



EMPLOYMENT PROMOTION

# SHAPING AND MANAGING EFFECTIVE EMPLOYMENT SERVICES

16 – 20 JUNE 2025  
TURIN, ITALY

*Information Note*



International  
Labour  
Organization



International Training Centre



# BACKGROUND

While the world economies have made considerable progress in recovery post the covid-19 pandemic, decent work deficits persist or are worsening especially in some regions. Recent ILO estimates warn that the achievement of the sustainable development goals (SDGs) may be in jeopardy if the current trends of the labour market continue unabated. In a context of multiple crises that weaken economies and reinforce inequalities, it is essential to strengthen the means and effectiveness of public employment services (PES) which are one of the most powerful operational tools for governments to fight unemployment and promote decent work and employment.

Irrespective of a country's income level, its **PES can support economic and labour market growth and exert a countercyclical influence during economic downturns**, helping to reduce unemployment and address joblessness caused by structural changes. Importantly, PES are well placed to support **vulnerable groups**, including women, young people, older workers, migrants, rural dwellers, disabled persons and the long-term unemployed.

In this context, the ILO Employment Policy Department and the International Training Centre of the ILO (ITC-ILO) are offering **a course dedicated to PES managers to support their strategic thinking and ensure more effective and agile PES organizations** in the context of socio-economic transformations. The course will deal in particular with the topics of relationships with employers, employability of job seekers, finance, human resources, culture of performance and leadership.

## COURSE OBJECTIVES

This course aims to strengthen the capacity of Member States to shape and manage effective employment services. By the end of this training, participants will have strengthened their knowledge and will be able to improve their employment service systems.

In particular, participants will have:

- Strengthened their understanding of the role of employment services in facilitating labour market transitions and the new trends in service delivery, in particular for vulnerable groups;
- Gained a thorough knowledge of how to effectively design and implement targeted and innovative labour market services;
- Deepened their insight of how to promote public-private partnerships and dialogue, in a concerted manner in order to influence policymaking;
- Enhanced their comprehension on key and most common challenges in terms of the internal functioning of employment services, such as management and leadership, financing models, human resources strategies and performance management;
- Improved their awareness of the opportunities opened up by artificial intelligence and of the power of digital innovations to improve the delivery of and access to employment services.

In addition to enhancing capacities and knowledge, this course aims to stimulate peer learning, and possible future collaboration among participants and their respective institutions and organizations.

# WHAT WILL I LEARN?

Over the course of one week of face-to-face sessions, the programme will be structure around the following topics:

## **CHALLENGES AND PERSPECTIVES FOR PES AT THE GLOBAL LEVEL**

This first module will present the main lessons from the global report published by the ILO, relating to the challenges and strategic choices of Employment Services around the world.

## **PES ORGANIZATION AND DELIVERY MODELS**

Which models can PES use to organize and deliver their services to ensure equitable access and bring them close to the clients? This module will address these questions exploring the concrete experiences of different countries, while discussing advantages and disadvantages of each alternative model.

## **SERVICES TO JOB SEEKERS**

This module will explore new trends in supporting workers on professional transitions. It will focus on services that aim at strengthening the employability of job seekers, such as career guidance and skills-based approaches.

## **SERVICES TO EMPLOYERS**

This module will present new trends for successful intermediation. Recognizing that PES are often underused by recruiters, it will dive into strategies that PES can use to strengthen the relationship employers.

## **ACTIVE LABOUR MARKET POLICIES**

This module will present the different types of Active Labor Market Policies, then focus on the role of PES in their design and implementation. Participants will be invited to consider which measures might be most relevant to the challenges facing their labour market.

## **PARTNERSHIPS**

This module will highlight the importance of a Partnerships Strategy to assure the full accomplishment of the PES mandate. It will explore modalities to build a successful relationship with different potential partners, but it will give particular attention to effective partnerships with private employment agencies.

## **MANAGEMENT AND LEADERSHIP**

This module focuses management and leadership principles tailored for PES. It will offer an introduction to strategic planning and will go through the most typical internal challenges faced by managers of PES. It will then deep dive on leadership principles and skills that are relevant to enhance service delivery and drive organizational effectiveness.

## **HUMAN RESOURCES**

This module will be focused on human resources strategies, how to promote the optimal use of the potential of each employee while aligning human resources with the PES institutional goals. It will put emphasis on the importance of initial and continuing training for employment advisors to strengthen their theoretical knowledge and soft skills.

## **PERFORMANCE MANAGEMENT**

How to nurture a performance culture within the PES? How to monitor and incentivize performance? What type of indicators and systems can be used? Sharing experiences on computerized performance management systems and dashboards.

## **FINANCE**

This module will be centred on strategies to optimize budgetary resources. Building also on the experience of countries participating in the course, we will do a mapping of possible funding sources. It will also discuss “objective contracts with funders” as a tool to ensure accountability by linking funding to measurable results.

## **DIGITAL STRATEGY FOR PES**

In the digital environment, PES are faced with major challenges such as the use of digital functionalities optimally to deliver services and making the best use of digital opportunities and the Internet. The challenges and opportunities of artificial intelligence will be discussed in this module.

## **STRATEGIC THINKING TO STRENGTHEN THE PERFORMANCE OF YOUR PES**

This module aims to support participants in identifying their country priority areas based on the knowledge gained throughout this training.

# **WHO ATTENDS THIS COURSE?**

This course is of particular interest to strategic or operational managers of Public Employment Services. Officers of ministries in charge of labour and employment dealing with the design and implementation of employment services and labour market programmes may also benefit from it.

# **FORMAT AND METHODOLOGY**

This face-to-face course will follow the ITCILO participatory and learner-centred approach. It will be facilitated by a pool of ILO experts, ITCILO trainers and other subject experts. Different learning techniques will be applied in order to facilitate collaborative building of knowledge and experience sharing. Time will be dedicated to the presentation of national experiences and group work. The course will also offer technology-enhanced activities, and a learning platform hosted at the ITCILO eCampus. The training will take place in Turin, Italy, for one week.

# **LANGUAGE**

The course will be delivered in English and French (with simultaneous translation).

# REGISTRATION

Find the application form at <https://oarf2.itcilo.org/STF/A9018146/en> and apply before **9 May 2025**.

# COST OF PARTICIPATION

**Tuition:** 1,825 Euros

**Subsistence:** 720 Euros

**Total:** 2,545 Euros

The ITCILO has a limited number of fellowships that may cover part of the subsistence and tuition fees. Please note that these fellowships do not include the international travel and target developing countries. If eligible, early candidates will be given priority.

# CAMPUS LIFE

## A THRIVING UNITED NATIONS CAMPUS AND COMMUNITY OF PROFESSIONAL PEOPLE FROM AROUND THE WORLD

- **Three organizations** from the United Nations system on campus
- **More than 300 training courses** and activities in a stimulating international environment
- **Thousands of participants** from all over the world

## ENVIRONMENT AND SURROUNDINGS

### Grab a campus bicycle and explore the Turin Centre.

Located in a leafy park on the banks of the Po River, it's a great place for study and collaboration. Experience innovative learning and training methods in modern classrooms equipped with simultaneous translation services.

## HOUSING, DINING, AND MORE

Comprising more than 280 private dormitories, the **Turin Campus provides a broad range of services for course participants and partners** including a free-flow restaurant, travel agency, laundromat, post office, gym, medical services and a reception desk open 24/7.

## COMMUNITY ENGAGEMENT AND DIVERSITY

**Participants can enjoy social events organized by the Turin Centre** as well as by their course facilitators. Whether on or off campus, people from different cultural backgrounds have the opportunity to listen to live music together, cook and share traditional foods, or team up to play games and network.

## WITHDRAWAL, CANCELLATION POLICY, AND REFUNDS FOR OPEN COURSES

If an enrolled participant wishes or must withdraw from a course, they may choose to apply to a different course or be substituted by another candidate. The participant must notify the Centre, in writing, of their decision at least 14 days prior to the start date of the course. Cancellation of participation in regular courses will result in the following penalties:

- 14 days or more prior to the start date of the course: No penalty, 100% refund of amount paid less applicable bank charges
- 8 to 13 days prior to the start date of the course: Penalty of 50% of course price, refund of residual amount paid (if any) less applicable bank charges
- 7 days or less prior to the start date of the course: Penalty of 100% of course price.

# INFO

## FOR FURTHER INFORMATION PLEASE CONTACT

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**COURSE CODE: A9018146**