**STRATEGIES MINISTRY OF SOCIAL AFFAIRS AND LABOR (MAST)**

***(i) Design and technical support for the implementation of services to job-seekers and active workers, considering at least:***

a. The objectives of MAST and what role does the "support to vulnerable groups" play in function of them;

b. The proportion of jobseekers in the country, including the different vulnerable groups; The proportion of job seekers, including in different vulnerable groups, who will be served by the public intermediation services;

c. Procedures to support jobseekers and special services to support the different vulnerable groups (services/programs available and the barriers they seek to overcome). Identify barriers that do not yet have services/programs in place;

d. Strategy of association with the employers for the labor market insertion for the population in general and for vulnerable groups;

e. Channels through which services are available to the population in general and vulnerable groups (e.g., in person, telephone, online);

f. Strategies to attract the population in general and the different vulnerable groups to some of these channels;

g. Main challenges to reach out to the population in general and to different vulnerable groups;

h. Strategies for establishing first contact with population in general and with the different vulnerable groups;

i. Strategies to maintain a positive working relationship with the population in general and with the different vulnerable groups;

j. Human Resources Management for staff dealing with for jobseekers in general and with vulnerable groups;

k. Performance management of services provided to the population in general and to vulnerable groups.

***(ii) Design and technical support for the implementation of an integrated strategy of global relationship with employers which considers: an initial contact, a system to maintenance a positive relationship, an instrument to detect the current and future needs in terms of labor force; the provision of services according to the needs of employer, which takes into consideration at least:***

a. The objectives of MAST and the role that "filling vacancies" plays with them;

b. Diagnosis of the characteristics of businesses (current and potential customers) and methodologies to collect information on their labor force requirements;

c. Procedures for listing of a vacancy;

d. Services provided to employers;

e. Describe the criteria used to consider a vacancy covered;

f. The channels through which services are offered to employers (e.g., face-to-face, telephone, online);

g. Strategies to attract businesses to some of these channels;

h. Identification of the main challenges to establish contact with employers;

i. Strategies for establishing the first contact with employers;

j. Identification of the main challenges to maintain a positive relationship with employers;

k. Strategies to maintain a positive relationship with employers;

l. Human Resources Management of staff in charge of providing services to employers;

m. Performance management of services provided to employers.

***(iii) Organizational development model that promotes multichannel attention, the adequate management of human resources and the performance management of the public intermediation service***

***A) Multichannel service:***

1. Design and provide technical support for the implementation of a multichannel strategy, considering at least:

a. The objectives of the multichannel strategy;

b. Definition of the multichannel management strategy, for example, parallel offer (All services are offered in all channels and jobseekers and businesses can choose the channel?); substitution (some channels are better than others and in the long run, the best ones replace the worst?); complementarity (each channel has certain characteristics that make it most appropriate for certain types of services or groups of customers, so that services must be provided using the most appropriate channels); integration (full integration of channels so that all services are offered by all channels and job seekers and businesses are guided to the most appropriate channel);

c. Identify existing channels and their functions (phone, online, text messaging, social networks) and their role (primary, secondary, specific functions or specific objectives) additional (to support the use of one of the channels);

d. Types of services offered to job-seekers and businesses through various channels;

e. Strategy to attract job seekers to one of these channels;

f. Strategy to attract businesses to one of these channels;

g. Types of tools used to guide customers to different channels.

**B) Human Resources Management of the staff of the public labor intermediation service**

1. Design and provide technical support for the implementation of a human resources management system for the staff of the public labor intermediation service, considering at least:

a. Profile describing the roles, responsibilities and skills and competencies of staff and how they are classified (e.g. generic (without differentiation of functions), specialized (difference between staff providing services to jobseekers and employers), highly specialized (difference between staff providing services for youth, women, persons with disabilities, older persons));

b. Entry requirements for staff in terms of: (i) level of education (e.g. secondary education, bachelor's degree, master's degree, postgraduate studies); (ii) other entry requirements or qualifications (e.g. certified qualifications, specialized training, previous work experience, foreign language certificates); (iii) educational background areas (e.g. general education (unspecified), psychology, pedagogy, sociology, social sciences, law, economics, management (including human resources management). It should indicate whether requirements in these three areas are considered "Essentials"; "Desired" or "Not required";

c. Definition of the types of contract (temporary, permanent, for example) and career plan;

d. Initial training (induction program offered to staff when starting work) in terms of: (i) duration (e.g. number of days); (ii) provider (e.g., in the workplace by colleagues or an internal training team, by an external individual service provider, by an external firm specialized in training); (iii) methodology (e.g. individual training at the workplace, individual training outside the workplace, dual training combining theoretical and practical units, classroom training, conferences / seminars, simulations / workshops, case analysis self-learning, "E-learning", "Blended learning" ("e-learning" + traditional methods), mentoring); (iv) content; (v) quality control system of the initial training provided;

e. Ongoing training offered to the staff throughout his/her career in the organization in terms of: (i) mandatory nature and, if applicable, number of days; (ii) plan to assess ongoing training needs; (iii) duration (e.j. number of days); (iv) provider (e.g., in the workplace by colleagues or an internal training team, by an external individual service provider, by an external firm specialized in training); (v) methodology (e.g. individual training at the workplace, individual training outside the workplace, dual training combining theoretical and practical units, classroom training, conferences / seminars, simulations / workshops, case analysis self-learning, "E-learning", "Blended learning" ("e-learning" + traditional methods), mentoring); (vi) content; (vii) quality control system of the training provided; (viii) plan to link training to career advancement of the staff.

**B) Performance Management**

1. Design and provide technical support for the implementation of a performance management system for the public labor intermediation service, considering at least:

(a) Set of indicators (e.g., (i) input indicators, (ii) output indicators, (iii) process indicators, (d) intermediate outcome indicators; analytical indicators);

(b) Whether customer satisfaction is measured (if yes, indicate how (e.g. qualitative? quantitative?);

(c) Negotiation of goals/objectives (Egg (i) how often? (ii) objectives and indicators refer to annual or multi-year periods?; (iii) whether goals/objectives may vary in response to rapidly changing labor market conditions; (iv) what levels of the organization are included in the negotiation of goals/objectives?; (v) whether the politicians are involved, and at which level (national/regional/local)?; (vi) who makes the decisions/has the power;? (vii) involvement of external stakeholders such as trade unions, employers' organizations, jobseeker’s organizations (e.g. people with disabilities, women); (i) what indicators are used at which organizational level (e.g. national, regional, local, public labor intermediation service staff);

(c) How performance indicators are used and who uses them (e.g. politicians, public labor intermediation service administrators across at the national level, public labor intermediation service administrators across at the regional and local level)

(d) Benchmarking of regional and local offices (e.g. what processes, if any, are used to learn about performance above and below expected levels? Regions or local offices are grouped according to labor market or other conditions for comparison purposes? If so, what are the processes used to group the regions/offices?).

(e) Incentives or sanctions for performance above or below expected levels. What are they and who receives them?

(f) How performances in quantitative objectives is contextualized? Is there a narrative that explains its meaning? If so, to whom this information given to? Who is involved in the performance evaluation?