are specified, see Table 3.10. EC grants in 2007, 2008 and 2009.

Two of these activities are not implemented in 2007. Consequently they are not part of the grants agreement of 2008 and 2009. These activities are to start up a monthly fact sheet and to develop and implement a marketing and communication strategy.

The expected actions and results contain two activities: develop and implement a communication strategy and develop and implement a marketing and communication strategy. The differences between them are not evident. EURES Norway has developed a communication strategy, see chapter 5, but not a separate ‘marketing and communication strategy’, at least not as a separate document.

The rest of the planned activities in the Action Plan are implemented. EURES News has more issues in 2009 than planned.

Two new activities are added in the grants agreement of 2008, see Table 3.11, but they are not implemented. One of them is covered by the grants agreement of 2009, but again not implemented. These activities are a user satisfaction questionnaire to employers, which was denied by the Analysis department of NAV, and to produce a training DVD.

Expected action a is met by several activities. Expected action b is not directly implemented. Probably the communication strategy covers most of what was intended by b.

Table 3.9 Expected actions and results for EURES 2007-2010, Priority 4

a	Develop and implement a communication strategy aimed at the target groups of EURES (jobseekers, workers, employers), with the involvement where appropriate of the social partners, in order to raise awareness of the opportunities offered by the European labour markets.
b	Develop and implement a marketing and communication strategy, stressing the efficiency and the reliability of the network, combining state of the art technologies with a strong human component, using quality standards throughout the network and communicating the free nature of most of the services provided.

Source: EURES guidelines for 2007-2010.

Table 3.10 Activities planned 2007-2010, Priority 4. Year with EC-grant. Annual implementation.

Link to expected actions	Main activities planned 2007-2010	Year EC-grant	Annual implementation
a	Continue to publish EURES News four times a year, with articles and information which are of interest to the public, the employers and the jobseekers.	2007 2008 2009	2007: According to plan in grant agreement. 4 issues. 2008: According to plan in grant agreement. 4 issues. 2009: According to agreement. 6 issues.

a	Keep up and further develop www.eures.no as the most important tool for EURES information.	2007 - 2009	2007: According to to plan in grant agreement 2008: Ongoing updating and improvements. 2009: According to to plan in grant agreement
a	Produce articles and news for publication on the www.nav.no .	2007 - -	2007: According to to plan in grant agreement 2008: Ongoing. 2009: Ongoing.
	Publish EURES Annual report.	2007 2008 2009	2007: According to to plan in grant agreement. Published in both Norwegian and English. 2008: According to agreement. Published only in Norwegian. 2009: According to to plan in grant agreement. Published only in Norwegian.
a, b	Start up a monthly “Fact sheet” with information about recruitment fairs and the labour market situation in some European countries relevant to the needs of Norwegian companies. The “Fact sheet” will be distributed by e-mail by the EURES advisers to their customers and internally in their local NAV organisation.	2007 - -	2007: Not implemented, but the information is uploaded onto the www.eures.no .
a	Keep up the provision of media-/writing-/presentation training for the EURES advisers.	2007 2008 2009	2007: According to to plan in grant agreement. One training. 2008: According to agreement. Two trainings. 2009: According to plan in grant agreement. Two trainings.
a	Develop and implement a Communication Strategy aimed at target groups.	2007 2008 2009?	2007: According to plan in grant agreement. Strategy document produced and implemented, see <i>Table 5.1</i> 2008: Implementation of Communication Strategy, see <i>Table 5.1</i> . 2009: Implementation of Communication Strategy, see <i>Table 5.1</i> .

b	Develop and implement a marketing and communication strategy in line with the guidelines from EURESco	2007 - -	2007: No separate document.
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Source: EURES Activity Plan 2007-2010 Norway, Grant Agreement 2007, 2008, 2009, addendum to Grant Agreement 2009. Final Report 2007, 2008, 2009. Links are assessed by Proba.

Table 3.11 New activities planned, Priority 4. Year with EC-grant. Annual implementation

Link to expected actions	New activities planned	Year EC-grant	Annual implementation
a	User satisfaction questionnaire to employers	2008	2008: Denied by the Analysis department of NAV.
a	EURES training DVD for NAV colleagues.	2008 2009	2008: Not implemented, but problem solved by improvements on www.eures.no and on the EURES section on the nav intranet. 2009: Not implemented

Source: Grant Agreement 2008, 2009, addendum to Grant Agreement 2009. Final Report 2008, 2009. Links are assessed by Proba.

3.3.7 Priority 5: Improve the collection of strategic data

The priority is to improve significantly the collection of strategic data from the network's daily operations, ensure a proper evaluation of results and provide for a regular monitoring of EURES operations.

In the EURES Guidelines six expected actions and results are specified, see Table 3.12.

In the Norwegian Activity Plan three activities are specified, see Table 3.13. All the activities are implemented.

All the expected actions and results are covered.

Table 3.12 Expected actions and results for EURES 2007-2010, Priority 5

a	Retrieve systematically strategic data from the network's daily operation, as regards in particular statistical information on mobility flows and the number of successful job placements.
b	Develop appropriate dissemination mechanisms for the retrieved data, in particular towards EURESco and to other relevant stakeholders identified in the individual activity plans of the members.

c	With a view to enhancing effectiveness of their actions, all EURES members should initiate an external, independent evaluation on the results achieved by EURES in their respective areas of responsibility at least once in the period covered by these guidelines. After consultation of the High Level Strategic Group, EURESco will provide guidelines on a minimal set of questions that shall be common to all these qualitative and quantitative evaluations. In addition, all EURES members shall undertake an evaluation of the activities carried out under the activity plans on an annual basis, and submit the results in their annual reports to EURESco.
d	Where the PES of a country belonging to the EURES network undertakes a large scale evaluation on their services (including quality assessments or customer satisfaction surveys), EURES members should include in these evaluations questions on EURES services and on the results thereby obtained.
e	EURES managers should ensure that all their organisations' EURES advisers regularly provide the data asked for in the required EURES adviser monthly report and use the tools therefore provided by EURESco. Participation in this monthly report is a prerequisite to be part of the network. EURES managers should regularly check the quality of the data provided by the EURES advisers.
f	Periodically, EURES members shall supply EURESco with figures on the number of customers seeking advice on their national EURES web-page and the related job databanks.

Source: EURES guidelines for 2007-2010.

Table 3.13 Activities planned 2007-2010, Priority 5. Year with EC-grant. Annual implementation.

Link to expected actions	Main activities planned 2007-2010	EC-grant only 2009	Annual implementation
a, b, e, f	Continue the routines for collecting and dispersing interesting and important data from the network's operations and use them to promote EURES and to inform the public, EURESco, the management of NAV, the Ministry and other partners.	2009	2007: Ongoing. 2008: Ongoing. 2009: Ongoing.
c	Initiate an external, independent evaluation of the results achieved by EURES.	2009	2009: This report.
d	Yearly feedback from employers who actually use EURES for information or recruitment services.	2009	2007: Two surveys. 2008: Two surveys. 2009: Two surveys.

Source: EURES Activity Plan 2007-2010 Norway, Grant Agreement 2007, 2008, 2009, addendum to Grant Agreement 2009. Final Report 2007, 2008, 2009. Links are assessed by Proba.

3.3.8 Priority 6: Establish contacts with specific groups of stakeholders

The priority is to in addition to the overall provision of information, establish, where needed, more systematic contacts with specific groups of stakeholders.

In the EURES Guidelines four expected actions and results are specified, see Table 3.14.

In the Norwegian Activity Plan seven activities are specified, see Table 3.15. Two of the activities do not seem to have been implemented; EURES advisers working as trainees and organising systematic contact with employers. All the other activities are in accordance with plans.

Almost all expected actions and results are covered by these activities. It is not quite clear whether self-employed workers, trainees and older workers have got any special attention. These groups are mentioned as possible target groups in expected action c.

In the grant agreement for 2007, 2008 and 2009, a different and more focused structure of activities are presented, see Table 3.16. These 11 activities together are called *cooperation with employers and transnational labour mobility*.

One of these activities is not implemented. This is to produce a guide for employers. All other actions are implemented, and together they cover all the expected actions and results, with reservations for the mentioned attention to self-employed, trainees and older workers.

The Final report 2008 also refers to a cooperation with INN, International Network of the Chambers of Commerce, in Norway. INN has been an important partner for NAV EURES in the integration of foreign experts into the Norwegian society as well as in finding work for their spouses/partners.

Table 3.14 Expected actions and results for EURES 2007-2010, Priority 6

a	All EURES members and partners shall offer mobility-related services which are specifically geared to employers' needs. This requires an analysis of the relevant labour market and a differentiated approach to various sectors and sizes of enterprises. Procedures should be compared (data must be accessible and comparable throughout the network), statistical reports and websites should be analysed, and bottlenecks should be identified.
b	EURES members and partners shall improve the knowledge of EURES by employers through the enhancement of existing services and introduction of new ones as key tools for the recruitment of international staff. These tools include websites, videoconferencing and streaming video, job fairs, guides for employers, as well as tailor made advice and assistance for large-scale recruitment.
c	More systematic contacts shall, likewise, be established with specific groups of clients, in order to improve the nature and the quality of the services, according to their needs. This applies in particular to the organisations of the social partners as key stakeholders. Other possible priority target groups for future cooperation activities include self-employed workers, trainees, older workers as well as local and regional authorities.

d	Instilling a mobility culture for the working population requires moreover developing appropriate actions for younger workers, taking account of the successful schemes developed in the education and training area at national and European levels.
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Source: EURES guidelines for 2007-2010.

Table 3.15 Activities planned 2007-2010, Priority 6. Year with EC-grant. Annual implementation.

Link to expected actions	Main activities planned 2007-2010	Year EC-grant. See Table 3.16	Implementation
a, b	Provide information, assistance and advice to Norwegian employers about recruiting from other countries online, and inform through printed information, company visits, participation in meetings and by telephone.		A main activity all years. Recruiting assistance takes about 19 per cent of EURES adviser's time. In addition general information about EURES services.
a	Continue to closely cooperate with EURES colleagues on recruitment and recruitment projects		Takes 9 per cent of EURES adviser's time.
a	In order to provide Norwegian employers with in-dept knowledge on the most relevant countries for recruitment efforts, EURES advisers will closely study the European labour markets and also visit colleagues in different countries. Further develop and keep each EURES advisers' unique experience and expertise on the different countries throughout the EU/EEA.		Each EURES adviser has responsibility for one or two countries. Some visits to EURES colleagues abroad are registered.
c	EURES advisers working as trainees for a shorter period, in an Employers Association or large companies to learn about their recruitment methods and their specific needs for labour.		An EURES actor worked as trainee in the Confederation of Norwegian Enterprise (NHO) for some weeks.
d	Information events for younger workers, in cooperation with Norwegian universities and high schools.		Implemented.
a, b	Organise recruitment events and take part in recruitment projects for employers when and how the need for mobile labour appears. Organise job fairs for Norwegian jobseekers in cooperation with EURES partners and foreign employers who wish to recruit from Norway.		Participating in job fairs abroad and organising job fairs in Norway takes 14 per cent of EURES adviser's time.

a, b, c	Keeping updated lists with our most important employers and put into force systematic contact routines and information flow in order to keep in touch with them and be updated on their needs and how they assess the EURES service.		Our impression is that this is not in systematic and organised forms.
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Source: EURES Activity Plan 2007-2010 Norway, Grant Agreement 2007, 2008, 2009, addendum to Grant Agreement 2009. Final Report 2007, 2008, 2009. Links are assessed by Proba.

Table 3.16 New activities planned, Cooperation with employers and transnational labour mobility Priority 6. Year with EC-grant. Implementation

Link to expected actions	Activities planned	Year EC-grant	Implementation
d	Produce information on mobility issues, summer jobs abroad etc. to students and youngsters in Norway.	2007 2009	According to plan in grant agreement
a	Participate in a number of recruitment events and job fairs abroad.	2007 2008 2009	According to plan in grant agreements
b	Provide information to employers and possible mobile jobseekers on job fairs and recruitment events.	2007 2008 2009	According to plan in grant agreements. Recruitment calendar established on eures.no. Possible to search for job fairs by date and country.
b	Advertisements in sector periodicals and other printed or on-line publications in order to promote EURES.	2007	According to plan in grant agreement.
a,b,c	Continue the Skagerak cooperation.	2007	According to plan in grant agreement.
a,b,c	Look to Norway, a project to enhance contact with employers in order to place Swedish jobseekers in Norwegian companies.	2007	According to plan in grant agreement.
a,b,c	Continue the Nordkalotten cooperation. Involves EURES advisers in the northern parts of Norway, Sweden and Finland.	2007	According to plan in grant agreement.
a,b,c	Continue the engineering project.	2008 2009	2008: According to plan in grant agreement. 2009: Project terminated.

a	Two annual surveys on recruitment, use, and future use of foreign labour by Norwegian employers.	2007 2008	Made by Perduco. Public employers were included in 2008 for the first time.
b	Fact sheets targeted towards specific branches and sectors.	2008 2009	According to plans in grant agreements. Updated fact sheets on eures.no.
b	Produce a guide for employers in cooperation with the Directorate of Immigration	2009	Not implemented.

Source: Grant Agreement 2007, 2008, 2009. Addendum to Grant Agreement 2009. Final Report 2007, 2008, 2009. Links are assessed by Proba.

3.3.9 Priority 7: Improve transparency

The priority is to improve transparency in information provision within the respective employment markets, in particular with a view to ensuring that international placements comply with relevant labour standards.

In the EURES Guidelines three expected actions and results are specified, see Table 3.17.

In the Norwegian Activity Plan only one activity is specified, see

Table 3.18. This activity, combined with the regularly updating of the websites and brochures, meet the expected action b. No EC grants are given under this priority.

The other two expected actions and results are met by the design and implementation of NAV EURES services all together.

Table 3.17 Expected actions and results for EURES 2007-2010, Priority 7

a	In providing their overall information and placement services, EURES members and partners shall ensure that the network is recognized as facilitating international placements in conformity with the applicable labour standards in the country of employment and thereby contributes to combat social dumping and exploitation of workers (this requirement has become all the more important since the 2004 accession of ten new member States).
b	With regards to transitional measures in place after the accession of new Member States, it is important that EURES continues to provide up-to-date and easily understandable practical information to jobseekers and employers on how to deal with such restrictions and at the same time contributes to inform the public opinion and policy makers on the benefits of reducing and eliminating such restrictions.
c	The development of services within and by the network should be fully in line with increased transparency in information provision within the respective employment markets and with commonly agreed quality standards.

Source: EURES guidelines for 2007-2010.

Table 3.18 *Activities planned 2007-2010, Priority 7. Year with EC-grant. Annual implementation.*

Link to expected actions	Main activities planned 2007-2010	Year EC-grant	Annual implementation
b	Continue to contribute to the discussion about reducing or eliminating transitional measures to the Ministry and the public in general.	- - -	Accomplished.

Source: EURES Activity Plan 2007-2010 Norway, Grant Agreement 2007, 2008, 2009. Link are assessed by Proba.

3.3.10 Priority 8: Improve the quality of information

The priority is to improve the quality of information channelled through the network, and in particular of the job vacancies advertised by the Public Employment Services.

In the EURES Guidelines three expected actions and results are specified, see Table 3.19.

In the Norwegian Activity Plan four activities are specified, see Table 3.20. EC grants is given in 2008 and 2009, to activities under the headings *Streamline and improve vacancy handling* (2008) and *Streamline web information and services, improve vacancy handling* (2009).

All activities are implemented and all expected actions and results are covered.

Table 3.19 *Expected actions and results for EURES 2007-2010, Priority 8*

a	Talking account of the generalised EU-wide access to their published vacancies as a result of the common vacancies platform launched in 2006, all EURES members and partners shall actively contribute to the regular provision and updating of the number of vacancies available, and cooperate to improve the quality of the information provided.
b	All EURES members and partners must ensure that persons accessing their web sites are also informed in a sufficiently visible way about the possibilities to have easy and continuous access to information on vacancies published by the other EURES members and partners of the network.
c	In order to further enhance the quality (accurateness of the description, comparability) of the job vacancies advertised by the Public Employment Service, EURES members shall cooperate to develop quality standards and whenever possible, quality control mechanisms for this type of information.

Source: EURES guidelines for 2007-2010.

Table 3.20 *Activities planned 2007-2010, Priority 8. Year with EC-grant. Annual implementation.*

Link to expected actions	Main activities planned 2007-2010	Year EC-grant	Annual implementation
a	Continue the high quality procedures established today in NAV	- 2008 2009	2007: Ongoing. 2008: According to plan in grant agreement. 2009: According to plan in grant agreement. Heavy involvement and guidance from NAV's information and communications department.
a	Provide an updated check-list for vacancy handling for employers and if needed further develop the routines.	- 2008 2009	2007: 2008: Some activity. Follow-up by EC. 2009: Some activity. Follow-up by EC. Working group established.
b	Continue to improve the web-sites, based on inputs and suggestions from EURES assistants and EURES advisers, in order to making the information more accessible.	- 2008 2009	2007: Ongoing process. 2008: According to plan in grant agreement 2009: According to plan in grant agreement
c	Willing to participate in working groups set up to develop new standards, and/or abide by the results from such working groups.	- - -	Cooperation through meetings, seminars and working groups.

Source: EURES Activity Plan 2007-2010 Norway, Grant Agreement 2008, 2009, addendum to Grant Agreement 2009. Final Report 2008, 2009. Links are assessed by Proba.

3.3.11 Priority 9: Identify labour shortages

The priority is to contribute to identifying labour shortages and bottlenecks which can be attenuated by trans-national labour mobility, including the possibility of broadening the scope of information provision to workers coming from other parts of the world.

In the EURES Guidelines four expected actions and results are specified, see Table 3.21.

In the Norwegian Activity Plan three activities are specified, see Table 3.22. EURESco decided that EURES services should be used within the EU/EEA area. Actions aimed at third countries were therefore dropped. Beyond this, all activities are implemented according to plans and all expected actions and results are covered.

EC grants is given in 2007, 2008 and 2009, to activities under the headings *Identifying labour shortages and bottlenecks* (2007 and 2009) and *Trans-national mobility* (2009). The activities under these headings are shown in Table 3.23.

Investigation of employers' satisfaction with the EURES services and actions aimed at third countries were not implemented. Beyond that the activities seem to have been properly implemented. They cover the expected actions and results, except c.

Table 3.21 Expected actions and results for EURES 2007-2010, Priority 9

a	Ensure the proper collection of data in the PES on trends in the labour market in order to help identify and anticipate surpluses, shortages and bottlenecks, indicate how trans-national labour mobility could contribute to combating imbalances on the labour market, and communicate the relevant findings to EURESco.
b	Trans-national mobility activities should be developed on the basis of proper data as regards identified trends and future prospects of the labour market.
c	In the light of the demographic changes expected in the EU and the estimated decline in the working population, include the possibility of broadening the scope of information provision by the network members to request from workers coming from other parts of the world.
d	Collect more systematically statistical and analytical data on current and expected skill shortages in specific sectors or geographic areas.

Source: EURES guidelines for 2007-2010.

Table 3.22 Activities planned 2007-2010, Priority 9. Year with EC-grant. Implementation.

Link to expected actions	Main activities planned 2007-2010	EC-grant, see Table 3.23	Implementation
a, d	Continue to collect data from the NAV statistics and analysis department, continue the surveys of the labour market twice a year, and collect day-to-day and monthly information from the EURES advisers.		All activities implemented according to plans.
b	Use the information to start new cooperation projects with EURES colleagues in the other EU/EEA countries and/or intensify existing recruitment projects.		Accomplished. The Nordic/Baltic cooperation continued as planned. Terminated in first quarter 2010, except joint seminar. Job fairs in Norway and in other EU/EEA countries. The Engineer Project continued as planned.
c	If needed, projects to recruit from countries outside the EU/EEA will be started.		On the agenda in different seminars. EURESco decided to limit EURES' services to EU/EEA countries.

Source: EURES Activity Plan 2007-2010 Norway, Grant Agreement 2007, 2008, 2009, addendum to Grant Agreement 2009. Final Report 2007, 2008, 2009. Links are assessed by Proba.

Table 3.23 *New structure of activities in grant agreements. , Priority 9. Year with EC-grant. Annual implementation*

Link to expected actions	Activities planned	Year EC-grant	Annual implementation
a, d	Continue to collect data from the NAV statistics and analysis department.	2007	2007: According to plan in grant agreement.
a	Continue surveys of the labour market twice a year by the analysis company Perduco	2007	2007: According to plan in grant agreement.
	Investigation of employers' satisfaction	2007	
b	Continue the Nordic Baltic project.	2007 2008	2007: According to plan in grant agreement. 2008: According to plan in grant agreement. 2009: Continued and then terminated.
b	1 joint pre-initial training	2007	2008: Latvia 2009: Riga 2010: Reykjavik
b	1 joint line manager's seminar	2007	2007: Bergen. 2009: Tallin.
b	1 joint working seminar for experienced EURES advisers	2007 2009	2008: Two trainings.
b	Steering group meeting and preparation group meetings	2007 2009	2007: Tallin. 2008: Stockholm and Iceland. 2009: Oslo and Stockholm. 2010: Vilnius.
c	Set up working groups to deal with the need for labour import from third countries. Fact sheets and information material on third countries	2007 2009	2009: Not implemented. EURESco decided to limit the EURES services to EU/EEA countries.
b	Continue to attend and arrange job fairs.	2007 2008 2009	2007: Participated at 70 job fairs in other EU/EEA countries and 20 in Norway. 2008: Participated at 80 job fairs in other EU/EEA countries and 20 in Norway. 2009: Participated in 146 job fairs in other EU/EEA countries. Approximately 20 i Norway.

b	Continue a project to recruit engineers to Norway.	2007 2008	2007: According to plan in grant agreement. 2008: According to plan in grant agreement. 2009: Terminated autumn 2009.
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Source: Grant Agreement 2007, 2008, 2009, addendum to Grant Agreement 2009. Final Report 2007, 2008, 2009. Links are assessed by Proba.

3.3.12 Priority 10: Develop cross-border activities

The priority is to reinforce the development of cross-border activities in the employment area, and encourage, where needed, the development of cross-border activities and partnerships between the ‘newer’ EU Member States, or between ‘older’ and ‘newer’ Member States.

In the EURES Guidelines five expected actions and results are specified, see Table 3.24.

In the Norwegian Activity Plan four activities are specified, see Table 3.25. North-East Russia was not included in the EURES cooperation. Beyond this, all activities are implemented according to plans.

The expected action c is not relevant for Norway as a non-EU-member, and Norway has no formal EURES cross-border structure. The other expected actions and results are covered.

EC grants is given in 2007, 2008 and 2009, to activities under the headings *Cross-border labour markets* (2007 and 2009) and *Cross-border mobility* (2009). The activities under these headings are shown in Table 3.26.

The Barents region cooperation was removed from the EURES area of responsibility because of the decision to limit the EURES services to the EU/EEA countries. Beyond that the activities seem to have been properly implemented. They cover the expected actions and results, except c.

Table 3.24 Expected actions and results for EURES 2007-2010, Priority 10

a	EURES members should set specific objectives for the further development of cross-border labour markets and actively involve the EURES cross-border partnerships for which they are responsible in the definition and development of these objectives and relevant activities. Where appropriate, EURES members should support the development of additional EURES cross-border partnerships, particularly between the Member States that have joined the EU in 2004, or between the ‘older’ and ‘newer’ Member States. These developments shall be carried out in accordance with the common rules and criteria for existing and new EURES cross-border partnerships provided by the handbook on EURES cross-border activities.
b	The EURES members should encourage appropriate cross-border activities to promote mobility in areas where no formal EURES cross-border structure exists. In order to identify potential areas for cross-border cooperation, the EURES members should monitor mobility flows in their cross-border areas.
c	The EURES cross-border partnerships should be encouraged to develop closer cooperation and involvement with other European programmes and initiatives, and in particular the European Structural Funds.

d	All EURES cross-border partnerships should have available regularly updates on mobility obstacles and macro-economic tendencies in cross-border labour markets in the regions covered by their activities.
e	All EURES cross-border partnerships shall ensure a regular exchange of information and best practice between them and shall seek to achieve synergies in the provision of similar services.

Source: EURES guidelines for 2007-2010.

Table 3.25 Activities planned 2007-2010, Priority 10. Year with EC-grant. Annual implementation.

Link to expected actions	Main activities planned 2007-2010	EC-grant, see Table 3.26	Implementation
d	Support cross-border projects by co-organising seminars/meetings/ training events/job fairs in the countries concerned, related to demands for labour. When needed targeted activities will be organised, i.e. recruitment of manpower with highly needed qualifications.		Implemented.
a, b, e	The Nordkalott-cooperation between Norway, Sweden, Finland and Iceland will continue and the scope to integrate North-East Russia in information provision will be taken into consideration.		Russia not a part of EURES cooperation.
a, b, e	The Skagerak-cooperation project will continue.		Implemented.
a, b, e	EURES and Nordic/Baltic-cooperation will be continued, with exchange of information on best practice and working methods.		Implemented.

Source: EURES Activity Plan 2007-2010 Norway, Grant Agreement 2007, 2008, 2009, addendum to Grant Agreement 2009. Final Report 2007, 2008, 2009. Links are assessed by Proba.

Table 3.26 New activities planned, Priority 10. Year with EC-grant. Annual implementation

Link to expected actions	New activities planned	Year EC-grant	Annual implementation
a, b, e	Cooperate with Swedish EURES in the county of Värmland in organising a seminar for 15 Line Managers from the border region of Sweden and Norway.	2007	2007: According to plan in grant agreement.
a, b, e	Cooperation, labour market analysis and network activities in the region of Mid-Norway and Mid-Sweden.	2007	2007: According to plan in grant agreement.
a, b, e	Pilot actions, including meetings, and preliminary/preparatory studies/feasibility study with a view to establish a formal cross-border structure in the region of Hedmark in Norway and Värmland in Sweden.	2007	2007: According to plan in grant agreement.
d	Joint seminar Norway/Sweden on best practices for handling shortages and surpluses on the cross-boarder market in the region	2008	Not implemented. Low interest.
d	Joint seminar Norway/Sweden on obstacles to cross-border mobility in the border region.	2008	Not implemented. Not enough funding.
a, b, e	Cooperation with Iceland. Arrange job fair in Reykjavik.	2009	2009: According to plan in grant agreement.
a, b, e	The Skagerak cooperation will continue (Southern Norway, northern Denmark and western Sweden). 3 meetings.	2009	2009: According to plan in grant agreement.
a, b, e	The “North Kalott” cooperation will be continued (Northern parts of Norway, Sweden and Finland). 2 meetings.	2009	2009: According to plan in grant agreement.
a, b, e	Barents region cooperation (Norway, Sweden, Finland and Russia)	2009	Not implemented within EURES. EURESco decided to limit the EURES services to EU/EEA countries.

Source: Grant Agreement 2007, 2008, 2009, addendum to Grant Agreement 2009. Final Report 2007, 2008, 2009. Links are assessed by Proba.

3.3.13 Human and financial resources needed

The Norwegian Activity Plan 2007-2010 contains a forecast of the human and financial resources intended to allocate to the operation of EURES, see Table 3.27. A growth from 22 to 30 persons was expected. That is a 36 per cent growth from 2007 to 2009. The growth in wage costs and other operational costs exceeded 60 per cent from 2007 to 2009.

Table 3.27 Forecast of human and financial resources needed to the operation of EURES.

	2007	2008	2009
EURES manager and support staff	5		5
EURES advisers and assisting EURES advisers	17		25
Total	22		30
Total wage costs (Euro)	825 000	1 012 500	1 125 000
Other operational costs (Euro)	800 000	1 000 000	1 500 000

Source: Norwegian Activity Plan 2007-2010

The actual growth in human resources turned out much higher, see Table 3.28. The number of EURES actors, when EURES assistants are excluded, is more than doubled.

Table 3.28 Number of EURES actors 1 April, 2007-2010.

	2007	2008	2009	2010
EURES Manager	1	1	1	1
Assisting EURES managers	2	2	2	2
EURES advisers and assisting EURES advisers	18	37	40	40
Total	21	40	43	43

Source: Grant Agreement 2007, 2008, 2009.

3.3.14 Conclusions

The EURES Guidelines for 2007-2010 specifies 37 expected actions and results to meet 10 priorities. Of these 37 actions and results, EURES Norway has fully implemented 32.

One of the five remaining expected actions/results are not relevant because Norway is not a member of EU. Another remaining action/result is a consequence of a decision of EURESco to limit EURES' services to EU/EEA countries. The following expected actions/results are only partly or not implemented:

- The allocation of NAV staff resources to EURES seems temporarily to have been hampered by the implementation of the NAV reform.
- A “marketing and communication strategy” and a “communication strategy” are two different expected actions/results. EURES Norway has published a “communication strategy”, not a “marketing and communication strategy”. Similar items will probably enter into both types of strategies.
- It is not quite clear whether self-employed workers, trainees and older workers have got any special attention in the activities of EURES Norway. These groups are mentioned as possible target groups in one of the expected actions/results.

EURES has implemented a long list of activities in order to meet the EURES Guidelines. In the annual budgets this list has been changed somewhat, adjusted to the development in the labour markets in the EU/EEA countries and to budgetary restrictions. Nevertheless, these activities all together have given an impressive contribution to facilitating labour mobility between Norway and other EU/EEA countries in the evaluation period.

4 Customer-related services of EURES

4.1 Introduction

In this chapter we assess the progress made with the multi-channelling delivery of EURES services with particular focus on the national level.

Table 4.1 show NAV EURES' services to employers and jobseekers.

Table 4.1 Customer-related services of EURES 2007-2010

Services to employers	Progress 2007-2010
European level	
The European Job Mobility Portal: ec.europa.eu/eures	
National Level	
Written or oral information about recruiting from abroad.	
Making the EURES' services visible to employers	Visible in media
Information about which countries have available labour	Using EURES network
"Hotline" for employers who wish to recruit from Europe	From April 2008
Company visits, presentations	Ongoing
Brochures about recruiting from abroad	Regularly updated
Assistance to employers who want to recruit from abroad	
Help to post vacancies and to make advertisements attractive.	Ongoing
Assist in finding suitable jobseekers. Jobmatching	Ongoing
Registered vacancies are automatically transferred to the European Job Portal	From before evaluation period
Employers are invited to participation in job fairs abroad	Improved 2008
Job fair calendar on eures.no . Employers can search by date and country and register.	Many examples.
NAV EURES can together with EURES colleagues abroad organise specific recruitment fairs for Norwegian employers	Started in 2009.
CV database. Effective tool to handle CV's from European jobseekers. Makes possible a quick and adequate service to employers	

Services to jobseekers

European level

The European Job Mobility Portal: europa.eu\eures

National Level

Written or oral information about getting a job, working in and living in Norway

Making the EURES' services visible to jobseekers	Ongoing
Information events for younger workers in cooperation with universities and high schools	Ongoing
Standardized information from NAV Service Centre EURES (NSSE)	2008
Brochures	Ongoing
Presentations at job fairs	Ongoing

Assistance to mobile jobseekers

Help to jobseekers. Personalized and tailor-made assistance. Findig suitable vacancies	Ongoing
Help to register CVs in the Norwegian CV database	2009
Up-to-date Norwegian vacancy database, automatically transfered to the European Job Portal	From before evaluation period
Vacancies are "flagged" if the employer is interested in foreign labour	
NAV EURES presents Norwegian vacancies on job fairs all over Europe	Ongoing

4.2 Quality of services to employers

The focus of this section is to clarify to which extent the scope and quality of services given by the EURES network to employers have been intensified.

During the evaluation period the service to employers have improved by the "hotline" for employers (April 2008), interactive job fair calendar (2008), and establishing a Norwegian CV database (Started 2009).

The strong economic upturn in Norway in 2007-2008, combined with new member countries in EU with large unemployment, have led to an increasing immigration to Norway. Many employers experienced a serious lack of labour and EURES experienced an increasing need for its services to employers.

4.3 Quality of services to jobseekers

The focus of this section is the quality of the information products for jobseekers and the advice given by EURES advisers.

Establishing a Norwegian CV database (Started 2009) will improve the services to jobseekers. It is possible to register CVs on the NAV web site, but only in Norwegian. The new NAV EURES CV database opens for English CVs and makes possible a follow-up by NAV Service Centre EURES. Initially the jobseekers get a standard e-mail about working in Norway.

4.4 The service delivery structure

The focus of this section is to which extent the service delivery structure in the evaluation period has been adequate to ensure

- A wide geographical coverage of the EURES services.
- Adaption of the services to the national and local context.
- Involvement of various stakeholders.

In the beginning of the budget year 2007 all counties except Finmark had EURES adviser. From August 2008 all 19 counties had at least one EURES adviser. In addition and during the budget year 2007, 15 assistant EURES advisers were hired. Most counties then had a full time or part time assistant EURES adviser. The local NAV offices had several EURES assistants, which is employees at the NAV offices trained to handle EURES matters in addition to ordinary national placement services. Thus the *geographical* coverage of EURES services has been wide.

The national *context* during the evaluation period has been a shortage of labour, see chapter 2, and an increasing shortage from 2006 to 2008. Consequently, EURES has focused its attention towards recruiting foreign labour from EU/EEA countries to Norwegian employers. Interviews with the EURES advisers show that about 45 per cent of their time is used in recruitment/placement activities of this kind. Only 9 per cent is used on Norwegian jobseekers who want to move abroad.

Involving the employers is necessary to fulfil the defined tasks of EURES. Company visits to inform about the EURES services and assisting Norwegian companies with recruiting abroad takes about 45 per cent of the EURES adviser's time. The companies are invited to participate in job fairs. In addition the EURES advisers visit companies to give general presentations about the EURES' services.

On a higher level, EURES has organised a project for recruiting engineers to Norwegian industries, which resulted in 147 engineers to 37 companies. The EURES advisers also has given presentations on conferences and seminars arranged by the Confederation of Norwegian Enterprise (NHO), local chambers of commerce and business associations.

Assisting jobseekers in Norway who want to work abroad, takes about 9 per cent of the working hours of the EURES advisers. This includes career days at colleges and universities and other job fairs in Norway.

All vacancies in the NAV database, including vacancies registered by NAV from advertisements in main medias, are automatically transferred to the EURES job portal. Employers are given the opportunity to make the advertisements more attractive for foreign jobseekers. Thus foreign jobseekers have the opportunity to study all vacancies on most of the Norwegian labour market. When the text is in Norwegian, the vacancies are obviously of most interest for Scandinavian jobseekers. But by contacting EURES advisers, this obstacle can be handled.

From 2008 all Norwegian vacancies were registered in the Swedish vacancy database.

In April 2009 The NAV Service centre EURES registered all Norwegian vacancies in the Icelandic vacancy database.

4.5 Common actions

The focus of this section is to which extent EURES Norway co-operates with other Commission information networks and/or programmes and identify areas for further common actions.

We have not identified any important cooperation of this kind, beyond presenting links to other useful EU-sites on the internet.

4.6 Resources

The focus of this section is to assess whether enough resources are devoted to customer-related services.

The interviewed EURES advisers seem to be satisfied with the resources on regional level. On the local level the situation has been more difficult. All the interviewed EURES advisers, except two, mentioned that the NAV reform had reduced the resources made available from the rest of NAV, both because the implementation of a new organisation in itself has been resource demanding and because many of the former EURES assistants have got new positions without responsibility for EURES matters.

Some advisers say that after the NAV reform there was insufficient focus on the need for assistance at the local NAV offices. An important task for these offices is simply to ask the employers if they have thought about recruiting from abroad. This does not necessarily have to demand many resources. The EURES advisers can follow up a yes. But it requires some training of many new employees in the NAV offices.

Some advisers remarks that with more resources at the local NAV offices, more could have been done to guide unemployed Norwegian jobseekers to vacancies abroad.

5 EURES communication measures on national level

5.1 Introduction

In this chapter the aim is to assess the quality of the EURES communication measures on national level.

EURES Norway has published a “NAV EURES Communication Strategy 2008-2010”. The activities planned in this strategy are shown in Table 5.1. The development and implementation of the strategy is an expected activity under priority 4: *Enhance the visibility of the services provided by the EURES network, by reinforcing its communication activities.*

The strategy spans the period 2008 – 2010. We will in the text also include relevant activities in 2007. Activities after 31 March 2010 are not a part of the evaluation period.

The implementation of the strategy is briefly included in Table 5.1. Further comments follow in section 5.2.

In section 5.3 the visibility and relevance of EURES’ services for the main target groups – the Norwegian employers and the jobseekers from both Norway and abroad – will be discussed.

In section 5.4 we comment on the efficiency of the communication measures.

Table 5.1 Activities planned in Communication Strategy 2008-2010, Priority 4

Planned	Performed
Training	
1 All EURES advisers and EURES assistants working 100% with EURES will take part in media training at least once a year. This training is compulsory.	2008: 2 seminars 2009: 1 seminar
2 Training in presentation- and communication techniques.	2008: 1 seminar 2009: 1 seminar
Web-sites	
3 Number of pages at www.eures.no with information in English will be increased and the search functions will be much better.	Accomplished
4 General articles from the daily life in NAV EURES will be duplicated to the main NAV page www.nav.no and to many county NAV internet pages.	Done. Mainly in Norwegian.
5 EURES advisers are obliged to send in success stories for publication on www.eures.no .	Many success stories are sent. Mainly in Norwegian.
6 Central unit of NAV EURES will be strengthened with a part-time journalist and web-designer.	As planned.

7. EURES actors will attend meetings, seminars and conferences as speakers and informants.	Takes about 8 per cent of working hours of EURES advisers.
NAV EURES Information Centre	Opened 1 February 2008
8 Provide general information about a range of questions; from how to find a job in Norway, how to place vacancies on the EURES portal to how to register on the CV-base.	The centre is available to users at all times, both via a shared e-mail address and a dedicated help line.
9 “Hotline” for employers who wish to recruit from Europe.	From April 2008
10. EURES News, From autumn 2008 published every second month.	2008: 4 issues 2009: 6 issues.
11 Revise “Living and Working in Norway” at the end of 2009.	2008: Reprinted. 2009: Updated version.
12 Advertise in media.	2008: SAS periodical, Metro (Sweden), branch- and management periodicals.
13 Handbook for employers “Recruit and maintain valuable labour from abroad”, autumn 2008.	Not implemented.
14 Promotional material for recruitment fairs and visits at schools and universities.	2008: Reprinting of information material and brochures.

5.2 Implementation of the strategy

In this section the aim is to assess to which extent the EURES information and communications strategy has been properly implemented on national and cross-border level.

All the types of activities in the communication strategy have been performed during the period 2008 – 2010. When the level or the time schedule is precisely specified, the activities are in accordance with plans.

Two *media training* seminars in 2008. There were one seminar in 2009. The interviews with the EURES advisers indicate that most of them received media training in 2007. The rest of them received such training in the following year, together with other EURES actors (assisting EURES advisers).

All of the EURES advisers in our survey have participated in training in *presentation- and communication techniques*.

The most important communication channels are the *internet sites* eures.no, ec.europa.eu/eures and nav.no. Here employers can find information about how to recruit from abroad and how to find CVs from jobseekers in Norway or from the rest of Europe. Jobseekers can post their CV, and get information about how it is to work and live in Norway. The information is updated once a week.

Eures.no has been considerably improved, especially in 2008.

Lectures and presentations in *meetings, seminars and conferences* are an important activity for the EURES advisers and assisting EURES advisers during the whole evaluation period. Central topics are the EURES' services, the availability of labour in different countries, laws and regulations governing the importing and hiring of foreign labour, wages, taxes and social security.

NAV EURES *Information Centre* was established in February 2008 and has become a very important part of the EURES' services. In April 2008 a "hotline" was opened to strengthen the service to employers. The centre responds quickly to first time enquiries from jobseekers, employers and the public. The centre gives standardized responses, and distributes the follow-up of customers to the relevant EURES advisers for more tailor-made or personalized assistance.

In 2008 the centre handled 667 vacancies, received 526 phone calls from employers and answered 3,199 e-mails. The centre had about 3,000 contacts with jobseekers, employers and NAV-colleagues.

In 2009 the centre handled more than 14 000 enquiries by jobseekers, more than 3,000 enquiries by employers and around 3,300 enquiries by NAV personnel.

The information centre checks the seriousness of all employers who register vacancies through the EURES portal.

Eures Nytt (News) is in Norwegian and is aimed at Norwegian employers and Scandinavian jobseekers. It has mainly articles about experiences with recruiting from abroad and employing foreign workers in Norway. It has been more focus on job prospects for Norwegians in other EU/EEA-countries in the last part of the three years period. The publication is sent to employers, and handed out at information meetings and job fairs. The number printed of each issue was 9000 in 2007. Eures Nytt is also published on eures.no.

"*Living and Working in Norway*" was updated in October 2007 and made available in English, Spanish, Polish and Norwegian languages. It was reprinted first quarter of 2008 and again updated in 2009.

A DVD about "Moving to Norway" has been popular. It is available in English, with German or Polish subtitles.

Advertising to make EURES visible has been done in different trade- and management magazines, on the internet Homepages of many different organisations, in "free-of-charge" magazines in Sweden and Norway and in newspapers.

Handbook to employers "Recruit and maintain valuable labour from abroad" This was not made. Norwegian Directorate of Immigration had already information material. An existing brochure in Norwegian on "Rekruttere fra Europa" (Recruiting from Europe) was reprinted (2008) and updated (2009).

Promotional material for job fairs have been prepared.

5.3 Visibility and relevance

The focus of this section is to assess the visibility of EURES for main target groups, and the relevance of the messages and communication channels for the main target groups.

A study by Perduco for NAV EURES shows the share of public and private employers knowing about NAV EURES. The sample is 2000 Norwegian companies in the private sector. From second quarter of 2009 the sample is expanded to include 500 employers in the Norwegian public sector.

The share confirming that they know about EURES is shown in Figure 5.1. Between 20 and 25 per cent of the employers in private sector know about EURES in the period from second quarter 2007 to second quarter of 2009. In the last quarter the share falls to 15 per cent.

Among the public employers 18 per cent know about EURES in the second quarter of 2009. In the last quarter the share rises to 27 per cent.

The broad picture is that about 20 per cent of the employers know about EURES. It should therefore be possible to increase the visibility of the EURES services.

On the other hand, the knowledge of EURES may be dependent on the extent to which an employer has experienced shortage for labour recently. Among employers with this kind of experience, the knowledge of EURES is may be larger, even if they have not used EURES' services themselves. Combined with less need for labour in many branches during the last year of the evaluation period, this could also contribute to explaining the falling share of EURES-knowledge in private sector.

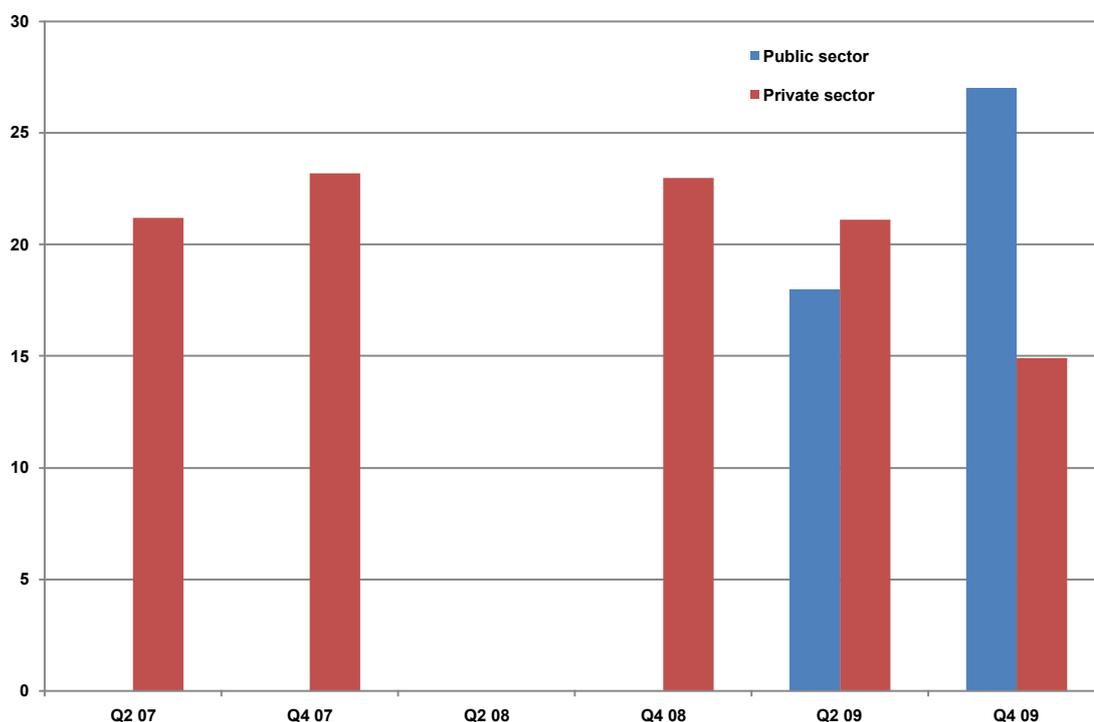
Many of the success stories told in the EURES News tell about employers who more or less have stumbled across EURES in their search for labour. They are very happy that they did, and they are surprised that this service exists.

Many employers will call a private employment agency for help, which in turn may send an enquiry to EURES. The private employment agencies are among the largest customers of EURES, probably often without the employer's knowledge.

Probably, few employers in need for labour from abroad will search the NAV home page for help, if they don't know about the EURES services in advance.

The relevance of the EURES services seems without doubt to be high for employers in need for labour from abroad.

Figure 5.1 Percentage share of employers knowing about EURES¹⁾



¹⁾ "EURES is a network of institutions to assist employers and jobseekers in the clearance of vacancies and applications for employment at European level. In Norway EURES is part of NAV. Do you know about NAV EURES?" Possible answers are yes, no, don't know. The reference to NAV was not included in the question prior to Q2 2009.

We have not found any studies of the knowledge of EURES among Norwegian jobseekers.

5.4 Efficiency

The focus of this section is to assess the efficiency and effectiveness of the communication measures on national and cross-border level.

Establishing the EURE Service Centre in 2008 has been a very efficient organisational change. This unit takes care of most of the first time enquires from jobseekers and employers and give standardized responses and distribute the customers to more tailor-made assistance by the EURES advisers when needed.

The EURES Norway evaluates the Service Centre as a very important part of NAV EURES' services because the centre is available to users and jobseekers at all times, both via a shared e-mail address and a dedicated help line for employers and jobseekers.

The websites of EURES, the portal and the Norwegian site are a central tool in the EURES communication of EURES with its customers. The internet services are gradually improving. Many employers have become experienced users and will probably in the future go directly on the internet to search for CVs.

Both the EURES Service Centre and the expected increasing use of internet without personal assistance is and will be labour saving shifts in the production of EURES' services.

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