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Employment Promotion and Services Project [in Poland]: Management Information System Component: Final Report

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Final Report

Employment Promotion and Services Project
Management Information System Component

February, 1996

Submitted to:

National Labor Office
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00-349 Warsaw
Poland

Ministry of Labor and Social Policy
Nowogrodzka 1/3
00-513 Warsaw
Poland

Prepared by:

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FORWARD

This report briefly discusses the products of work to develop a management information system for labor market support programs in Poland, and related services provided to the Ministry of Labor and Social Policy and the National Labor Center. Other services provided under this project included: a proposal for a new unemployment insurance program for Poland, and critiques of the Polish employment and social welfare laws. All reports produced for this project are included in the list of references given at the back of this report.

My chief collaborator on this project was Professor Dr. Andrew S. Targowski of Western Michigan University. Andrew helped bridge the technical and cultural divide for me with knowledge, humor, and style. A long list of able colleagues in the United States contributed to the project. The list includes: Richard Deibel, Research Assistant, Upjohn Institute; Thomas E. West, Michigan Employment Security Commission; Saul Blaustein, Upjohn Institute -- retired; Carolyn Zinn-Corrigan, Research Associate, Upjohn Institute; and Kenneth Kline, Research Associate, Upjohn Institute. Also dozens of colleagues at the Upjohn Institute, the Michigan Employment Security Commission, and at various installations in Washington provided seminars to visiting fellows from Poland involved in study tours. Additionally, more than three dozen international employment programs scholars contributed to the report: International Comparison of MIS for Employment and Training Programs, which was also produced as part of this project.

In Poland, the two stalwarts who guided the project through to a successful completion were: Mr. Piotr Kolodziejczyk, Director of the Voivod Labor Office in Poznań; and Mr. Andrzej Martynuska, Director of the Voivod Labor Office in Kraków. The consistent high-quality contributions of these two leaders was invaluable. Without their energy and dedication, the project would not have succeeded. In Poland the project was also fortunate to have two very competent project coordinators: Ms. Dorota Pasterczyk, and Dr. Andrzej T. Mierziwicki. Finally, without strong and sympathetic leadership in the National Labor Office none of the project achievements would have been possible. Dr. Danuta Mozdenska-Morozek and Irena Wolenska ensured stability and progress for the project in spite of the sometimes dramatic political changes which transpired during the course of the project.

It was a privilege to contribute in a small way to fostering the development of competitive markets during an exciting period of dramatic change in Poland. The effort in itself provided satisfaction. However, if the tangible results produced by this project can help to promote employment and ameliorate hardship in Poland, the work will have been a real success. To this end, the concluding section of this summary final report provides a list of suggestions for solidifying the results of this project, and fostering adaptation of the system to changing realities in the Polish labor market.

Christopher J. O'Leary
Kalamazoo, Michigan
# EMPLOYMENT PROMOTION AND SERVICES PROJECT IN POLAND
## MANAGEMENT INFORMATION SYSTEM COMPONENT

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1. Introduction

In January, 1993 the W. E. Upjohn Institute for Employment Research signed a contract with the Polish Ministry of Labor and Social Policy to design the management information system (MIS) for the system of labor offices (SOLO) in Poland. This was part of the second component (Terms of Reference 2--TOR 2) of the Employment Promotion and Services Project which operates in Poland using money from a World Bank loan.

The SOLO is headed by the National Labor Office (NLO) and includes 49 Voivod Labor Offices (VLOs) and about 570 Local Labor Offices (LLOs). The MIS will support decision making within the SOLO which has a staff of about 9,000 persons, and in mid 1993 was providing services to nearly 2.6 million job seekers who were registered as unemployed. The services to unemployed and job seekers are delivered through eight main labor market programs. The MIS will produce periodic reports about program performance to inform administration and management.

At the heart of the proposed automated management information system (MIS) to support planning, evaluation, and budgeting for labor market programs in Poland is a set of performance indicators. These performance indicators are the main instrument for monitoring the effectiveness of the several programs. The use of performance indicators will allow a standardized assessment of program performance across voivods, local offices, and programs which is not provided by other methods of evaluation.

1.1 Objectives

The full project involved a variety of other activities. The contract specified that the Upjohn Institute would work with Polish counterparts to provide the following six deliverables:

Guidelines for a management information system (MIS)
for Employment Law programs in Poland

Suggested rules for an unemployment insurance law and
revisions in social welfare legislation

Suggested revisions to the Employment Law

An international comparison of MIS for employment and
training programs

Training materials for implementation of MIS in voivods

A final report
Additionally, the W. E. Upjohn Institute was expected to:

- Provide two study tours in North America for employment programs experts from Poland
- Design and participate in training of labor office staff from the 49 voivods around Poland in the MIS
- Designate a project director and staff an appropriately qualified team of experts
- Provide experts for a minimum of nine (9) professional fact finding and working trips to Poland

On their side, the Polish Ministry of Labor and Social Policy was expected to:

- Designate project steering and advisory committees to guide and monitor progress on the project
- Designate a project coordinator
- Designate two voivods as pilot sites for the MIS and specify project managers within those voivods
- Designate one computer programmer within each of the two pilot voivods as project team members
- Designate a manager and a computer programmer in the other 47 voivods for project implementation

This final project report summarizes in a chronological way the achievement of the goals of the project. The report concludes by listing the tasks remaining to produce a tangible working management information system for use by the System of Labor Offices (SOLO) and the Ministry of Labor and Social Policy (MOLSP) and the National Labor Office (NLO) in Poland.

1.2 Background

During the late 1980s, the labor market in Poland was generally characterized by a shortage situation. In the years prior to 1990 there were usually many more vacancies than people looking for jobs. "In Poland in 1988, for example, vacancies outnumbered job
seekers by 86 to 1." Unfortunately, this shortage situation also extended to most other markets. Indeed goods usually were allocated by waiting time instead of price. Kornai (1980) has documented that in such "shortage economies" enterprises try to retain their existing workers and continually hire new workers to avoid the risk of any future labor shortage. This practice frequently resulted in idle or underemployed staff within enterprises—a situation commonly known as "indoor unemployment." The associated aggregate inefficiency is exemplified by the late 1980s estimate that employment in Poland could have been reduced by 25 percent without materially affecting output.

In an effort to improve the efficiency of the Polish economy, at the beginning of 1990 the Polish government initiated an effort to transform the economy from a planned one operating under command arrangements, to a competitive economy where markets perform the allocation function. The policies initiated to achieve this transformation were: (1) reform of the political system, (2) transfer of ownership of land, property and businesses from state to private control, (3) removal of subsidies from enterprises, and (4) relaxation of price controls on goods and services.

Similar reforms were being carried out by nearly all nations in the region during the same period. While not all countries started with the same degree of prior competitive market development all have suffered severe short term economic consequences. One of the first tangible effects of the new policy actions was the dramatic rise in unemployment. Analysts have argued that the main direct causes of the rising unemployment are: (1) the collapse of the former Soviet economy which was a major consumer of finished goods and supplier of energy and material inputs, (2) the breakdown of the COMECON system of managed trade within the eastern block, (3) restrictive government budget policies designed to reduce inflation, (4) privatization of enterprises, and (5) the general economic recession throughout Europe.

To place the present report in context we review the early results of economic and political reform in Poland. Summary statistics in Table 1 list the values of several important labor market and economic variables for the years 1989 to 1994. In Poland where the population is over 38 million persons and steadily growing, the working age population and the civilian labor force have grown at an even faster rate than the population from 1989 to 1994. Officially measured unemployment in Poland jumped from zero in 1989 to 16.4 percent in 1994 measured on the basis of registrations with the employment exchange. By this time growth in real economic output to a 5% annual rate which was highest in Europe.


2 Janoš Kornai (1980), The Economics of Shortage, Amsterdam: North-Holland.

3 Commission of the European Communities (1992), No. 1 (January), p. 3.
Table 1

Labor Market and Economic Conditions in Poland, 1989-94

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<tbody>
<tr>
<td>Population</td>
<td>37.963</td>
<td>38.119</td>
<td>38.245</td>
<td>38.365</td>
<td>38.459</td>
<td>38.544</td>
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<tr>
<td>Labor Force</td>
<td>17.002</td>
<td>16.871</td>
<td>17.010</td>
<td>17.032</td>
<td>17.067</td>
<td>17.743</td>
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<tr>
<td>Unemployment Rate</td>
<td>0.0</td>
<td>3.5</td>
<td>9.9</td>
<td>13.8</td>
<td>16.0</td>
<td>16.4</td>
</tr>
<tr>
<td>GDP Growth Rate</td>
<td>0.2</td>
<td>-11.6</td>
<td>-7.0</td>
<td>2.6</td>
<td>3.8</td>
<td>5.0</td>
</tr>
</tbody>
</table>

Source: Employment Observatory: Central & Eastern Europe, No. 7, May 1995. Population, labor force, and employment figures are in millions. The unemployment rate is the percent of the civilian labor force registered as seeking work with the public employment service, and the GDP growth rate is the percentage change in real gross domestic product at constant prices.
1.3 Labor Market Support Programs in Poland

The system of performance indicators developed in this project was designed to provide assessment of activity in labor market programs as of September, 1993:

Table 2. Labor Market Support Programs in Poland, September 1993

| A. | Unemployment Compensation |
| B. | Placement Service |
| C. | Retraining |
| D. | Loans to the Unemployed for Small Business Start-up |
| E. | Loans to Employers for Job Creation |
| F. | Public Works |
| G. | Intervention Works |
| H. | Wage Subsidies for Hiring Recent Graduates |

A description of Labor Market Programs operating in Poland in September 1993 is provided in *Guidelines for MIS for Employment Law Programs in Poland* (O'Leary and Targowski, 1993) a report for this project completed in September 1993. The law concerning employment and counteracting unemployment was revised in December 1994. New provisions went into effect in January 1995. Recommendations for revisions to this law were presented as part of this project in January 1996 in *Suggested Revisions to the Polish Employment Law* (O'Leary, 1996).
1.4 Advisory and Steering Committees for the Project

The advisory and steering committees for the project (Terms of Reference 2--TOR 2) had members from the National Labor Office (NLO) and the Ministry of Labor and Social Policy (MOLSP). Members of these committees are as follows:

TOR 2 Advisory Committee

Irena Wolinska, Director of Placement, NLO
Anatol Szurmak, Director of Legislation, NLO
Wojcieck Nagel, Deputy Chief Executive, NLO
Zbigniew Sadowski, Director of Labor Market Analysis
Jacek Strycznyski, Vice Director Department of Information, NLO

TOR 2 Steering Committee

Andrzej Mierzwicki, TOR 2 Coordinator, NLO
Irena Wolinska, Director of Placement, NLO
Maria Gajek, Employment Department, MOLSP
Malgorzata Kozyra, Employment Department, MOLSP
Tadeusz Olejarz, Vice Director of Employment Department, MOLSP

1.5 Goals of Labor Market Support Programs

This section gives the goals for each of the labor market programs listed in Table 2, as stated by the Advisory Committee for the project. A clear statement of program goals is the first step in developing a management system which is geared toward achieving outputs rather than focusing on process. The performance indicators stated in the next section were selected to be incentive compatible with the goals for programs stated here.

A. Unemployment Compensation/Unemployment Insurance:

- temporary benefits for jobless persons.
- motivating beneficiaries for reemployment.
B. Placement Service:

- finding appropriate reemployment for job seekers.
- motivating registrants to search for jobs.
- maintaining a steady supply of job vacancy listings.

This task is implemented through:

- winning over and precise recognition of job offers from employers,
- matching of vacancies with job seekers,
- assessing abilities, predispositions and expectations of job seekers,
- supporting the conclusion of new employment contracts,
- providing assistance for the unemployed to actively look for a job.

C. Retraining:

- providing professional skills to persons having no profession,
- over the long-term, to adjust the skill structure of labor resources to the changing needs of the economy.
- getting trainees reemployed.

This aim is implemented through:

- skills development,
- providing new professional skills with better reemployment opportunities,
- preventing layoffs due to skill deficiencies (on-site training),
- informing schools providing occupational skill training of areas of existing or forecasted jobs.

D. Loans to the Unemployed for Small Business Start-up:

- promoting development of small business,
- enabling the unemployed to gain reemployment through self employment,
- creation of new jobs,
- relieving the Labor Fund from payment of unemployment compensation.
E. Loans Employers for Job Creation:
- promoting reemployment through creation of new jobs,
- supporting the expansion of local businesses,
- fostering privileged economic sectors (branches),
- relieving the Labor Fund from payment of unemployment compensation.

F. Public Works:
- reducing long-term unemployment,
- developing local infrastructure to support creation of new jobs,
- providing workers with new skills,
- promoting reemployment by ensuring readiness to start work.

G. Intervention Works:
- reducing long-term unemployment,
- creating the opportunity for permanent employment,
- providing workers with new skills,
- supporting the development of local businesses,
- fostering privileged economic sectors (branches),
- promoting reemployment by ensuring readiness to start work.

H. Wage Subsidies for Hiring Recent Graduates:
- facilitating employment of recent graduates,
- supporting the acquisition of practical job skills by graduates thereby increasing their chances of finding permanent employment.
2. Development of the MIS for Employment Law Programs in Poland

2.1 Principles Guiding the Work

To ensure long term practicality, solutions should embody current "state of the art" methods and practices accepted as standard within the information systems profession. The solution should be immediately practical and incorporate existing "best practices" identified within SOLO. The solution was developed in collaboration with experts in the Ministry of Labor and Social Policy, the National Labor Center, and the voivod labor centers in Kraków, Poznań, and Bydgoszcz. The solution recognizes the methods and resources currently in use and recommends a natural transition to an improved enterprise-wide system which preserves the accepted best practices in SOLO.

The performance indicators adopted should be consistent with the goals for labor market programs. To ensure this the performance indicators were developed in collaboration with professional staff from the Ministry of Labor and Social Policy, the National Labor Office, and the Voivod Labor Offices in Poznań, Kraków, and Bydgoszcz.

The information systems to be developed should not only automate office and service routines, but should also informate action. That is, the systems should not only relieve the drudgery of processing standardized forms, but should provide both clerks and executives with new views of information which guide the SOLO to providing more effective service. A key part of the process of informing management is the establishment of a "performance indicators" system for the labor market programs.

The ideal SOLO information system would be an enterprise-wide, open and integrated system operating in an on-line environment. Meaning that employees of the SOLO would have immediate access to all information ranging from individual client records to summary financial reports. The following principles of MIS architectural planning were applied to assure reliability, quality, and efficiency of the MIS for the end-user:

a. Cybernetization - feedback and requisite variety
b. Systematization - goal-driven components and relationships
c. Cohesiveness - harmony of system components
d. Categorization - each component having a unique role
e. Primitiveness - generic elements and relationships
f. Completeness - set of possible components and relationships
g. Open-ended - providing room for future growth
2.2 Manner in Which the MIS Guidelines were Developed

The MIS Architect who was the lead author of this report is Dr. Professor Andrew S. Targowski of Western Michigan University. The co-author and Project Director Dr. Christopher J. O'Leary who is a Senior Economist at the W.E. Upjohn Institute for Employment Research. This report is the result of more than six months of collaborative work by a large project team. In addition to O'Leary and Targowski the project team included: Dr. Andrzej T. Mierziwicki, TOR 2 Coordinator for the NLO; Piotr Kolodziejczyk, Director of the Voivod Labor Office in Poznań; Robert Jedynak of the Voivod Labor Office in Kraków; and Marek Nowicki of the Voivod Labor Office in Bydgoszcz. Also contributing to this report were members of the advisory and steering committees for TOR 2 with members from the National Labor Office (NLO) and the Ministry of Labor and Social Policy (MOLSP).

Work on the project was done both in Poland and in the United States. The project team worked together in person in March and July of 1993 when O'Leary and Targowski made month long working visits to Poland. The team also worked together for seven weeks in May and June of 1993 when Mierziwicki, Kolodziejczyk, Jedynak, and Nowicki participated in a fellowship study tour in the United States. During the study tour work on the project by the Polish side was complemented by their study of MIS architecture and English language at Western Michigan University, and their attendance at 13 seminars on practical methods for analyzing labor market problems and solutions at the W.E. Upjohn Institute for Employment Research. Taken all together, the project team worked together in person more than 15 weeks, with a total of over 52 man-weeks. During these contacts, many partial MIS solutions were developed with and verified by the Polish side.

Discussions with representatives of the worldwide consulting firm of Coopers and Lybrand, contractor for TOR 3, added to the project development and approach. The solution proposed was also influenced by information gathered during an ongoing review of MIS solutions for labor market programs used in other countries. This comparative information is being gathered to prepare a separate report to the NLO and MOLSP by the Upjohn Institute as part of the work for TOR 2.

2.3 The Concept of Performance Indicators

The core of the management information system developed was the monitoring of Employment Law programs. The monitoring focused on timely measures which can be readily implemented and may become a natural part of the management system. The process centers on what are called performance indicators. Performance indicators (PI) allow standardized assessment of performance across programs and counties not provided by other methods of evaluation. Furthermore, the information from the PI system is timely so that results may be used in the annual planning and budget allocation process.
Among the evaluation methods available, which also include experimental, quasi-experimental, and econometric approaches, the monitoring approach using PI was chosen as being particularly practical at the early stage of program development. The monitoring approach to evaluation which uses PI has been endorsed by senior officials in the Ministry of Labor and Social Policy and the National Labor Office.

2.4 Development of the Performance Indicators in Poland

In Poland the system for performance management of active labor programs is being implemented under the terms of a World Bank loan to support the development of employment services. Goals for labor programs were stated by advisory and steering committees for the project in March of 1993. These goals are listed above in Section 1.5. A clear statement of program goals is the first step in developing a management system which is geared toward achieving outputs rather than focusing on process. The program performance indicators presented in this report were selected to be incentive compatible with the goals for programs stated here.

The project team worked to translate these goals into measurable indicators of performance. This was done during a fellowship study tour to the United States in May and June of 1993. The project team included representatives from the voivod labor offices in Krakow, Poznan, and Bydgoszcz and from the W. E. Upjohn Institute for Employment Research. This list was presented to the advisory and steering Committees in July 1993 for revision and approval. The list adopted is presented in Table 3. Reviewing Table 3, it can easily be seen that the performance indicators selected in Poland span the range of goals for labor market programs.

During 1994 and 1995 the system of performance indicators was field tested in the Polish voivods of Krakow and Poznan. Follow-up surveys were conducted and performance indicators were computed for program participants for each of the nearly twenty local areas which the two voivods encompass and voivod totals were produced. Also, a model computer program for combining administrative and follow-up survey data was developed under contract by a private software company in Katowice.

2.5 Nation-wide Training in the Evaluation System

In November 1995 nationwide training in was provided in the performance indicators system to representatives of all 49 voivods at a small resort location near Otwosć outside of Warsaw. With the assistance of computer experts from Srem in Poznan voivod, a working model computer network for performance measurement developed by ZETO Katowice was used during the training seminars. Presently, the National Labor Office in Poland is planning the next steps for nationwide use of the performance measurement system. Delays in implementation of a new computerized information system for the system of labor offices may result in a streamlined system for performance measurement as an interim solution.
Table 3
Performance Indicators for Labor Market Support Programs in Poland

A. Unemployment Compensation
   A.1 Administrative cost per recipient
   A.2 Average compensation for a month unemployed
   A.3 Average duration as a proportion of entitled duration
   A.4 Average days receiving unemployment compensation
   A.5 Average earnings replacement rate

B. Placement Service
   B.1 Referrals per person reemployed
   B.2 Average cost of finding reemployment for one person
   B.3 Average cost per employment exchange visit
   B.4 Average number of days until a vacancy is filled
   B.5 Average cost of gaining one new job vacancy listing

C. Retraining
   C.1 Proportion of course completers employed at follow-up
   C.2 Average cost per course completer employed at follow-up
   C.3 Average cost per training program entrant
   C.4 Proportion of entrants completing training course
   C.5 Average monthly earnings of course completers working at follow-up
   C.6 Proportion of employed course completers working in occupation of training at follow-up
   C.7 Proportion of course completers still employed at firm of training at follow-up (for retraining of employed)
   C.8 Average cost per course completer still employed at firm of training at follow-up (for retraining of employed)

D. Small Business (Loans to the Unemployed for Start-up)
   D.1 Proportion of persons still self-employed at follow-up
   D.2 Amount of money granted per person still self-employed at follow-up
   D.3 Average amount of money granted per loan
   D.4 Proportion of the maximum allowable amount of money given on the average loan
   D.5 Loan repayments received as a proportion loans given
   D.6 Additional persons hired per person still self-employed at follow-up
Table 3--continued

E.  Job Creation (Loans to Employers)

E.1  Proportion of persons still employed at follow-up
E.2  Loan amount per person employed at follow-up
E.3  Average loan amount per new job place
E.4  Average loan as a fraction of maximum allowable amount
E.5  Loan repayments received as a proportion loans given
E.6  Proportion of promised new job places actually created

F.  Public Works

F.1  Proportion of workers gaining regular employment
F.2  Cost of subsidy per employee gaining regular employment
F.3  Average cost of subsidy per employee
F.4  Proportion of unemployed refusing to take part
F.5  Proportion of maximum allowable amount of money spent on the average public
     works project
F.6  Fraction renewing eligibility for unemployment benefit

G.  Intervention Works

G.1  Proportion of workers gaining regular employment
G.2  Cost of subsidy per employee gaining regular employment
G.3  Average cost of subsidy per employee
G.4  Proportion of unemployed refusing to take part
G.5  Proportion of maximum allowable money spent on the average intervention works
     project
G.6  Fraction renewing eligibility for unemployment benefit

H.  Graduates Subsidies (Wages for recent graduates)

H.1  Proportion of participants in regular jobs at follow-up
H.2  Cost per participant in regular job at follow-up
H.3  Average monthly cost of wage subsidy
H.4  Average duration of subsidy as a proportion of maximum allowable duration
H.5  Proportion of all registered unemployed graduates participating in the program
H.6  Average monthly wage subsidy as a proportion of maximum allowable cost
H.7  Average duration of subsidy per subsidized employee
2.6 Using Performance Indicators

While the planning and evaluation methods developed for labor market programs in Poland will also have many unanticipated uses for management, it is expected that the five principal uses will be:

(1) To preserve decentralized decision making about allocation of funds to various programs and service providers.

(2) To promote superior performance by counties, local offices, and service providers through positive incentives.

(3) To help identify and correct poor performance through technical assistance and/or sanctions.

(4) To contribute information on performance to the funding allocation process.

(5) To ensure compliance with legal requirements of programs.

The emphasis among these uses is on positive incentives rather than punitive action.
3. Other Project Activities

3.1 Suggested Rules for an Unemployment Insurance Law

For this part of the project, the task presented to the Upjohn Institute was to draft rules for an unemployment insurance (UI) system which included a financing mechanism. The Polish Ministry of Labor and Social Policy hoped that the financing system would operate on a trust fund basis and tend toward solvency over the business cycle. During April, 1993 the Poles accepted the argument that for the UI system to have a chance at solvency, it should be used to pay for only UI benefits and not active labor policy (ALP) measures such as retraining and intervention works. The Institute argued that ALPs should be paid for out of general revenues on a discretionary basis.

Currently a 3% tax is levied on total payrolls to fund employment programs. The tax is paid by employers. Taxes collected by this mechanism amount to only about 40% of all benefits currently paid out. With the severe unemployment situation in Poland, about 95% of all expenditures on labor market programs are for unemployment compensation (only 5% goes to ALPs). Also because of the situation, there is a fixed benefit amount, equal to 36% of the average national wage (it amounts to about USD 80), paid each month to eligible beneficiaries. There is also a 45% social insurance tax which is to be paid by employers on total wages; the National Labor Office (NLO) is required to pay this for unemployment compensation beneficiaries. In practice this tax is not being paid now because of the financial difficulties. Furthermore, there is a progressive income tax system. The lowest rate of 20% applies to UC beneficiaries, and again because of financial problems this withholding is generally not transferred from the NLO to the tax authority.

There is a widespread problem in Poland which is referred to as "Black Labor." In the United States this type of employment is said to be part of "the underground economy." Many people, including UC recipients, have jobs on which they are paid cash under-the-table. While this phenomenon is probably more due to the 45% social insurance tax than the 3% employment tax, the Poles would be interested in a UI law which recognizes this and attempts to deal with it.

There are 49 voivods (states) in Poland. Currently labor market programs operate under national laws with nationally provided funding. Naturally, the programs are administered and monitored at the voivod and local levels.

In Warsaw, during a March, 1993 trip some preliminary ideas about features to be included in a new UI law for Poland. The following were received with interest:

1. Separate the UI system from active labor market programs (ALPs). UI benefits should be an entitlement for persons with a work history and continuing labor force attachment--it is a passive measure of labor market policy. UI should be paid for
from special tax revenues which are held in a UI trust fund. UI is the first line of
defense against unemployment and the payment of benefits should be guaranteed by a
promise to make loans from general revenues if needed. ALPs should be operated as
discretionary programs which are paid for out of general governmental revenues with
the design and funding level changed periodically to depending on economic and
political conditions.

(2) The current UC program contains elements of both social welfare and UI. These
must be separated. For example, if social policy calls for maternity benefits, they
should be paid from the social welfare fund not from the UI fund. Also, eligibility
for UI benefits should not be based on the current income of the spouse or other
household members.

(3) A required waiting period (perhaps two weeks long) might be included at the
beginning of the period of compensable unemployment. This acts as a kind of co-
payment by the benefit recipient. It may greatly reduce benefit payments, and
reduces compensation when need is the least and other sources of income are less
likely to be exhausted--at the beginning of a spell of unemployment.

(4) Provisions to reduce "black labor" should be considered. These might include use of
"experience rating of UI taxes" to encourage employers to increase their reporting of
wages, an incentive for workers to want earnings reported in order to qualify for UI
benefits, and a "partial benefits" schedule to encourage part time work with reporting
of earnings by the worker.

(5) The current system for benefit denials must be stated more clearly. That is, the
conditions for denial and the period of denial, temporary or permanent, must be
clearly stated for as many objective cases as possible.

(6) Provisions for "work sharing," which is popular in the German UI system, might also
be considered.

Among the above points, item (4) having to do with experience rating an partial
benefits raised the most questions from the Polish side. Details about these points are given
in what follows.

Among members of the Steering Committee for TOR 2, Director Olejarz guidance
regarding preparation of a proposed UI system for Poland was the most substantive. His
opinion was that the Upjohn Institute should propose some explicit design for a system
including a discussion of the advantages and disadvantages of the various parts of the system,
and that the presentation should include a description of the role of the institutions involved.
Director Olejarz suggested that, in order to avoid creating new institutions, the UI Fund
should be operated by labor offices. He asked that the role of the Ministry of Labor and
Social Policy and the National Labor Office as well as voivod and local labor offices to be described in the proposal. The content and style of presentation of what follows is in accordance with the request of Director Olejarz.

Since a team headed by Director Anatol Szurmak in the Polish Ministry of Labor and Social Policy was working on a draft unemployment insurance (UI) law to be submitted to the Polish parliament in the Autumn of 1993, a preliminary *Suggested rules for a UI system for Poland* was submitted in July, 1993, much earlier than originally scheduled under the contract, so that it could receive the greatest possible attention from Director Szurmak's team.

This document four parts. After the introduction, the next part gave background information, providing a brief summary of the economic and administrative context in which a UI law would be introduced in Poland. The third section presented the proposed rules for a UI system for Poland. The attempt was to present these rules as clearly as possible; no attempt was made to state the rules in a legalistic style. So as to clearly illustrate the proposed rules, in many cases explicit formulae or parameters were given in the proposed rules. The fourth part of the document was an analysis of the suggested rules for a UI system for Poland. The analysis reviewed each important feature in the sequence in which it was presented in the suggested law.

In November 1995 there remained interest in reforming the UI system in Poland. At that time Director Irena Wolenska of the Polish National Labor Center requested that a revision of my July 1993 proposal be prepared, with the emphasis in the revision being the financing system. To that end, an entirely new part was added to report. The new part presents detailed discussion of alternative financing schemes for UI together with a set of simulation results to illustrate how these systems work.

### 3.2 Suggested Revisions in Social Welfare Legislation

Aside from unemployment benefits, government welfare payments may be grouped into five categories: (1) sickness benefits, (2) disability and survivors pensions, (3) retirement pensions, (4) family allowance, and (5) social assistance. The main goal of the programs which provide these income transfer payments is to improve social equity by relieving poverty and smoothing income over the life cycle. In designing programs to meet these goals it is important that negative impacts on economic efficiency are minimized. Concerning benefit recipients, the biggest danger is a reduced incentive for labor supply.

The suggested revisions to the Polish Welfare Law are given in *Suggested revisions to the Polish Social Welfare Law* (O’Leary, October 1993) focus on ways to improve incentives for employment. This emphasis is the one agreed on during the contract negotiations for the project. It is the natural focus for review of welfare programs in the context of the overall project, since the project deals with labor market programs.

The aim of the suggested changes is to improve the social efficiency of the system without degrading the social equity improving features of the programs. A basic welfare requirement is that payments raise income at least to the poverty level, the principal emphasis of recommended reforms is to improve employment incentives. Among the nineteen substantive recommendations made in the report, the following are worth mentioning in this summary:

- Link welfare eligibility to use of reemployment services available from the system of labor offices (SOLO).

- Provide positive incentives for employment to all welfare beneficiaries—particularly the poor, disabled and temporary benefit recipients.

- Eliminate repayment requirements for all except payments made in error. Welfare payments should be grants provided to aid the immediate situation. Repayment should not be required as it will influence future labor supply decisions.

- Eliminate the rule which fixes compensation to providers of social assistance houses. Such a rule will create problems in the geographic patterns of adequate houses available.

- Create an explicit program of financial incentives to reward social workers who suggest policy improvements, which are adopted after review and endorsement by Ministry of Labor and Social Policy program analysts.

3.3 Suggested revisions to the Employment Law

A preliminary version of this report was submitted during the first half of the period for work on the project so that it could be of use in guiding interim policy development. The first review of the Employment Law was presented in January 1994. It was based on rules originally stated in the 1991 Employment Law with subsequent revisions. A revised set of recommendations was prepared in January 1996, based on The Act of 14 December 1994 concerning employment and counteracting unemployment (Dziennik Ustaw of 1995 No. 1, Text I) which came into force 1 January 1995. The final review also relies on experience gained during several working visits to Poland between March 1993 and November 1995.
The report by O’Leary (1996) entitled: Suggested Revisions to the Polish Employment Law included a variety of recommendations. A summary of these recommendations follows.

The specific suggestions may be easily reviewed by paging through the document since they are numbered and clearly presented for each different labor market support program under the heading: SUGGESTED CHANGES. Prior to proposing these suggested changes for each program a review of goals, performance indicators, rules, and discussion of important issues is given. This concluding summary offers only general comments.

Taken together the recommendations made in this report for revision of the Polish Employment Law propose that the collection of labor market support programs should be operated in a coordinated fashion with the main point of entry for all services being the Placement Service.

The Employment Law should also explicitly state goals for each of the separate labor market programs. Presumably the goals differ across programs, otherwise there would be no need for eight separate programs.

The Employment Law should specify performance indicators which will be monitored regularly and reported on at least annually. Budget allocation to the voivods of money for active labor market programs should be based in part on program success as measured by performance indicators.

Unemployment Insurance (UI) should be separated from active labor market programs (ALPs). UI benefits should be an entitlement for persons with a work history and continuing labor force attachment—it is a passive labor market program. UI should be paid from special tax revenues which are held in a UI trust fund. UI is the first line of defense against unemployment and the payment of benefits should be guaranteed by a promise to make loans from the government’s general revenues if needed. ALPs should be operated as discretionary programs which are paid for out of general governmental revenues with the design and funding level changed periodically depending on economic and political conditions.

The final general recommendation is to target active labor market programs (ALPs) to persons who have the greatest difficulty in gaining reemployment. Targeting programs in this way will raise the social dividend of payments from the Labor Fund, and reduce the likelihood of government spending to help persons who could gain reemployment without state assistance.

3.4. An international comparison of MIS for employment and training programs

The report entitled International Comparison of MIS for Employment and Training Programs (O’Leary, December 1995) compares the rules, use, effects, and management
information systems (MIS) for unemployment insurance, retraining, and direct job creation programs in eight countries.

The countries compared are in three categories: (1) developed industrial economies Canada, Germany, the United Kingdom, and the United States, (2) less developed industrial economies Ireland and Spain, and (3) developing transition economies: Hungary and the former East Germany.

These countries were selected since their diversity of experience would provide useful guidance for policy development and information management of labor market programs in Poland. The first group of countries each has a long history of employment policy with many changes in economic conditions and policy emphasis, the information systems in these countries have developed and changed along with information processing technology.

The less developed industrial economies of Ireland and Spain were examined as models at an intermediate stage of development with both possessing long histories of employment policy, but more limited economic resources for addressing employment problems. The transition economies of Hungary and East Germany provide two different examples of how labor market programs and MIS have been developed. Hungary necessarily has taken an independent course while East Germany has received the programs and techniques of its former neighbor to the West.

In countries throughout the world the level of unemployment during the early 1990s was much higher than the average over the past half century. This recent experience has induced nearly all countries to shift emphasis in employment policy from passive measures like unemployment compensation to active initiatives like retraining. In Canada, Germany, Hungary, Ireland, Spain, the UK and the US total expenditures on unemployment compensation, retraining and direct job creation in recent years has ranged from about 1% of GDP in the US to about 10% of GDP in Ireland with most countries being in the 3% to 4% of GDP range.

The fraction of the labor force unemployed in the countries studied is sizeable, ranging from about 6% in the US to well over 20% in Spain. The active labor programs studied occupy between 1.5% and 7.5% of the labor force in these countries. Unemployment compensation is paid to a sizeable portion of the remaining unemployed.

It is an expressed aim of many countries to use active labor programs (ALPs) to reduce spending on passive measures. Unfortunately, several countries including Canada, Hungary, and Germany allow work on ALPs to be used to qualify for unemployment benefits. This policy is clearly self defeating. Long term support when ties to the regular labor market have been broken, may be chosen as proper social policy funded from general revenues, however, employers can be expected to resist shouldering these costs.
All of the 7 countries examined in this study establish retraining policy at the national level. Generally there are three tiers in the administration. The top tier is usually the national labor ministry which oversees all administration. The second tier is the regional administration centers at the provincial, county, or länder level. The third tier is the local offices which are usually situated in separate labor markets. Contact with clients is made at local offices. A fourth level of management, which usually serves an advisory role, also exists in many countries. Advisory committees usually have representatives from three interest groups: business, labor, and government. Advisory committees may exist at one or more of the national, regional, and local levels. Authority of the advisory committees ranges from advice to control.

The information gathered for management and administration of the three employment programs considered is quite similar across the seven countries studied. The main difference between the countries is the extent of records maintained on the post participation activities of program beneficiaries. Among the countries studied, the U.S. and Hungary, and to a lesser extent the U.K. gather and record significant follow-up information to monitor program effects. Each of the seven countries supplements the information reviewed in the above sections with survey data which provides general Labor Market Information (LMI).

The sophistication of the information systems used to support management decisions in these various levels of employment organizations differ across countries. Employment programs are frequently administered on a mainframe computer with a nationwide Wide Area Network. This is a degree of automation which may be characterized as: Integrated via Wide Area Network. This system provides the best possible level of access to information for all system users: All levels by any user.

A second best alternative which is also frequently used is a Client Server with Local Area Network in local areas which operate as Independent Off-line centers. These are sometimes Integrated via Modem while others are Integrated via Wide Area Network. In some cases, as a backup offices share information on diskette. The information flow in this structure is unidirectional in that there is only access to any lower level in the hierarchy.

### 3.5 Training materials for implementation of MIS in voivods

In November 1995 nationwide training in was provided in the performance indicators system to representatives of all 49 voivods at a small resort location near Otwosc outside of Warsaw. Appendix A at the back of this report presents the schedule for the training seminars.

Materials for oral presentations were prepared by each of the seminar speakers. The main handout material was a manual prepared by the project team in Poland and entitled Analiza Efektywności Programów Rynku Pracy based on the full set of project reports listed
in the References section at the end of this report, and knowledge gained through the fellowship study tour experiences in the United States.

Another crucial part of the materials for nation-wide training was the demonstration computer software for performance indicators. With the assistance of computer experts from Srem in Poznan voivod, a working model computer network for performance measurement developed by ZETO Katowice. It was used during the training seminars in November 1995.

3.6 Fellowship study tours

Two fellowship study tours were conducted as part of the project. The first study tour was conducted in May and June of 1993. The four Poles involved in the first tour were:

Dr. Andrzej Mierzwicki of Warsaw, Poland - Andrew is my counterpart for this project (World Bank Terms of Reference 2), TOR 2 project coordinator for the Polish side. He holds a Ph.D. in engineering from the Warsaw Polytechnique. He is a native of Warsaw and previously worked for an Austrian firm selling equipment in the old Soviet Union. He speaks German and his English is very good.

Mr. Piotr Kolodziejczyk of Poznan, Poland - Peter is director of labor programs in the Voivod (State) of Poznan which is in Northwestern Poland. His academic background is engineering. Unemployment is relatively low (averaging 6.5%) in Poznan Voivod which is dominated by finance and education. His English is good.

Mr. Robert Jedynak of Cracow, Poland - Robert is a relatively new employee of the Cracow Voivod labor office. He is a recent graduate of the Jagelonian School of Law. Cracow is in South Central Poland, it is a city of 800,000 with relatively low unemployment. Elsewhere in Cracow Voivod unemployment is higher. He is just learning English.

Mr. Marek Nowicki of Bydgoszcz, Poland - Mark works as a manager of programs for unemployed persons with disabilities. He has a general academic background. Bydgoszcz is just East of Poznan, but it has a much higher unemployment rate suffering with a depressed leather tannery industry. His English is excellent. He spent 18 months on a fellowship in Liverpool, England. Still, he sounds more like an American than he does like John Lennon.

The detailed schedule for this first study tour is given in Appendix B to this report. The main elements of the tour were: (1) graduate university training in management information systems architecture, (2) a series of 13 seminars on labor market policy at the Upjohn Institute, and (3) intensive English language training--20 hours per week for 7 weeks.
The second study tour was conducted in November 1994. The four Poles involved in the second tour were:

Mr. Piotr Kolodziejczyk, Director of Labor Programs, Poznan Voivodship  
Mr. Andrzej Martynuska, Director of Labor Programs, Krakow Voivodship  
Ms. Dorota Pasterczyk, TOR 2 Project Coordinator, National Labor Center  
Mr. Robert Zulowski, Director of Economics, Ministry of Labor and Social Policy

On their tour the Poles learned about performance management of labor market programs in North America and the related computerized information systems. They also studied the process of policy development and program refinement which involves internal government policy analysts and outside expert consultants. In addition to seminars at the Upjohn Institute, they visited Michigan state and federal policy analysts and private consulting firms. Complete schedules for the study tours are presented in Appendix C.

4. Next Steps: Future Work to Support the Project

This project developed a complete system design for a unified management information system for the system of labor offices in Poland. The design was successfully pilot tested in two voivods—Poznan and Krakow. And nation-wide training in the methods was completed in a professional and comprehensive way. Experts left training with the knowledge to implement the system nation-wide in Poland. Several actions remain to securely achieve nation-wide implementation and apply the results.

4.1 Staffing and Budget

Under the terms of the TOR 2 contract, on their side, the Polish Ministry of Labor and Social Policy was expected to: (1) Designate two voivods as pilot sites for the MIS and specify project managers within those voivods, (2) Designate one computer programmer within each of the two pilot voivods as project team members, and (3) Designate a manager and a computer programmer in the other 47 voivods for project implementation. The first two of these were done and produced outstanding results, the third remains to be done.

In addition to designating staff, sufficient budget must be allocated to support operation of the performance indicators system. Minimal costs which must be covered include photocopying, envelopes, and postage. Staff time must also be covered and system start up should be done as soon as possible. At a minimum, pilot testing on small random samples should be conducted in all 49 voivods at the earliest possible date so that the knowledge and skills needed to operate the system are not lost.

Presently, the National Labor Office in Poland is planning the next steps for nationwide use of the performance measurement system. Delays in implementation of a new
computerized information system for the system of labor offices may result in a streamlined system for performance measurement as an interim solution.

4.2 Computerized Information System

Throughout the course of work on TOR 2 an active attempt was made to coordinate efforts with work on TOR 3 and TOR 4 which were underway simultaneously. This project (TOR 2) was intended to provide guidelines for specifications developed under TOR 3 and computer hardware acquired under TOR 4. To avoid redundancy, errors, and unnecessary costs, results of this project (TOR 2) must not be ignored at subsequent stages.

The report *Guidelines for MIS for Employment Law Programs in Poland* should be attached to all requests for proposals to do work on remaining components of TOR 3 and TOR 4. The report should also be circulated to labor offices in each of the 49 Polish voivods.

4.3 An Adjustment Methodology for Performance Indicators

Since regions within a country vary in their economic strength, before using data on program performance in for national program management it is important to account for variations in the difficulty of finding reemployment. Consequently, an adjustment methodology for performance indicators should be developed. In addition to accounting for regional differences in reemployment prospects, the adjustment methodology may also provide an easy way to discourage "creaming" and ensure appropriate targeting of reemployment services.

Creaming refers to the practice of program administrators selecting the most qualified candidates for program participation so as to increase measured program success. The analogy is to milk where the richest part, the cream, floats to the top and can be skimmed off. Creaming is an issue in operating labor market programs because if only the most able people get reemployment assistance, then the benefit to society of the programs is not as great as it might be otherwise. Highly qualified program entrants have a good chance of becoming reemployed even without the services offered in the program, while for less qualified applicants the program services might be the only realistic path to employment.

An appropriately designed adjustment methodology is an essential component of a performance management system. In addition to providing a level playing field for comparison of inter-regional performance, and a means for discouraging creaming by program managers, an adjustment methodology can be used to encourage targeting of services to those who have particular difficulty in gaining reemployment, such as: the long...
term unemployed, those with low levels of formal education, and persons with physical handicaps.5

4.4 Integrated Planning and Evaluation System

It is recommended that the performance indicators system be integrated into a regular evaluation and planning cycle. The system may operate according to "master plans" established by the voivod labor administrations and the National Labor Office and include annual plans.

A master plan serves as the long-term guide on basic matters of operations, management, and evaluation of labor market programs. The plan would include details about how performance indicators information would be gathered and used. Once there is mutual agreement about master plans between voivods and the National Labor Office, they would be in effect indefinitely and updated only as important details change.

Annual plans would state intentions for operation of specific programs in the coming year. Annual plans give details concerning program management and monitoring. They also present reports on program activity and performance indicators. The annual plan establishes an activity forecast which is a prediction concerning the volume of clients to be served. The annual plans also set performance targets, and give a forecast of direct costs for each program. The annual plan presents a unified financial plan which considers the direct costs of all labor market support programs as well as related administrative costs. This financial plan also includes a unified budget estimate and a funding request for the coming year. After the voivod and National Labor Office agree on a master plan it provides a framework for activities indefinitely. The evaluation and planning process is done each year using only annual plans.

An effort should be undertaken to develop a regular planning and management cycle built upon the performance measurement system. The following is an example of the sequential steps in a unified evaluation and planning process:

(1) Starting from the Employment Law decrees, the National Labor Office in consultation with the Main Employment Council, specifies labor market programs goals. These goals are included in the National Labor Office Labor Market Programs Master Plan, and are announced to the voivods in the Guidelines for Preparing a Voivod Labor Market Programs Master Plan.

5O'Leary (1993) provides a simple example of how to develop and apply an adjustment methodology for active labor programs.
(2) After considering the Labor Market Programs and National Labor Office goals, voivod labor administrations set their Labor Market Program goals in consultation with their Voivod Employment Council. 6 The voivod goals for labor market programs are stated in the Voivod Labor Market Programs Master Plan, which also details the relationship between the voivod and the National Labor Office on Employment Law program matters. 7

(3) The National Labor Office estimates the "Number of job seekers registered with the placement service" for the planning year for each voivod. The estimate on job seekers is the voivod basis for estimates of activity in other labor market programs. These items are communicated to the voivods in the Guidelines for Preparing a Voivod Labor Market Programs Annual Plan.

(4) The Voivod Labor Market Programs Annual Plan summarizes program activity and achievement of performance targets. It describes the management, monitoring, and planning procedures used in the voivod. Voivods consider the National Labor Office estimate of the "Number of job seekers registered with the placement service," and other details of their economic situation and specify performance targets for each Labor Market Program for the coming year. Voivods also prepare a financial forecast of the cost associated with planned activities. All of this is included in the Voivod Labor Market Programs Annual Plan submitted to the National Labor Office.

(5) The National Labor Office reviews the annual plans submitted by the voivods and prepares a summary report for the Ministry of Labor and Social Policy (MOLSP) which, in addition to a summary of the voivod reports, includes the National Labor Office estimates for the coming year. The Employment Programs Planning department in the MOLSP receives and reviews the annual plans from the voivods and the summary report from the National Labor Office and prepares a MOLSP Labor Market Programs Annual Plan which is the basis for the Employment Law budget request from Parliament and recommendations for allocation of funds for Labor Market Programs.

(6) The MOLSP reviews voivod performance on the previous year’s PI and specifies national performance targets and adjustment weights for the coming program year.

6 The Voivod Employment Council is a tri-partite body with representatives from business, labor, and government which makes general recommendations regarding the direction of county labor market policy.

7 A one day conference or seminar will be held annually with the planning representative from each county in attendance to review the Guidelines for Preparing a County MOIL Master Plan.
The MOLSP informs voivods about funding available for their labor market programs for the coming year.

(7) The voivods solicit training, job creation investments, public works, and intervention works proposals and prepare for the process of proposal review and project award.

(8) The voivods submit reports to MOLSP on program activity quarterly.

This sequence is appropriate for the first year of planning and evaluation under the new system. After Voivod Labor Market Programs Master Plans are in place, only steps three through eight should be repeated annually. Any revisions to Voivod Labor Market Programs Master Plans should be agreed on by the National Labor Office and the voivods as circumstances change.

4.5 Net Impact Evaluation Studies

Monitoring and performance measurement are important tools for program management, they are also compatible with development of an information infrastructure and culture of cost effectiveness which will support more scientifically based evaluations of program effectiveness. However, performance measurement produces only gross outcome estimates of program effects. Net impact estimates are required to clearly inform policy decisions about program design and return on public investment. Net impact studies can be conducted only with experimental or quasi-experimental designs where the labor market success of program participants is judged relative to non-participants who are similar in all characteristics except program participation.

The development of performance measurement systems have had the important side effect of improving the information systems which support active labor programs. The process has also established survey skills and fostered professionalism and a culture of cost effectiveness at local, regional, and national levels of the employment organizations. The push to institute performance measurement has created an infrastructure and fostered the professionalism to conduct experimental and quasi-experimental net impact evaluations of public employment programs. Such impact analyses are an essential complement to the performance measurement of active labor programs.  

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8Godfrey, Lázár, and O'Leary (1993), and O'Leary (1995) provide good examples of net impact estimates for some active labor programs in Hungary.
4.6 Conference on Performance Measurement of Labor Market Support Programs

To this point in time the transfer of knowledge about employment policy has been from the mature market economies to the less developed countries. Even the management systems developed for active labor programs in Poland are adapted from monitoring methods used in nations with developed market economies, but because programs in Poland are operated in a coordinated way the performance indicators systems provide a simultaneous view of the effectiveness of all programs thereby clearly revealing policy trade-offs. These management systems are models for other nations in Central and Eastern Europe, and they may also provide insights for nations with much longer histories of public employment policy.

A national, or international conference to evaluate and disseminate the experience with the performance indicators system for labor market support programs in Poland, and perhaps other countries, should be held in 1997 or 1998. The National Labor Office and the Ministry of Labor and Social Policy should give small grants to university and research institute scholars as well as to voivod and local labor offices to prepare papers for presentation at the conference.
Appendix A

Schedule for Training in Performance Indicators

November, 1995
Training in Performance Management

Tuesday, November 14, 1995 (repeat, Thursday, November 16, 1995)

8:30 Welcome - Dr. Danuta Mozdenska-Morozek, National Labor Office

8:45 The Information System Context of Performance Management
    Professor Dr. Andrew S. Targowski, Western Michigan University

9:15 Principles, Practice and Uses of Performance Indicators for Labor Programs
    Dr. Christopher J. O'Leary, W.E. Upjohn Institute for Employment Research

9:45 Question and Answer Period

10:15 Coffee Break

10:30 Development and Application of Performance Indicators for Retraining
    Dorota Pasterczyk, National Labor Office
    Piotr Kołodziejczyk, Poznan Voivod Labor Office
    Andrzej Martynuska, Krakow Voivod Labor Office

11:30 Question and Answer Period

12:00 Summary (O'Leary, Targowski)

12:15 Lunch Break

13:30 Follow-up Survey Methods and Data
    Urusula Bogusz-Kubiak, Srem

14:15 Break

14:30 Training Session I for computing Performance Measures for Retraining

    Group A: Computer Methods
    Piotr Kołodziejczyk, Poznan
    Ursula Bogusz-Kubiak, Srem

    Group B: Manual Methods
    Andrzej Martynuska, Krakow
    plus a representative from Krakow

15:15 Break

15:30 Training Session II - Groups A and B switch.
Training in Performance Management—continued

Wednesday, November 15, 1995 (repeat, Friday, November 17, 1995)

All Instruction Sessions on Day 2 use Projection of Computer Screen

8:00 Overview for Day 2

8:15 Performance Measurement Methods for
   Public Works
   Intervention Works
   Piotr Kolodziejczyk, Poznan
   Andrzej Martynuska, Krakow

9:00 Coffee Break

9:15 Performance Measurement Methods for
   Loans for Self-employment
   Loans for Job Creation
   Piotr Kolodziejczyk, Poznan
   Andrzej Martynuska, Krakow

10:00 Coffee Break

10:15 Performance Measurement Methods for
   Placement Service
   Wage Subsidies for Recent Graduates
   Piotr Kolodziejczyk, Poznan
   Andrzej Martynuska, Krakow

11:00 Coffee Break

11:15 Review Uses of Performance Indicators
   Dr. Christopher J. O’Leary, W.E. Upjohn Institute for Employment Research

11:30 Question and Answer Period

12:00 Summary and Closing Remarks
   Professor Dr. Andrew S. Targowski, Western Michigan University
   Dr. Christopher J. O’Leary, W.E. Upjohn Institute for Employment Research
   Dr. Danuta Mozdenska-Morozek, National Labor Office
Appendix B

Fellowship Study Tour I

May-June, 1993
Fellowship Study Tour Schedule  
May 2, 1993 - June 24, 1993

**Sunday May 2**  
8:00 p.m. Four Polish experts arrive in Kalamazoo

**Monday May 3**  
9:30 a.m. Welcome to the Upjohn Institute  
10:30 a.m. Reception at the Upjohn Institute  
12:00 p.m. Luncheon at the Park Club  
2:00 p.m. Seminar by Dr. Chris O'Leary at the Upjohn Institute, "The System of Performance Indicators to be used for Labor Market Programs in Hungary"

**Tuesday May 4**  
9:30 a.m. A work session at the Upjohn Institute on a system of performance indicators for labor market programs in Poland (O'Leary)  
6:30 p.m. Class in MIS Architecture until 9:00 p.m.  
(BIS 602, Professor Dr. Andrew Targowski, Haworth College of Business, Room 01320)

**Wednesday May 5**  
12:30 p.m. ESL Placement Exam Part 1 (oral interview) in CEL/CES offices  
3:00 p.m. ESL Placement Exam Part 2 (written examination)  
Computer lab orientation and exercises at WMU

**Thursday May 6**  
9:30 a.m. Computer Lab--orientation.  
6:30 p.m. BIS 602 (every class session meets until 9:00 p.m.)

**Friday May 7**  
Computer lab--Work on assignment 1.

**Saturday May 8**  
6:00 p.m. Social gathering at the home of Professor Dr. Andrew Targowski

**Sunday May 9**  
Social program with Chris O'Leary--trip to Tiger Stadium to see a professional baseball game between the Detroit Tigers and the New York Yankees. Depart Kalamazoo at 9:00 a.m.

**Monday May 10**  
10:00 a.m. ESL Seminar Starts  
12:00 p.m. Lunch Break  
1:00 p.m. ESL Seminar Resumes  
3:00 p.m. ESL Seminar Ends  
4:00 p.m. Work session at the Upjohn Institute with Chris O'Leary on Polish labor market program performance indicators.

Polish Employment Services and Promotion Project  
Management Information System Component - TOR 2  
Final Report  
Page - 33
Tuesday May 11  
9:00 a.m.  ESL - Language Lab
10:00 a.m. ESL Seminar (until 3:00 p.m with a lunch break)
4:00 p.m. Seminar by Dr. Chris O’Leary on the draft UI law for Poland at the Upjohn Institute
6:30 p.m. BIS 602--Computer lab assignment 1 due.

Wednesday May 12  
9:00 a.m. ESL - Language lab
10:00 a.m. ESL Seminar (until 3:00 p.m with a lunch break)
4:00 p.m. Computer Lab--work on assignment 2.

Thursday May 13  
10:00 a.m. ESL Seminar
3:00 p.m. ESL - Language Lab
6:30 p.m. BIS 602--Computer lab assignment 2 due.

Friday May 14  
10:00 a.m. ESL Seminar (until 3:00 p.m with a lunch break)
3:00 p.m. ESL - Language Lab
4:00 p.m. Computer lab--work on assignments 3 and 4.

Saturday May 15  
Leisure time (Computer Lab)

Sunday May 16  
Social program with Andrew Targowski

Monday May 17  
9:00 a.m. ESL - Language Lab
10:00 a.m. ESL Seminar (until 3:00 p.m with a lunch break)
4:00 p.m. Seminar by Dr. Kevin Hollenbeck at the Upjohn Institute on "American Education Programs and Labor Market Success"
7:00 p.m. Computer Lab

Tuesday May 18  
10:00 a.m. ESL Seminar (until 3:00 p.m with a lunch break)
3:00 p.m. ESL - Language Lab
6:30 p.m. BIS 602--Computer lab assignments 3 and 4 due.

Wednesday May 19  
10:00 a.m. ESL Seminar (until 3:00 p.m with a lunch break)
3:00 p.m. ESL - Language Lab
4:00 p.m. Seminar by Dr. Susan Houseman at the Upjohn Institute on "Uses of Short-Time Compensation in the U.S. and Western Europe"
7:00 p.m. Computer Lab--work on assignment 5.

Thursday May 20  
10:00 a.m. ESL Seminar (until 3:00 p.m with a lunch break)
3:00 p.m. ESL - Language Lab
6:30 p.m. BIS 602--Computer lab assignment 5 due.
Friday May 21  
REGISTRATION FOR GMAT MUST BE RECEIVED 
BY ETS IN PRINCETON, NJ BY THIS DATE 
9:00 a.m.  ESL - Language Lab 
10:00 a.m.  ESL Seminar (until 3:00 p.m with a lunch break) 
4:00 p.m.  Seminar by Professor Dr. Stephen Woodbury at the 
Upjohn Institute on "Non-wage Labor Costs and 
Compensation Policy"

Saturday May 22  
Computer Lab--work on assignment 6.

Sunday May 23  
Social program at the home of 
Mr. Robert A. Straits, M.S.

Monday May 24  
9:00 a.m.  ESL - Language Lab 
10:00 a.m.  ESL Seminar (until 3:00 p.m with a lunch break) 
4:00 p.m.  Seminar by Dr. Robert Spiegelman at the Upjohn 
Institute on "Experimental Methods of Program 
Evaluation--with examples from UI Experiments" 
7:00 p.m.  Computer Lab--work on assignment 6.

Tuesday May 25  
10:00 a.m.  ESL Seminar (until 3:00 p.m with a lunch break) 
3:00 p.m.  ESL - Language Lab 
6:30 p.m.  BIS 602--Computer lab assignment 6 due.

Wednesday May 26  
9:00 a.m.  ESL - Language Lab 
10:00 a.m.  ESL Seminar (until 3:00 p.m with a lunch break) 
4:00 p.m.  Seminar by Mr. Craig Schreuder, B.S., at the Upjohn 
Institute on "MIS and Planning of Job Training 
Partnership Programs (JTPA) in Kalamazoo and St. 
Joseph Counties of Michigan" 
7:00 p.m.  Computer Lab--work on assignment 7.

Thursday May 27  
10:00 a.m.  ESL Seminar (until 3:00 p.m with a lunch break) 
3:00 p.m.  ESL - Language Lab 
6:30 p.m.  BIS 602--Computer lab assignment 7 due. 
BIS 602 *** Mid-term Examination ***

Friday May 28  
9:00 a.m.  ESL - Language Lab 
10:00 a.m.  ESL Seminar (until 3:00 p.m with a lunch break) 
4:00 p.m.  Seminar by Ms. Debbie Vandenbergs, M.A., and Ms. 
Carmen DeYoung, B.A., at the Upjohn Institute on 
"Managing Employer and Client Services for Job 
Training Partnership Act (JTPA) Programs in Kalamazoo 
and St. Joseph Counties of Michigan"
Saturday May 29  
Leisure time (Weekend trip to Chicago?)

Sunday May 30  
Social program

Monday May 31  
Memorial Day--National Holiday

Tuesday June 1  
10:00 a.m.  ESL Seminar (until 3:00 p.m with a lunch break)
3:00 p.m.  ESL - Language Lab
6:30 p.m.  BIS 602

Wednesday June 2  
9:00 a.m.  ESL - Language Lab
10:00 a.m.  ESL Seminar (until 3:00 p.m with a lunch break)
4:00 p.m.  Seminar by Dr. H. Allan Hunt at the Upjohn Institute on "Disability Prevention and Management"
7:00 p.m.  Computer Lab--work on assignment 8.

Thursday June 3  
10:00 a.m.  ESL Seminar (until 3:00 p.m with a lunch break)
3:00 p.m.  ESL - Language Lab
6:30 p.m.  BIS 602--Computer lab assignment 8 due.

Friday June 4  
10:00 a.m.  ESL Seminar (until 3:00 p.m with a lunch break)
3:00 p.m.  ESL - Language Lab

Saturday June 5  
Computer Lab--work on assignment 10.

Sunday June 6  
Social program

Monday June 7  
9:00 a.m.  ESL - Language Lab
10:00 a.m.  ESL Seminar (until 3:00 p.m with a lunch break)
4:00 p.m.  Seminar by Mr. George Erickcek, M.S., Regional Analyst at the Upjohn Institute on "Techniques for Modelling of Regional Economies"
7:00 p.m.  Computer Lab--work on assignment 10.

Tuesday June 8  
10:00 a.m.  ESL Seminar (until 3:00 p.m with a lunch break)
3:00 p.m.  ESL - Language Lab
6:30 p.m.  BIS 602--Computer lab assignment 10 due.

Wednesday June 9  
9:00 a.m.  ESL - Language Lab
10:00 a.m.  ESL Seminar (until 3:00 p.m with a lunch break)
4:00 p.m.  Computer Lab--work on assignment 11.
Thursday June 10
10:00 a.m. ESL Seminar (until 3:00 p.m with a lunch break)
3:00 p.m. ESL - Language Lab
6:30 p.m. BIS 602--Computer lab assignment 11 due.

Friday June 11
9:00 a.m. ESL - Language Lab
10:00 a.m. ESL Seminar (until 3:00 p.m with a lunch break)
4:00 p.m. Seminar by Dr. Jean Kimmel at the Upjohn Institute on "Barriers to Employment Faced by Women"

Saturday June 12
Computer Lab--work on assignment 9.

Sunday June 13
Leisure time

Monday June 14
9:00 a.m. ESL - Language Lab
10:00 a.m. ESL Seminar (until 3:00 p.m with a lunch break)
4:00 p.m. Working session with Chris O'Leary and Andrew Targowski at the Upjohn Institute
7:00 p.m. Computer Lab--work on assignment 9.

Tuesday June 15
10:00 a.m. ESL Seminar (until 3:00 p.m with a lunch break)
3:00 p.m. ESL - Language Lab
6:30 p.m. BIS 602--Computer lab assignment 9 due.

Wednesday June 16
9:00 a.m. ESL - Language Lab
10:00 a.m. ESL Seminar (until 3:00 p.m with a lunch break)
4:00 p.m. Seminar by Dr. Tim Bartik at the Upjohn Institute on "Economic Analysis of Regional Labor Markets"
7:00 p.m. Computer Lab--work on assignment 12.

Thursday June 17
10:00 a.m. ESL Seminar (until 3:00 p.m with a lunch break)
3:00 p.m. ESL - Language Lab
6:30 p.m. BIS 602--Computer lab assignment 12 due.

Friday June 18
10:00 a.m. ESL Seminar (until 3:00 p.m with a lunch break)
3:00 p.m. ESL - Language Lab
4:00 p.m. Working session with Chris O'Leary at the Upjohn Institute and a farewell dinner.

Saturday June 19
8:30 a.m. GMAT
(O'Leary departs for WEA conference)

Sunday June 20
Social program
<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event</th>
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<tr>
<td>Monday June 21</td>
<td>9:00 a.m.</td>
<td>ESL - Language Lab</td>
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<tr>
<td></td>
<td>10:00 a.m.</td>
<td>ESL Seminar (until 3:00 p.m with a lunch break)</td>
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<td></td>
<td>4:00 p.m.</td>
<td>Seminar by Ms. Bridget Timmeney, M.S.W., at the Upjohn Institute on &quot;Monitoring and Performance Standards for Job Training Partnership Act (JTPA) Programs in Kalamazoo and St. Joseph Counties in Michigan&quot;</td>
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<tr>
<td>Tuesday June 22</td>
<td>10:00 a.m.</td>
<td>ESL Seminar (until 3:00 p.m with a lunch break)</td>
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<td>6:30 p.m.</td>
<td>BIS 602 *** Final Examination ***</td>
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<td>Wednesday June 23</td>
<td>10:00 a.m.</td>
<td>ESL Seminar (until 3:00 p.m with a lunch break)</td>
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<td>3:00 p.m.</td>
<td>ESL - Language Lab</td>
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<tr>
<td>Thursday June 24</td>
<td>7:00 p.m.</td>
<td>Depart Kalamazoo for Warsaw</td>
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WESTERN MICHIGAN UNIVERSITY
Haworth College of Business
Department of Business Information Systems

Spring 1993

Course: BIS 602 Computer Information Systems

Instructor: Dr. Andrew S. Targowski, Professor

Office: Room 3326 T, TR; 1:30-3:30, and by appointment: Phone: 387-5406.

Course Description: The design, implementation, and use of computer information systems for decision making. Included are recent hardware and software developments, systems architecture, and systems procedure techniques. Hands-on experience with mainframe and microcomputers using a variety of statistical routines, PERT/CPM, spreadsheet, word processing, database, and other software packages.

Course Purpose: To provide a graduate business student (future CEO or General Manager) with knowledge and skills to define and manage the information needs of a modern business enterprise and to operate successfully in the Information Economy and Society.

Two themes are present throughout this course:

1. How general managers are using information technology to change organizations, and
2. What are the organizational and social implications of new information technologies.

Course Objectives:

A. To provide the student with the knowledge and skills of a:
   1. End-user of Decision Support System,
   2. Company information systems developer.

B. To learn the state of the art in systems development and productivity software.

C. To eliminate the fear of modern computing and make the class interesting.

Prerequisite: BIS 102 or equivalent

Further Recommendations: BIS 600 Business Telecommunications (Information Infrastructure)
Textbooks:

1. The Architecture and Planning of Enterprise-wide IMS
   by Andrew S. Targowski
   by Mehdi Khosrowpour (KINKO's)
3. BIS 602 Computer Lab Assignments, by A. Targowski (KINKO's)

Course Requirements:

A. Term Project, consisting of 12 computer lab assignments.
B. 11 Class Lectures, without attendance it will not be possible to pass examinations.
C. 12 Class Orientations to the Lab Assignments,
D. 2 Examinations, based upon understanding the issues and ability to synthesis.
E. The professor expects from the students regular attendance, questions and answers to questions, discussions, problem-solving and missio - culture - results.

Grading:

A. Points:
   Exams: 1 150 (100/essay and 50/multiple choice)
   Exam: 2 150 (100/essay and 50/multiple choice)
   Assignments 600, see for the points distribution in other part of the syllabus.
   Students presentations in class:
   I presentation: 50 first location 65
                  second location 60
                  third location 55
   II presentation: 50
   Total 1000

B. Scale:
   A = 96 and above
   BA = 90 to 95
   B = 85 to 89
   CB = 75 to 84
   C = 70 to 74
   D = 64 to 64
   DC = 65 to 69
   E = below 60

C. Policy:
   1. Students projects presentations are evaluated by the professor
   2. The students not presenting projects receive all points=50.
   3. The students can volunteer for the presentations otherwise are selected randomly.
   4. There is no make-up of exams if the student was not attending the exam.
   5. A lab assignment is due on the next class session.
   6. Only three lab assignments are randomly collected during each session for correcting and grading. The students not selected receive all points for the assignment.
7. If the selected student for the assignment or presentation delivery is not in the class then receives 0 points.

8. Each students is required to collect all lab assignments in a folder and hand it in on the last session for the random review by the instructor. The folder will be returned to the students during the last class session (exam). For the lack of the folder organization and quality, the student can get less 10% of points for all the lab assignments. Also a lack of any assignment in the folder will cause a revision of the lab total points.

lab and Project Assignments

<table>
<thead>
<tr>
<th>Topics</th>
<th>Software/Hardware</th>
<th>Points</th>
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<tbody>
<tr>
<td>1. Word Processing</td>
<td>Microsoft WORD/Macintosh</td>
<td>50</td>
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<td>2. Semantics Management</td>
<td>Systems Planning/WORD</td>
<td>25</td>
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<tr>
<td>3. Systems Architecture/MCS</td>
<td>MacDraw/Lotus</td>
<td>100</td>
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<td>4. Computer Graphic</td>
<td>MacPaint/MacDraw/Mac</td>
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<tr>
<td>5. Database Overview</td>
<td>dBase III Plus/IBM PC</td>
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<td>6. Database Problem Solving</td>
<td>dBase III Plus</td>
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<td>7. Spreadsheet Overview</td>
<td>Lotus 1-2-3/IBM PC</td>
<td>50</td>
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<td>8. Spreadsheet Problem Solving</td>
<td>Lotus 1-2-3</td>
<td>50</td>
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<td>9. Statistics</td>
<td>Minitab/VAX mini</td>
<td>50</td>
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<td>10. Systems Strategy</td>
<td>MacDraw/Mac</td>
<td>50</td>
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<td>12. Electronic Mail</td>
<td>E-Mail/VAX mini</td>
<td>25</td>
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Total 600

Course Activities

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<tr>
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<td>5-4</td>
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<td>b. INFORMATED ARCHITECTURE OF BUSINESS</td>
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<td>c. MILESTONES OF INFORMATION MANAGEMENT</td>
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<td>5-6</td>
<td>2. a. IRM BUSINESS FUNCTION</td>
<td>Lecture / Text Part I</td>
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<td>b. Assignment 1: Word Processing/Mac WORD</td>
<td>p.1-6</td>
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<td>c. Lab orientation on Mac Word (Mac II Lab)</td>
<td>p. 70-101 Lab Manual</td>
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<td>3. a. IRM SCOPE: SEMANTICS MANAGEMENT</td>
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<td>a. IRM AS A SET OF INFORMATION SYSTEMS</td>
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<td>b. Assignment 3: Systems Architecture/EmiMC</td>
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<td>c. Assignment 4: Computer Graphics/Mac Draw</td>
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<td>a. MANAGEMENT SUPPORT SYSTEMS (DSS, EIS, ECS)</td>
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Appendix C

Fellowship Study Tour II

November, 1994
Developing Labor Market Programs in Poland
The November 1994 Study Tour
Michigan, November 14-18, 1994

Monday, November 14

9:30 a.m. Dr. Randall Eberts, Executive Director, W. E. Upjohn Institute
Mr. Robert Straits, Director of EMSD, W. E. Upjohn Institute
Prof. Dr. Andrew Targowski, Western Michigan University
Welcome and Orientation

10:00 a.m. Dr. Christopher O'Leary, W. E. Upjohn Institute
Study Tour Overview, and TOR 2 Summary

11:00 a.m. Dr. Allan Hunt, W. E. Upjohn Institute
An International Comparison of Disability Management

1:30 p.m. Mr. George Erickcek, W. E. Upjohn Institute
Techniques for Modelling Regional Economies

3:00 p.m. Dr. Christopher O'Leary, W. E. Upjohn Institute
Evaluation Results from Hungary

Tuesday, November 15

9:00 a.m. Mr. Robert Straits, Training Program Operations and Evaluation
Ms. Bridget Timminey and Mr. Craig Schreuder, Upjohn Institute
Ms. Debbie Vandenberg and Ms. Carmen DeYoung, Upjohn Institute
Site Visits—Training Sites, Local Job Service Center

Wednesday, November 16

9:00 a.m. Prof. Dr. Andrew Targowski, Western Michigan University
Department of Business Information Systems, University Computer Center; City of Kalamazoo, Management Information System
Kalamazoo Telecity Project

Thursday, November 17

8:00 a.m. Mr. Von D. Logan, Director of Research
Michigan Employment Security Commission, Detroit
| AGENDA |
|---|---|
| I. | Welcome | Von Logan |
| II. | Overview of Programs: | Von Logan |
| | Unemployment Insurance | |
| | Employment Service | |
| | Management Reporting | |
| III. | UI Claims Processing | Lisa Dahlquist |
| | Benefit Check Processing | Ruth Halberg |
| IV. | UI Tax Program | |
| | a) Overview of Funding Process | Carol Fletcher |
| | b) Experience Rating | Carol Fletcher |
| | c) Collections | Carol Fletcher |
| V. | Employment Service | |
| | a) Concept of the ES System | Linda Thompson |
| | b) System Innovations: | Sue Doby |
| | MAJIC, Semetri, Open Options, | |
| | ALEX Kiosk | |
| VI. | Management Reports | |
| | a) Types and Uses of Reports | Jeanette Sancricca |
| | b) Estimating and Forecasting | Jim Kleinschmidt |
| | c) Labor Force Estimates | Kaz Skoczen |

Note: We will break for lunch at 1:00 P.M.
Friday, November 18

9:00 a.m.  Prof. Dr. Stephen Woodbury, MSU and Upjohn Inst.  
*Simulation Analysis of Reemployment Incentives*

10:30 a.m.  Dr. Kevin Hollenbeck, W. E. Upjohn Institute  
*American Education Programs and Labor Market Success*

1:30 p.m.  Dr. Susan Houseman, W. E. Upjohn Institute  
*Job Growth and Job Quality in the U.S. Economy*

3:00 p.m.  Dr. Christopher O’Leary, W. E. Upjohn Institute  
*Program Summary*
Saturday, November 19

10:40 a.m. Depart Kalamazoo, Northwest Airlines Flight 1798
11:27 a.m. Arrive Detroit
12:10 p.m. Depart Detroit, Northwest Airlines Flight 992
1:35 p.m. Arrive Washington, DC

Check in at: The Virginian
1500 Arlington Blvd.
Arlington, VA 22209
(703) 522-9600

Reservations made with Claudia by Linda Bates, USDOL.

Monday, November 21

10:00 a.m. Program will be held in Room 650, 1 Massachusetts Ave., NW, Washington, DC 20548
Dr. Sigurd Nilsen, General Accounting Office [(202) 512-7003]
Program Topic: GAO’s Work on Job Training Issues

2:00 p.m. Report to Room 8202, New Executive Office Building, 725 17th Street, NW, Washington, DC 20503
Dr. Carole Kitti, Office of Management and Budget [(202) 395-3262]
Executive Office of the President
Program Topic: OMB’s Perspective on Performance Measures
Tuesday, November 22 – Morning Program will be held in Room N-4437-D, US Department of Labor (USDOL), 200 Constitution Ave., NW, Washington, DC 20210

9:30 a.m. Ms. Sydney Smith, International Labor Affairs, USDOL, [(202) 219-9403], Room S-5006, 200 Constitution Ave., NW, Washington, DC 20210
Program Topic: An Overview of USDOL in Poland

10:00 a.m. Dr. Gary Reed, Office of Policy, USDOL [(202) 219-6026], Room S-2218, 200 Constitution Ave., NW, Washington, DC 20210
Program Topic: Design and Evaluation of Employment Programs

11:00 a.m. Mr. David Balducchi, US Employment Service, USDOL, Room N-4470, [(202) 219-5257], 200 Constitution Ave., NW, Washington, DC 20210
Program Topic: Building a Reemployment System

2:00 p.m. Program will be held at Abt Associates, [(301) 913-0513], 4800 Montgomery Lane, Bethesda, Maryland 20814 (Travel instructions attached)
Dr. Jacob Benus, Evaluation of a New Entrepreneurial Unemployment Insurance Recipient Training and Assistance Program
Dr. Larry Orr, National Evaluation of the Job Training Partnership Act (JTPA)
Dr. Stephen Bell, Review of Current Research on Training Programs for the Handicapped

Wednesday, November 23

10:00 a.m. Report to Room N-5631, 200 Constitution Avenue, NW, Washington, DC 20210
Mr. Steve Aaronson, Strategic Policy Office, USDOL [(202) 219-8659]
Program Topic: Performance Management and Program Evaluation

2:00 p.m. Program will be held at 600 Maryland Avenue, SW, Suite 550, Washington, DC 20024 [(202) 484-4215]
Dr. Paul Decker, Mathematica Policy Research, Inc.
Program Topic: Profiling and Job Search Assistance in the U.S. Unemployment Insurance Program

Thursday, November 24 -- Holiday, Thanksgiving Day

Polish Employment Services and Promotion Project
Management Information System Component - TOR 2

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Friday, November 25 — First two meetings will be held in Room S-4215A, 200 Constitution Ave., NW (USDOL), Washington, DC

10:00 a.m. Dr. Louis Jacobson, Westat [(301) 251-8229]
Program Topic: Evaluation of Employment Programs

12:30 p.m. Dr. Berman Skrable, UI Quality Control, USDOL [(202) 219-5220]
Room S-4015, 200 Constitution Ave., NW, Washington, DC 20210
Program Topic: Performance Measures in Unemployment Insurance

3:00 p.m. Program will be held at 1850 M Street, NW, Suite 270
Mr. Ken Nelson, National Education Goals Panel [(202) 632-0952]
Dr. Amy Friedlander, National Education Goals Panel
Program Topic: Developing, Tracking and Monitoring National Education Goals with MIS

Saturday, November 26

4:55 p.m. Depart Washington, DC on Delta Airlines Flight 4922
6:20 p.m. Arrive New York City
8:55 p.m. Depart New York City on Delta Airlines Flight 106

Sunday, November 27

1:55 p.m. Arrive Warsaw
References


