

Table of Contents

Executive Summary	11
--------------------------------	----

Part I

Introduction and Findings

Chapter 1. A Broader Agenda for Workforce Development

by Sylvain Giguère	17
Introduction	18
A governance challenge	22
Reforming institutional structures	26
Case examples	30
Conclusion	36
Bibliography	38

Chapter 2. The Governance of Workforce Development: Lessons Learned from the OECD Experience

by Sylvain Giguère	39
Introduction	40
United States: Building partnerships to overcome policy gaps	41
France: Doing what is possible given the limits of decentralisation ..	42
Germany: Making employment services more effective	43
United Kingdom: Empowering the cities	44
Australia: Localised responses to regional diversity	46
Japan: Building local capacity	47
Korea: Proposal for a new paradigm	48
Driving change: Recommendations	49
Bibliography	51

Part II

Country Studies

Chapter 3. The United States: How Partnerships Can Overcome Policy Gaps

by Randall W. Eberts	55
Introduction	56
Local economic development	57

The US workforce system	58
Partnerships	61
Criteria for successful partnerships	65
Examples of partnerships	70
Requisites for effective partnerships	81
Conclusion	84
Notes	85
Bibliography	85
Chapter 4. France: Bridging Regional Training and Local Employment	
by <i>Xavier Greffe</i>	87
Regional mobilisation: The need for strategic management of the regions	89
Local mobilisation: The need for a local governance of the labour market	94
Bridging regional development and local employment: the issue of training	97
New competencies and instruments at the regional level	99
New competences and instruments at the local level	102
First results, main issues	105
Conclusion	107
Bibliography	109
Chapter 5. Germany: The Local Impact of Labour Market Reforms	
by <i>Hugh Mosley and Petra Bouché</i>	111
The German economy and labour market	112
The institutional framework for economic development and labour market policy	113
“Hartz IV”: Establishing local Job Centres for the long-term unemployed	117
Capacity building at the regional level: the role of intermediary organisations in implementing and integrating policies in Germany’s federal states	121
Integrating regional labour market policy in North Rhine-Westphalia	128
Conclusion	137
Notes	140
Bibliography	141
Chapter 6. The United Kingdom: Boosting the Role of Cities in Workforce Development	
by <i>Dave Simmonds and Andy Westwood</i>	145
Introduction	146
How policy is currently developed and delivered	147

The UK policy context: What has – and has not – worked for cities? . . .	156
Skills strategy	160
What is changing in the United Kingdom?	164
What will happen next?	170
Notes	171
Bibliography	171
Annex 6.A1. Glossary of UK Institutions	174
Chapter 7. Australia: Local Employment Strategies that Address Diversity	
by <i>Cristina Martinez-Fernandez</i>	179
The Australian context	180
Scenarios for Strategic Employment Planning (SEP)	183
Lessons for local employment policy and governance	195
Notes	197
Bibliography	197
Chapter 8. Japan: Rural Areas' Need for Local Employment Strategies	
by <i>Yoshio Higuchi</i>	199
Growing regional differences in employment	200
The impact of public works reduction on regional employment	202
The impact of economic globalisation on regional employment	216
The impact of declining birth rate and ageing population on regional employment.	222
Local municipalities need to adopt endogenous measures for job creation	224
Bibliography	225
Chapter 9. Korea: Proposal for a New Type of Partnership	
by <i>Hyo-Soo Lee</i>	227
Introduction	228
The changing economic environment and a paradigm shift in economic policies	229
RESAP model: Strategic choices for the knowledge economy	232
Mission of RESAP: Building DHLM	233
HRD per life cycle and strategies for knowledge workforce	237
Importance of the innovation cluster and its HRD	239
HRD for the vulnerable and socially excluded	242
Conclusion	245
Notes	246
Bibliography	246
About the Authors	249

Boxes

1.1. Human resources and the local drivers of growth	23
2.1. Recommendations for enhancing the governance of workforce development.	50
3.1. Malcolm Baldrige National Quality Award	67
3.2. Baldrige's seven criteria for a successful organisation	69
5.1. "Improvement of the Regional Economy" – programme activities . .	115

Tables

4.1. Regional gross product, 2002	90
4.2. Rate of unemployment per region	91
4.3. Definition of the axes	92
4.4. Table of correlation.	92
4.5. French TEPs' employment impacts	96
5.1. Intermediary organisations as actors of labour market policy in Germany's federal states, 1991-2006	125
6.1. Jobcentre Plus district job outcomes	160
8.1. Percentage of workers in the construction industry	204
8.2. Workers employed in jobs created by public works as percentage of all workers in each prefecture	208
8.3. Workers employed in jobs created by the rise in consumption from payment of public pension and employment insurance (as percentage of all workers in each prefecture)	213
8.4. Workers employed in jobs created by the civil service (as percentage of all workers in each prefecture)	215
8.5. Workers employed in jobs created by the civil service, public works, public pensions and employment insurance benefits (as percentage of all workers in each prefecture)	217
8.6. Changes in Japan's foreign direct and inward direct investment (investments reported or notified)	219
8.7. Changes in the number of persons employed by Japanese firms overseas and by foreign firms in Japan	220
9.1. Paradigm shift in economic policies	230
9.2. Characteristics of a dynamic and healthy labour market (DHLM). . .	234
9.3. Functions of the RESAP organisation	236
9.4. The GALIC model for innovation clusters	240

Figures

3.1. Schematic of partnership relationship with Workforce Investment Boards	63
3.2. Baldrige criteria: A systems approach	68
4.1. Results of the factor analysis	93

5.1. The multi-level governance with Job Centre as joint operative agency of PES and local authority	120
5.2. Services of the GIB by goals and levels of action, 2004-2006	133
6.1. Employment rise required in selected cities.	157
8.1. Percentage change in the unemployment rate (1997-2006)	201
8.2. Percentage change in the number of workers (1997-2006)	201
8.3. Changes in advanced countries' public works spending as a percentage of GDP	204
8.4. Changes in construction and non farm/non forestry payrolls (1985 = 100).	205
8.5. Per capita public sector investment (thousands JPY)	206
8.6. TFP growth through an increase in infrastructure investments (¥ 1 million per capita, real) by prefecture (1975)	210
8.7. TFP growth through an increase in infrastructure investments (¥ 1 million per capita, real) by prefecture (1998)	211
8.8. Percentage of persons who lived in a different prefecture five years ago (men)	223
8.9. Percentage of persons who lived in the same municipality five years ago (men)	223
9.1. RESAP model: Vision and strategies for the knowledge economy.	234
9.2. Governance of RESAP: Regional initiatives	236
9.3. Four stages of human resource development for the life cycle	238
9.4. New company creation model	241
9.5. Conceptual framework of job skills development for irregular workers.	243
9.6. Functions of LJIC	244