



Project Toolkit

WAPES-JAPAN JOINT PROJECT FOR THE PHILIPPINES 2025-2026



Peer learning on the PESO FIVE-POINT Agenda

MHLW and DOLE



Disclaimer

This publication was produced jointly by the World Association of Public Employment Services (WAPES), the Ministry of Health, Labour and Welfare (MHLW) of Japan, and the Department of Labor and Employment (DOLE) of the Philippines as part of the WAPES-Japan Joint Project for the Philippines 2025-2026.

The information, analyses, and opinions presented herein reflect the contributions of the project members. They do not necessarily represent the official views of WAPES, MHLW, DOLE, or any institution involved.



The WAPES-Japan Joint Project for the Philippines 2025-2026 - PESO FIVE-POINT Agenda - © 2026 by World Association of Public Employment Services (WAPES), the Ministry of Health, Labour and Welfare (MHLW) of Japan, and the Department of Labor and Employment (DOLE) of the Philippines, is licensed under CC BY-NC-ND 4.0. To view a copy of this license, visit <https://creativecommons.org/licenses/by-nc-nd/4.0/>

Table of Contents

Executive Summary	3
Part 1. Introduction.....	4
1. Background	4
2. The role of WAPES.....	4
3. Framework of the WAPES-Japan Joint Project.....	4
Part 2: The Joint Project for the Philippines.....	5
1. Selection of Target Country – the Philippines.....	5
(1) About the DOLE.....	5
(2) Why was the DOLE selected?	5
2. Project Scheme	6
Part 3. Methodology	7
1. Basic approaches	7
(1) Peer-learning (Self-assessment).....	7
(2) Peer-learning (Study Visit)	7
(3) Toolkit (Recommendation Report).....	7
2. A Five-step schedule plan	9
3. 'Bench-learning' Concept.....	9
Part 4. Achievements	9
1. Overview of results	9
2. Study Visit, Meetings & Best Practice Exchange	10
(1) Preliminary Meeting (February 2025).....	10
(2) Kick-Off Meeting (March 2025)	10
(3) Study Visit (July 2025)	11
(4) Online meetings.....	12
(5) Best Practice Exchanges among WAPES members and DOLE officials.....	12
3. Self-Assessment and Peer-learning Sheets.....	13
(1) Self-assessment sheet for study visit discussion	14
(2) Peer-learning Sheet.....	21
Part 5. Grand Recommendations for future development.....	54

The WAPES-Japan Joint Project for the Philippines 2025-2026

- PESO FIVE-POINT Agenda -

Executive Summary

This Toolkit consolidates the deliverables of the Japan-WAPES joint Project for the Philippines from 2025 to 2026. Its overarching objective is to strengthen the quality, effectiveness, and sustainability of Public Employment Services (PES) while generating transferable lessons for other WAPES members across the Asia-Pacific region.

The project highlights a peer-learning framework based on self-assessment and mutual learning exchanges, including study visits and workshops, and a Recommendation Report (Toolkit), leveraging the WAPES methodology and the 'Bench-learning' Concept. Notably, overall activities consistently focused on **the PESO 5-Point Agenda (1. PESO Institutionalization, 2. Capacity Development, 3. Reaffirmation of Core Functions, 4. Stronger Partnerships, and 5. Digitalization)**, which is the Philippines' core strategy for improving the Public Employment Service Office (PESO).

Since this project began in March 2025, following the endorsement by high-level officials from the Philippines and Japan, enthusiastic members from the Department of Labor and Employment (DOLE) in the Philippines, the Ministry of Health, Labour and Welfare in Japan (MHLW), and the World Association of Public Employment Services (WAPES) implemented a structured peer-learning framework, grounded in self-assessment, several learning sessions and discussions, a study visit, and the creation of a summary report, keeping the PESO 5-Point Agenda in mind. In the end, these qualitative learning activities and discussions helped complete **the development of two major deliverables: self-assessment and peer-learning sheets, which play a critical role in this Toolkit** by offering valuable insights, good practice recommendations, and challenges to improve the PES delivery system.

This peer-learning method includes several distinctive approaches beyond the typical way, including **1. All discussions, activities, and review processes focus on the one-member country's core strategic policy** (the Philippines' PESO five-point agenda), **2. The partner country (Japan) presents its corresponding policies and measures equivalent to the partner's strategy to stimulate realistic, comparable discussions**, **3. All peer-learning members are familiar not only with the overall policy of PES but also with practical operations in PESO**, including numerical performance and systematic capabilities for identifying feasible improvement plans, **4. Peers mutually provide lively discussion opportunities with respective program practitioners, such as PESO staff, through study visits and events**, and **5. All discussions and deliverables creation activities are implemented on an equal basis**. These conditions make this peer-learning result a more substantial and impactful project. The peer-learning approach enabled participating institutions to identify strengths, challenges, and opportunities for improvement through structured self-assessment and mutual exchange. We are confident that this approach helps us identify our best practices and challenges more clearly and objectively, and gives us confidence to share more actionable insights with WAPES members.

This Toolkit is intended to serve as a practical reference for WAPES members seeking to strengthen Public Employment Services through peer-learning methodologies. Moreover, we hope this toolkit serves as a guidebook for other WAPES members, especially those planning to review their PES activities through peer learning, and that the WAPES network supports the sharing of accumulated learning methodologies alongside member countries' needs.

Part 1. Introduction

1. Background

The Asia-Pacific region stands at the forefront of global demographic trends, with some countries experiencing a rapid shift from young to aging societies. At the same time, advances in technology, migration, and globalization are dramatically reshaping the workforce. Youth unemployment remains a significant challenge in some countries. The Asia-Pacific region is home to more than half of the world's youth, some of whom are not in school or face difficulties transitioning from school to work. In these complex circumstances, Public Employment Services (PES) are taking steps to address enormous challenges, including skill matching, boosting productivity, and career development, through solid initiatives. Furthermore, these demographic challenges require a transformation of the PES.

2. The role of WAPES

WAPES (founded in 1988) is a unique global network connecting more than 70 Public Employment Services worldwide. For over three decades, WAPES has provided a platform for its members to exchange knowledge, learn from best practices, and collaborate to address labor market challenges such as digital transformation, skills development, and labor shortages. The aim is “To be a knowledge hub for Public Employment Services”. WAPES actively holds conferences, cooperation projects, peer learning, and webinars as the only organization that unites national PES from every region under a shared mission. Furthermore, WAPES is committed to promoting mutual learning with other global bodies, including the ILO and the OECD.

3. Framework of the WAPES-Japan Joint Project

Historically, promoting multilateral networking and learning activities among WAPES members in the Asia-Pacific region has been hampered by geographic, linguistic, and organizational differences. These have constrained the management, effectiveness, and sustainability of international cooperation projects in the region. To address these challenges, the Japanese Ministry of Health, Labour and Welfare (MHLW) and WAPES agreed on 1 April 2019 to initiate a Joint Project resourced with a secondee from the Ministry to WAPES executive secretariat and voluntary contributions based on the cooperation agreement. The project's primary purposes are: (1) to contribute to the sustainable improvement of PES through cross-border collaboration among WAPES members and (2) to demonstrate the advantages of WAPES membership to potential non-member countries (Figure 1). This initiative established a replicable model for cross-border cooperation and peer learning among Public Employment Services, initially targeting the NEA in Cambodia (2019–2024) to focus on self-assessment.

In the second term, the Joint Project 2025–2026 took over this meaningful cooperation model and sought to make it more dynamic by focusing on strengthening the capacity of Public Employment Services (PES) in the Asia-Pacific region, in partnership with the Department of Labor and Employment (DOLE) in the Philippines. This approach highlights a peer-learning framework based on self-assessment, mutual learning exchanges, including study visits, workshops, and a Recommendation Report (Toolkit).

Figure 1 Project Framework



Part 2: The Joint Project for the Philippines

1. Selection of Target Country – the Philippines

(1) About the DOLE

The Department of Labor and Employment (DOLE) is the national government agency responsible for formulating policies and implementing programs in labor and employment. DOLE has been a WAPES member since 1999, coinciding with the enforcement of the Public Employment Service Office Act. The Bureau of Local Employment (BLE) within DOLE provides national policy direction, standards-setting, technical supervision, and performance monitoring for Public Employment Service Offices (PESOs), while the PESOs are administratively supervised by all local government units under the applicable act. PESOs are mandated to deliver five core services: (1) job search assistance and placement, (2) labor market information, (3) active labor market programs, (4) administration of unemployment benefits, and (5) regulatory support services. As of 2025, 1,592 PESOs have been established nationwide, of which 832 are institutionalized. Also, DOLE's 16 Regional Offices supervise PESOs at the regional level, in line with the BLE's strategy.

(2) Why was the DOLE selected?

The DOLE was selected for the project based on several factors, including a longstanding working relationship with WAPES and very close ties to Japan, both within and beyond the WAPES platform. In particular, about two decades ago, Japan already had valuable experience to support DOLE's vital project to create a solid national network of PESOs and employment information services, providing its expertise by dispatching Japanese experts to the Philippines. Japan realized that consistent commitment is effective not only for improving the capacity of the overall PES network in the Philippines but also for reviewing its own system to identify necessary updates and innovative challenges.

With these insights, through careful discussions among DOLE, MHLW, and WAPES, both in person and virtually, they finally reached the ideal approach that provides advantages for the three and other WAPES members. Firstly, DOLE needs to enhance the vital 'PESO Five Point Agenda' strategy to improve service capacity and quality of all PESOs. Secondly, WAPES holds the appropriate expertise and knowledge resources, the 'Self-assessment and Peer-learning method,' to review this national strategy's progress objectively and share the outcomes with members. Finally, MHLW can adapt the scheme related to the 'PESO Five Point Agenda' and the 'Self-assessment and Peer-learning method' to identify possibilities for further meaningful improvements.

Following the official endorsement by high-level officials, all project processes were implemented using the 'Self-assessment and Peer-learning methodology' to enhance service quality, optimize processes, and promote best practices within the framework of the DOLE's 'PESO Five-Point Agenda' (1. PESO Institutionalization, 2. Capacity Development, 3. Reaffirmation of Core Functions, 4. Stronger Partnerships, and 5. Digitalization).

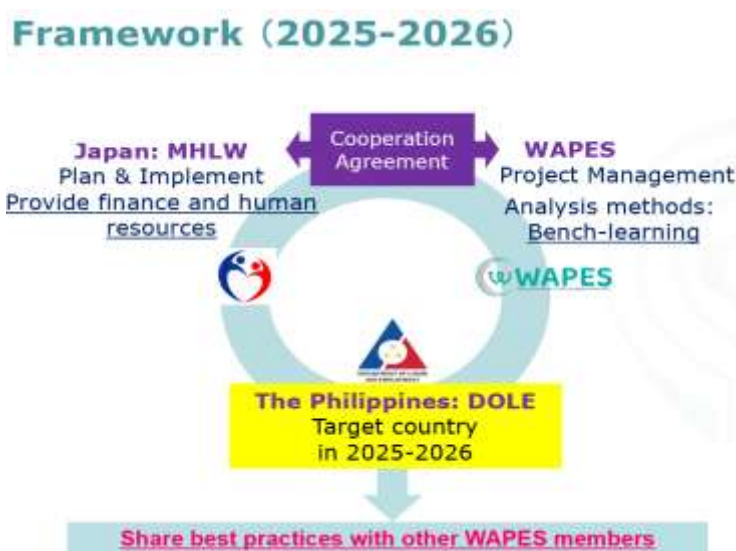
High-level Kick-Off Meeting (March 2025)



2. Project Scheme

The framework for the Joint Project 2025–2026 was based on the cooperation agreement, and the high-level officials finalized the specific structures at the kick-off meeting held in Tokyo in March 2025 to promote an effective partnership among three key actors (Figure 2).

Figure 2 Project scheme



<The project team (Three key actors + an external supporter) >

- 1) **MHLW (Japan)**: Overall responsibilities for the planning and implementation of the project, offering a voluntary contribution and a seconded coordinator to the WAPES executive secretariat.
- 2) **WAPES Executive Secretariat**: manage the project's implementation and provide its expertise (self-assessment and peer-learning methods).
- 3) **DOLE (The Philippines)**: the second target country, taking autonomy and implementing the project activities in collaboration with other actors.

- 4) **The Embassy of Japan in the Philippines (an external supporter):** Provide some advice to ensure all events in the project run smoothly, such as logistic support for project activities in the Philippines and Japan.

Part 3. Methodology

1. Basic approaches

This Joint Project used three approaches to introduce a variety of activities across different settings, namely **1) Peer-learning (Self-assessment)**, **2) Peer-learning (Study Visit)**, and **3) Toolkit (Recommendation Report)** (Figure 3).

(1) Peer-learning (Self-assessment)

- DOLE and MHLW, respectively, evaluate their own performance by completing the same questionnaire, focusing on key areas such as the service delivery network, the budget allocation process, and performance management, using objective measures as much as possible.
- This approach aims to identify similarities and differences, understand partners' basic structures and the outcomes of employment measures, and recognize common challenges to promote meaningful learning and discussions in the next phases.

(2) Peer-learning (Study Visit)

- The study visit focuses on experiential learning, aiming to help participants identify areas necessary for improvement and find good practices through practical observations, comparisons from multiple perspectives, and lively discussions.
- Linking existing knowledge to fresh ideas through the visit to develop persuasive approaches is expected.

(3) Toolkit (Recommendation Report)

- The results of the Peer Learning, including feedback from both sides, ideas, good practices, and challenges, are summarized and consolidated in the toolkit.
- The toolkit is expected to provide suggestions for both sides to improve quality and optimize resources in PES.
- Also, it should be presented to all WAPES members to provide deep insights to further improve PES.

Figure 3. Basic approaches of the Joint Project

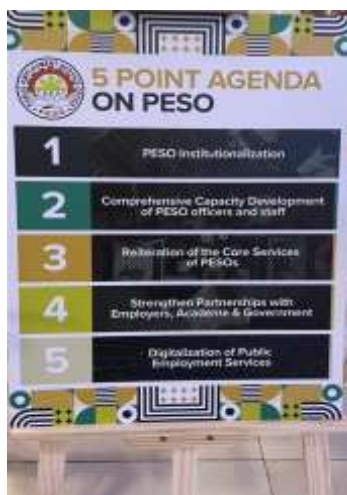


<PESO Five-Point Agenda>

All activities consistently adhere to the PESO Five-point Agenda, which is DOLE's vital strategy to improve PESO (Figure 4)

1. PESO Institutionalization
2. Comprehensive Capacity Development for PESO Officers & Staff
3. Reaffirmation of PESOs' Core Functions
4. Stronger Collaboration with Employers & Educational Institutions
5. Digitalization of Public Employment Services

Figure 4. PESO Five-Point Agenda



To make this mutual comparison through self-assessment and peer learning sheets substantive, MHLW selected its corresponding employment service programs and service-providing structures aligned with the DOLE's five-point agenda and created the comparison chart (Figure 5).

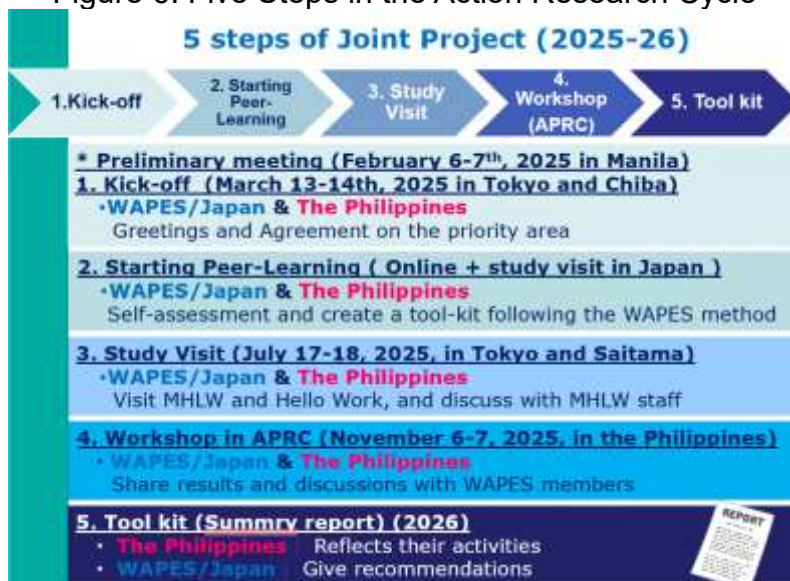
Figure 5. PESO Five-Point Agenda (DOLE and MHLW)

PESO FIVE-POINT Agenda in DOLE The related measures in MHLW	
1. PESO Institutionalization (PESOの制度化) - Hello Work's basic service concept (Job counseling/placement × Employment Insurance × Employment Policies) - Specialized HW for Particular targets (PWD, foreigners, the elderly, and youth)	
2. Comprehensive Capacity Development of PESO Officers and Staff (PESO職員の総合的な能力開発) - Good practice of the SHIMANE Labour Bureau	
3. Reiteration of the Core Functions of PESO (PESOの中核機能の再確認) - Job placement scheme • Career consulting • Performance Evaluation	
4. Strengthen Partnerships with Employers and Education and Training Institutions (雇用主・教育・訓練機関との連携強化) - Employment measures for youth (especially for new graduates): PESO × Schools × Employers × Training Providers × Local government × Parents	
5. Digitalization of Public Employment Services (PESのデジタル化) - Hello Work system, Hello Work Internet Service, Job tag, Shokuba lab	

2. A Five-step schedule plan

The project was conducted in five phases: **Kick-off (Step 1)**, **Peer-learning (Step 2)**, **Study Visit (Step 3)**, **Workshop (Step 4)**, and **Tool-kit (Step 5)** (Figure 6).

Figure 6. Five Steps in the Action Research Cycle



<Project history>

Prior to the kick-off, the preliminary meeting took place in February 2025 (Philippines)

(Step 1) Kick-off meeting: March 2025 (Japan)

(Step 2) Starting Peer-learning: Online meeting + Study Visit in June to July 2025

(Step 3) Study Visit: Study Visit in July 2025 (Japan)

(Step 4) Workshop: WAPES Asia Pacific Regional Conference in November 2025 (Philippines)

(Step 5) Tool-kit (Summary report): published in June 2026

3. 'Bench-learning' Concept

'Bench-learning' means combining two concepts of benchmarking and mutual learning, with the aim of improving the performance of PES, introduced by the EU-PES Network. WAPES focuses on the concept and accumulates the expertise required to effectively implement its own projects.

Two joint projects for the Philippines and Cambodia commonly incorporated this concept into overall processes, such as self-assessment, peer learning, study visits, and workshops, to learn good practices and tips through exchanges tailored to each country's context.

Part 4. Achievements

1. Overview of results

In March 2025, this project began in close collaboration with enthusiastic members from the DOLE, MHLW, and WAPES. Central to the project is its peer-learning framework, grounded in self-assessment instruments, mutual learning exchanges, including study visits, and the creation of a recommendation report called 'Toolkit'. Overall activities are consistently implemented in line with the contents of DOLE's 5-Point Agenda (1. PESO Institutionalization, 2. Capacity Development, 3. Reaffirmation of Core Functions, 4. Stronger Partnerships, and 5. Digitalization). This project held several online and in-person meetings for discussion, conducted a study visit to Japan, and was given more than 3 opportunities to publicly report its updates (Table).

These qualitative learning activities and discussions helped complete the development of **two major deliverables: self-assessment and peer learning sheets**, which play a critical role in this Toolkit by offering valuable insights, good practices, and challenges to improve the PES delivery system.

Table: Main Activities of the Joint Project for the Philippines 2025-2026

When	Venue	Objective
2025 Feb	Online	Meeting (1st) (Preparation for the preliminary meeting)
2025 Feb	Philippines	Preliminary meeting
2025 Mar	Japan	Kick-off meeting (Official agreement to launch the project)
2025 Jun	Online	Meeting (2nd) (Preparation for the study visit)
2025 Jun	Italy	Introduction of the Joint Project in the ITCILO training
2025 Jul	Japan	Study Visit & Peer-learning discussion
2025 Aug	Online	Meeting (3rd) (Peer-learning discussion)
2025 Sep	Online	Meeting (4th) (Peer-learning discussion)
2025 Oct	Philippines	Mid-term report in the 25 th National PES Congress
2025 Nov	Online	Start of the toolkit creation (Peer learning sheet)
2025 Nov	Philippines	Best Practice Exchanges in WAPES Asia-Pacific Regional Conference 2025
2026 June	Online	Publication of the Toolkit

2. Study Visit, Meetings & Best Practice Exchange

(1) Preliminary Meeting (February 2025)

On February 6th, 2025, in Manila, the Philippines, the DOLE, the MHLW, and WAPES had the preliminary meeting for the new Japan-WAPES Joint Project.

Through presentations and discussions on the basic structure of each country's PES and current challenges, the three parties agreed that the project should focus on strengthening PES and improving its quality, while adhering to the DOLE's five-point agenda (1. PESO institutionalization, 2. Comprehensive capacity development of PESO officers, 3. Reiteration of the core functions of PESOs, 4. Strengthening partnerships with employers and education and training institutions, and 5. Digitalization of PES). Participants also discussed practical steps to move this new project forward.

On February 7, the delegation learned about practical functions, such as labor market information and youth programs etc., at the PESO in Quezon City.



(2) Kick-Off Meeting (March 2025)

On March 13th, the delegation from the DOLE visited the MHLW in Tokyo, Japan, to officially start the WAPES-Japan Joint Project for the Philippines.

During a high-level discussion between Undersecretary Carmela I. Torres (DOLE) and Director General YAMADA Masahiko (MHLW), both parties officially agreed to launch the project, committing to realizing fruitful outcomes, not only for the mutual sides but also WAPES members.

The project focuses on strengthening and improving the quality of PES. Aligned with DOLE's key strategy, the 'PESO Five-Point Agenda', the project aims to enhance service quality, optimize processes, and promote best practices.

<PESO Five-Point Agenda>

1. PESO Institutionalization
2. Comprehensive Capacity Development for PESO Officers & Staff
3. Reaffirmation of PESOs' Core Functions
4. Stronger Collaboration with Employers & Educational Institutions
5. Digitalization of Public Employment Services

The initiative leveraged WAPES' extensive expertise and methodologies, including self-assessment and peer learning, to drive meaningful improvements.

On March 14th, the delegations visited Hello Work (Public Employment Service Office) in Chiba to learn the practical operation of Japanese PESO and discuss some employment programs for youth, focusing on how to collaborate with local stakeholders.



(3) Study Visit (July 2025)

On July 17-18, the three nominated peer-learning members from the DOLE visited Japan for a study visit.

The main objectives are to foster mutual learning on the respective measures of the PES (Public Employment Services) in line with DOLE's 'PES five-point agenda' and to facilitate peer-learning discussions by leveraging WAPES self-assessment expertise.

During a two-day visit, over fifteen government officials from the MHLW headquarters and the Saitama Regional Labour Bureau, along with a general manager and staff from the youth support facility, actively participated in discussions, presentations, and facility tours with three delegates from the DOLE. The topics covered were varied, ranging from the basic structure of mutual PESO to the effective and efficient implementation of PES programs with local stakeholders, as well as the risks of AI use in practical job counseling.

Moreover, the peer-learning discussion, including self-assessment, highlighted:

- How service quality in local PESOs can be standardized, and how PESO staff can maintain and improve their expertise through the central government's interventions
- Synergies among PES sectors, employers, education/training facilities, welfare sectors, and local government through collaboration and network building
- How to encourage more job seekers and employers to access PESO services
- Helpful approaches to enable students and youth with mental or physical difficulties to transition to employment smoothly, or to be referred to appropriate support
- Effective use and risks of digitalization, such as AI, in practical operations in PESO



(4) Online meetings

Over four online meetings were held by the Project Team, covering a range of topics, including the project scheme's fundamental structure, effective implementation, and the active promotion of peer learning sheet creation to complete the toolkit.

These online meetings played a significant role in promoting capacity building among the group members, alleviating distance and time zone disadvantages that the three parties faced. Lively follow-up discussions delved into this peer learning more practically and enabled the toolkit to include practitioner-based insights and suggestions for identifying good practices and useful employment measures each party has implemented.

(5) Best Practice Exchanges among WAPES members and DOLE officials

This joint project was given opportunities to report on its ongoing activities at some prestigious events. This could result in sharing the effectiveness and meaningfulness of this peer learning, as well as in the development of international networking and active discussion with other WAPES members.

- **25th National PESO Congress in the Philippines (October 2025)**

On Oct 16, Minako TAKASAKI, Project Coordinator of the WAPES Executive Secretariat, was invited to serve as a resource speaker.

At this conference, over a thousand PES frontline implementers, ranging from managers to job placement officers nationwide, gathered to reaffirm the country's vital strategy, discuss best practices, and receive awards for outstanding performance. This is one of the most important internal events to motivate PESO staff and improve the quality of PES in the Philippines.

Ms. TAKASAKI highlighted the vital roles of WAPES, shared recent WAPES activities, and demonstrated the WAPES-Japan Joint Project for the Philippines on the PESO five-point agenda. The project focuses on the 'Bench-learning' concept through peer learning and mutual self-assessment. After her presentation, four panelists from the regional PESOs shared their suggestions and experience-based impressions to make the Joint Project more meaningful and practical.



- **WAPES Asia Pacific Regional Conference 2025 (November 2025)**

Cambodia, Japan, and the Philippines shared their efforts since 2019 through the WAPES-Japan Joint Project, emphasizing the importance of exchanging good practices and fostering peer learning to enhance PES throughout the Asia-Pacific. On November 6, representatives of the WAPES-Japan Joint Project from three countries – NEA (Cambodia), MHLW (Japan), and DOLE (the Philippines) had the opportunity to share their accumulated results and best practices with more than a hundred attendees from both local and international backgrounds.

The highlights of the inspiring exchange include:

- ✓ Ms. TAKASAKI emphasized the effectiveness of meaningful cross-border collaborative activities based on the WAPES bench-learning methodology, specifically peer-learning.
- ✓ Ms. Rattana KEO, Director of the Planning and Cooperation Unit at the National Employment Agency (NEA) in Cambodia, presented on 'WAPES Joint Project - Best Practices from Cambodia.' She shared NEA's significant efforts to develop two self-assessment tools (Performance Assessment Framework and Customer Satisfaction Survey) and implement them in a pilot. She also offered her insights and future challenges based on her direct involvement in the project.
- ✓ Mr. Shota Otake, an officer in the Employment Policy Division at the Ministry of Health, Labour and Welfare (MHLW) in Japan, shared best practices from the "Hello Work System." This nationwide digital network is designed to implement a wide range of public employment services (PES) effectively and collectively, while maintaining a consistent quality of service. He also introduced a general occupational information website that primarily targets young job seekers.
- ✓ Ms. Sheila Merl Q. Lantaca, a Senior Labor and Employment Officer in the Program Management Division at the Bureau of Local Employment (BLE), Department of Labor and Employment (DOLE) in the Philippines, focused on DOLE's comprehensive strategy to improve PESO, known as the 'PESO five-point agenda'. She also emphasized the importance of the current joint project to advance this agenda.

This featured session concluded with a discussion on future possibilities for leveraging the outcomes of the two projects.



3. Self-Assessment and Peer-learning Sheets

The Self-Assessment and the peer learning sheets are the two major deliverables comprising this Toolkit for this project. The concept of both sheet formats is inspired by WAPES's accumulated expertise and insights, Peer review and Bench learning. Through countless proactive discussions about their creation, project members could deepen mutual understanding of each country's public employment measures in detail, identify strengths and areas for improvement, and consider whether the respective practices are deliverable to partners or other WAPES members.

Based on the agreed project process, members for peer learning were nominated by high-level officials on both sides (Undersecretary, DOLE; Director General, MHLW). These peer learning members, familiar with the five agenda-related measures overall, were required to participate in creating the self-assessment sheet, join group meetings (online), attend the Study Visit in Japan (in person), and contribute to toolkit development through the peer learning sheet.

<Members of the peer learning> (as of July 2025)

(DOLE)

1. Ms. Sheila Merl Q. Lantaca,
Officer-in-Charge of the Program Management Division, DOLE Bureau of Local Employment
2. Ms. Sheryl U. Joaquin,
Supervising Labor and Employment Officer, DOLE Region IX
3. Mr. Erel E. Lim,
Labor and Employment Officer III, DOLE Region VI

(MHLW)

1. Mr. Takashi SUGIMORI,
Deputy Director, Public Employment Security Bureau
2. Mr. Harufumi CHONAN,
Section Chief, Public Employment Security Bureau
3. Mr. Shota OTAKE,
Officer, Public Employment Security Bureau

(WAPES (MHLW))

- Ms. Minako TAKASAKI,
- Project Coordinator, Executive Secretariat, WAPES
 - Deputy Director, Public Employment Security Bureau, MHLW


(1) Self-assessment sheet for study visit discussion

(Main purpose)

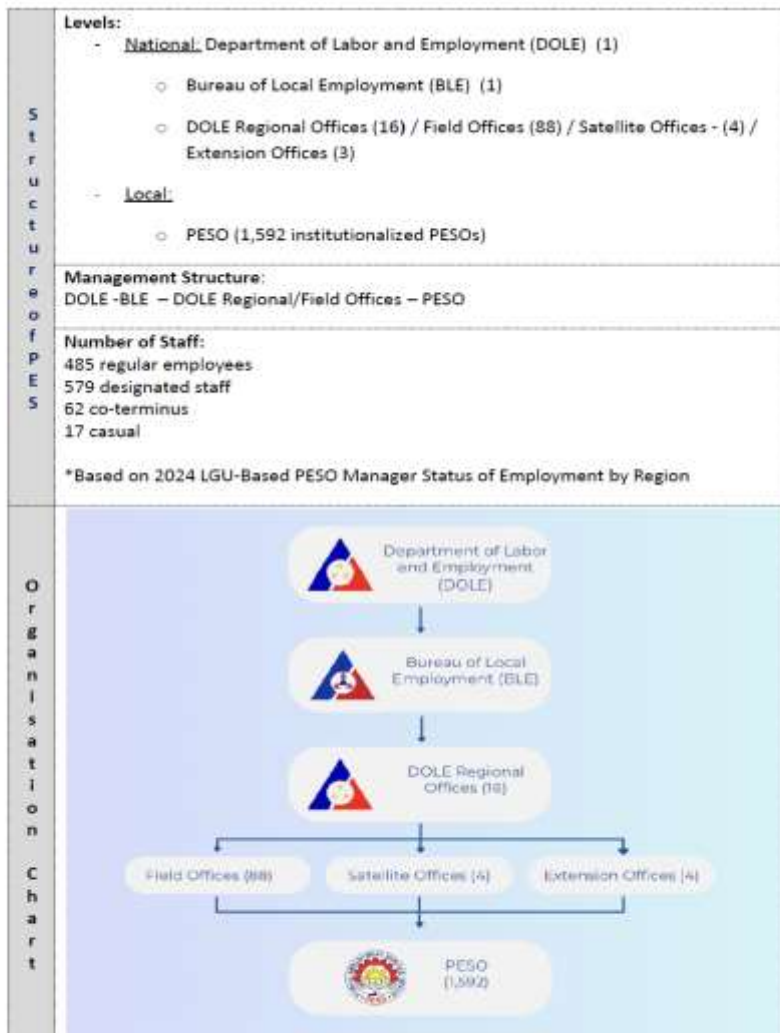
- DOLE and MHLW, respectively, evaluate their performance by completing the same questionnaire, focusing on key areas such as the service delivery network, the budget allocation process, and performance management, using objective measures as much as possible.
- This approach aims to identify similarities and differences, understand partners' basic structures and the outcomes of employment measures, and recognize common challenges in combination with the study visit.

Self-assessment Sheet for study visit discussion

<DOLE>

As of June 2025	
	
Topic Guide (Self-Assessment)	
P o p u l a t i o n	Number 109,035,343 (2020) <i>source: Philippine Statistics Authority (PSA)</i>
	Median age 25.3 years (2020) <i>source: PSA</i>
U n e m p l o y m e n t	Unemployment Rate: 4.1 % (as of April 2025) <i>source: PSA</i>
	Youth Unemployment Rate: 11.5% (as of April 2025) <i>source: PSA</i>
M a i n t a s k s o f P E S	Pursuant to Republic Act (RA) No. 8759, as amended No. 10691 or the PESO Act, PESOs, in general, shall ensure the prompt, timely and efficient delivery of employment service and provision of information on the other DOLE programs.
	Specifically, the PESO shall: <ol style="list-style-type: none"> (a) Provide a venue where people could explore simultaneously various employment options and actually seek assistance they prefer; (b) Serve as referral and information center for the various services and programs of DOLE and other government agencies present in the area; (c) Provide clients with adequate information on employment and labor market situation in the area; and (d) Network with other PESOs within the region on employment for job exchange purposes. To fully realize the objectives of the PESO, the DOLE, through the Bureau of Local Employment (BLE), provides technical assistance and capacitate the PESO focal to deliver the five (5) core public employment services (PES): (1) job search assistance and placement services; (2) labor market information; (3) active labor market programs; (4) administering unemployment benefits; (5) regulatory services.

<p>(1) Job search assistance and placement services. Consistent with the mandate of the ILO Employment Services Convention, 1948 (No. 88) to maintain and ensure the maintenance of a free public employment service, the DOLE provides a variety of ways to facilitate the matching of jobseekers with enterprises that are looking for workers to fill job opportunities.</p> <p>(2) Labor Market Information. Labor Market Information (LMI) refers to any quantitative or qualitative information and intelligence on the labor market that can assist labor market agents in making informed plans, choices, and decisions related to:</p> <ul style="list-style-type: none"> • business requirements; • career planning and preparation; • education and training offerings; • job search; • hiring; • government policy; and • workforce investment strategies. <p>DOLE-BLE facilitates and assists PESOs in securing an up-to-date list of job vacancies from employers and helps them to understand the local labor market in terms of both the supply of potential labor and the current and anticipated future needs of businesses.</p> <p>(3) Active Labor Market Programs. This refers to the intervention in the labor market to help reduce the risk of unemployment and to increase workers' earnings capacity, requiring actions from the beneficiary aimed at increasing job search, employability, actual employment, or productivity.</p> <p>The DOLE-BLE is implementing various mechanisms towards enhancing workforce employability, consistent with linking workers to employment opportunities by accelerating job search and placement, and implementing labor market programs which will enhance youth and adult employability, better employment outreach to rural communities, and increase opportunities for the marginalized and vulnerable members of the labor market.</p> <p>The DOLE-BLE also maintains dynamic and responsive labor market information systems and services towards efficient information flow, better skills anticipation, and competency forecasts.</p> <p>(4) Administering unemployment benefits. The DOLE also endeavors to improve the data collection on dismissed or displaced workers through the reporting mechanism undertaken by the PESO. The data will then be used to assist these workers in facilitating their unemployment benefits and provide them with active labor market programs for transition to wage or self-employment.</p> <p>(5) Regulatory services. We also recognized that other organizations and government agencies provide employment programs to jobseekers or assist enterprises. To support these opportunities, the PESOs are utilized to assist in the implementation of the regulatory services.</p>



Questionnaire

1. What is the institutional framework for the Public Employment Service?

a. What is the management structure and organisational model of the PES?

The Department of Labor and Employment, through the Bureau of Local Employment, serves as the national employment service network. For coordination and technical supervision, DOLE Regional Offices (16), Field Offices (88), Satellite Offices (4), and Extension Offices (3) are linked to Public Employment Service Offices.

b. Are there offices at the regional, provincial, city, local authority, and neighbourhood levels (Please specify different levels in the hierarchy), and how many offices are there at each governance level? (As of April 2025)

Yes, there are regional offices, provincial, city, and local authorities.

At the regional level, there are 16 DOLE Regional Offices, 88 Field Offices, 4 Satellite Offices, and 4 Extension Offices.

At the local government unit, there are 1,592 institutionalized PESOs.

c. Is there a national board managing the PES? If so, who are its members?

No, there is no governing board managing the PES. The DOLE Secretary acts as the overall head, overseeing its policy and implementation through the BLE as the program manager.

The BLE serves as the technical lead in issuing standards, guidelines, and policy coordination for all PESO through the DOLE Regional, Field, Satellite, and Extension offices.

2. What services do the PESOs offer?

a. To job seekers?

Services for the Jobseekers. The jobseekers benefit from the following services:

- (1) **Job search assistance and placement.** Job search assistance and placement is the process of directing pre-screened jobseekers to employers with vacancies, matching their qualifications, while placement is the result of a successful referral.
- (2) **Career Development Support.** It aims to properly inform and educate the youth and jobseekers in finding employment that may suit their interest, experience, and expertise.
- (3) **Provision of Labor Market Information.** It aims to gather data and provide knowledge on the current movements and changes in the labor market supply and demand.

b. To employers?

Services for Employers. Services to the employers feature three core services:

- (1) **Human resources planning.** PESOs support employers by developing organizational charts, job descriptions, implementing performance evaluation systems, training strategies, and anticipating staffing changes. We also provide valuable guidance to improve organizational structure, employee performance, and address future staffing

needs. PESOs also offer crucial assistance to employers who lack training in human resources management. By utilizing labor market information available at PESOs, they help develop job vacancy notices that highlight essential qualifications, ensuring effective recruitment.

- (2) **Recruitment assistance.** PESOs also provide a manageable number of pre-screened candidates, saving employers time and effort in the interview process and reducing costs associated with hiring and orientation.
- (3) **Labor market information provision.** PESOs provide timely and clear labor market information (LMI) to employers for various purposes. LMI is used to determine market wage rates, assess labor availability, and make informed decisions, including information on both the demand and supply sides of the labor market.

3. Resources and capacities

a. What are the main funding sources of the PESO?

	Check
Public (indicate level);	✓ National budget
Unemployment Insurance/Social Security contributions;	
Private;	
Fee-based	

b. What is the average case load? Or could you provide a rough estimate based on the number of clients divided by the number of front-line staff?

Even with the provided references, it is challenging to establish how many clients are handled by each service staff.

Reference: PESO Indicators FY 2024

- Total No. Job Vacancies Solicited - 5,763,854
- Job Applicants Registered - 3,055,134
- Applicants Referred for Placement - 2,813,323

Based on 2024 LGU-Based PESO Manager Status of Employment by Region, the following are the number and nature of PESO personnel:

- 485 regular employees
- 579 designated staff
- 62 co-terminus
- 17 casual

c. Do you know i. what percentage of the unemployed are served by the PESO, and ii. What percentage of placements into jobs is the PESO involved with?

i. We have no exact figures in percentage as to the number of unemployed served by the PESOs yet, but if we are going to look into the current Statistical Performance Reporting

System (SPRS), they are able to cater to an average of 2.3million individual jobseekers in one fiscal year. Relating it to the current labor force participation, that is equivalent to 4.5% of the total active labor force of the Philippines.

ii. As to the percentage of placement, PESOs contribute an average of 2.2 million successful placements in a year. If we are going to relate that to the current employment rate, that reflects 4.5-5% of the total successful job placements in a year.

4. Local level offices (Regional office and PESO): flexibility in delivery, partnership working, and capacities

a. What sorts of flexibility do local offices have in the following:

	Local level flexibility
Outsourcing Is the local level involved in contracting?	<i>e.g local level involved in contracting, monitor performance</i> <i>No, we do not outsource our operations related to contracting and performance monitoring. The Government of the Philippines implements its own monitoring strategies, with Regional Offices and Public PESOs capacitated by the National Offices to effectively deliver programs and services to clients and private employment providers.</i>

b. With whom do the local offices collaborate locally?

	Yes	No
Local regional/ authorities	✓	
Other government departments	✓	
Private enterprises	✓	
Employer's associations	✓	
Unions	✓	

c. Have there been significant improvements to the resources and capacities of local offices since 2015 (a decade ago)?

	Fully sufficient	Somewhat sufficient	Inadequate
Resources			
Financial resources		✓	
Staffing levels			✓
Skills of staff			
Strategic (e.g. to get involved in local networking and strategic planning)		✓	

Technical (e.g., service delivery, counselling skills)		✓	
--	--	---	--

5. Exploring broader questions

Can you describe key current challenges and then promising practices that could be shared associated with:

During the several consultation meetings with the PESO managers, they shared that PESOs experience the following challenges:

1. **Inactivity/Non-institutionalization of PESO.** We kindly note that out of the 1,592 established PESOs, only 643 of them are institutionalized. We view that the institutionalization of the PESO in every province, city, and municipality will best serve the needs of the constituents and fully realize the objectives provided under the law. PESO primarily provides employment services to both the jobseekers and employers; however, their permanent existence also matters when calamity or disaster arises. For instance, during the pandemic, typhoons, and oil spills, PESO serves as the main focal point for the profiling of the affected and displaced workers. PESO's assistance enables the seamless facilitation of the emergency employment programs of DOLE. If there is an established and operational PESO, delivery of these services will be promptly and effectively provided.
2. **Funding constraint.** The insufficient provision of financial support poses an impediment to the comprehensive delivery of services by the PESO at any level of government units. While PES programs are already determined, the effective implementation of these services is hindered due to inadequate resources. The limitations in funding adversely impact various aspects of PESO's operations, including but not limited to staffing, technology infrastructure, training programs, and the overall capacity to cater to the needs of job seekers and employers. With constrained financial resources, PESO may struggle to hire and retain qualified personnel, hindering its ability to provide timely and personalized assistance.
3. **Training and retention of PESO personnel.** We kindly observe that the status of engagement of several PESO personnel is temporary in nature. Some of them are even co-terminus with the incumbent elective officials. The DOLE gives emphasis on the importance of providing regular training and capacity building to the PESO personnel to promote continuity and stability. This strategy is expected to improve the quality of service and mastery of the functions of PESO. Retention of PESO personnel is also important as they could establish institutional knowledge and mastery on how to implement and address the challenges they experienced in delivering the PES. It saves time and effort.
4. **Temporary designation of PESO manager and personnel.** We recognize the utmost dedication of PESO managers and personnel in giving value to their work. However, the temporary designation of PESO managers and personnel poses difficulties in the continuity of performing their duties and responsibilities, especially when they are assigned in a co-terminus engagement.

5. **Digitalization and other technological advancements.** Less developed areas, particularly the 5th and 6th class municipalities, are experiencing weak internet connection and still lack of infrastructure to support the conducive and efficient delivery of digitally-equipped services.

(As of April 2025)



Topic Guide (Self-Assessment)

population	Number 124 million (2024) source: UN statistics
	Median age 49.4 years (2024) source: UN statistics
Unemployment	Unemployment Rate: (As of April 2025) 2.5% source: Statistics Bureau of Japan "Labour Force Survey"
	Youth Unemployment Rate: (As of April 2025) 4.0% (Aged 15 - 24), 3.4% (Aged 25-34) source: Statistics Bureau of Japan "Labour Force Survey"
Main tasks of PES	<p>Three pillars are integrally implemented</p> <ol style="list-style-type: none"> Job Placement (Job placement/consultation for general job seekers and targeted categories (young people, foreigners, people in child rearing, older people, and persons with disabilities), acceptance of job openings, etc) Employment Insurance / Job seekers assistance system (Certification of unemployment status, Providing unemployment benefits, Vocational training allowance, Registration of status for employment insurance status (both employers and employees)) Employment Measures and Regulation (Instruction for achieving the statutory employment rate for persons with disabilities, Support for employment management for foreign workers, Vocational training and subsidies for businesses, etc)
Structure of PES	<p>Levels: (As of FY2025)</p> <ul style="list-style-type: none"> - National: Ministry of Health, Labour and Welfare (1) - Regional: Regional Labour Bureaus (47) - PES offices: (544 (Head office(436), Branch office(95), Annex(13))) - Local: -
	<p>Management Structure: MHLW – Regional Labour Bureaus – PES offices</p> <p>Number of Staff: Regular staff 10,466, Support staff 18,140 (As of 2025.4)</p>
	<p>Organisation Chart:</p>

Questionnaire

1. What is the institutional framework for the Public Employment Service?

a. What is the management structure and organisational model of the PES?

Japan's PES has a centralized management structure at the national level. The Bureau of Employment Security in the Ministry of Health, Labour and Welfare serves as the headquarters. 47 Regional Labour Bureaus are located in each of 47 prefectures, under which 544 Public Employment Service Offices (*Hello Work*) are operated.

b. Are there offices at the regional, provincial, city, local authority, and neighbourhood levels (Please specify different levels in the hierarchy), and how many offices are there at each governance level? (As of April 2025)

National level: Employment Security Bureau of MHLW (1)- Regional Labour Bureau(47) - Public Employment Service Office (PESO or *Hello Work*)(544)

c. Is there a national board managing the PES? If so, who are its members?

In the MHLW, the PES is under the supervision of the Director General (DG) of the Employment Security Bureau. When the DG determines the PES-related policy, consulting with the National Advisory Committee on Labour Policy is required. The members consist of representatives from Labour Unions, Employer's associations, and academia/specialists. In addition, at the regional level, there are 47 Regional Advisory Committees on Labour Policy.

2. What services do the PESOs offer?

a. To job seekers?

- Consultation on the way of job-seeking activities
- Career counselling
- Job placements utilizing a nationwide network
- Seminars to help with job finding activities (interview preparation etc.)
- Guidance for vocational training enrolment
- Providing unemployment insurance benefits and related allowances

b. To employers?

- Posting job openings in a nationwide network system (*Hello Work System*)
- Advice and guidance on quality of job offers, managing employment for foreign workers, securing employment for older workers after the mandatory retirement age, and achieving the statutory employment rate for persons with disabilities
- Seminars to improve employment management
- Providing employment promotion/retention subsidies
- Providing employment statistical information
- Registration of status for employment insurance status (both employers and employees).

3. Resources and capacities

a. What are the main funding sources of the PESO?

	Check
Public (indicate level);	✓ National budget

Unemployment Insurance/Social Security contributions;	✓
Private;	
Fee-based	

b. What is the average case load? Or could you provide a rough estimate based on the number of clients divided by the number of front-line staff?

It is difficult to grasp the number of clients per one service staff.

(References)

- Total registered job seekers: 4,505 thousand (FY2023)
- Total registered job vacancies: 10,275 thousand (FY2023)
- Total successful placements: 1,028 thousand (FY2023)
- Number of officials in PESO: Approx.11,500, Counsellors in PESO: Approx.18,000 (2024)

c. Do you know i. what percentage of the unemployed are served by the PESO, and ii. What percentage of placements into jobs is the PESO involved with?

i No research

ii The percentage of placements into jobs through PESO is 19.2%.

(PESO:19.2%, Private placement agency:6.3%, School:1.0%, Media - advertisement by private employment services: 33.2%, Personal connection: 23.5%, Others:16.7%)

Source: National Survey on Employment Trends in 2023 (conducted by MHLW)

4. Local level offices (Regional office and PESO): flexibility in delivery, partnership working, and capacities

a. What sorts of flexibility do local offices have in the following:

	Local level flexibility
Outsourcing	e.g local level involved in contracting, monitor performance
Is the local level involved in contracting?	We outsource the operation of some seminars and guidance sessions at PESOs to private employment service providers.

b. With whom do the local offices collaborate locally?

	Yes	No
Local regional/ authorities	✓	
Other government departments	✓	
Private enterprises	✓	
Employer's associations	✓	
Unions	✓	

- There are [Employment measure agreements](#), which are official agreements on employment strategies between national and local governments to tackle together the issues each region is facing and to accomplish solutions effectively under mutual responsibilities.

- There is [a one-stop service scheme](#) under collaboration between the employment service by the national government and the social welfare service by local government
- Information of the Job openings that PESOs possess can be provided to interested private employment agencies and municipalities through the online network since 2014.
- We have National and Regional Advisory Committees on labour policy, which are tripartite structures comprising employers' associations, Unions, and academia or specialists.
- In the Job Seeker Support Training, MHLW accredits training courses implemented by private service providers. Regional labour bureaus provide benefits to job seekers who join the accredited training course.

c. Have there been significant improvements to the resources and capacities of local offices since 2015 (a decade ago)?

	Fully sufficient	Somewhat sufficient	Inadequate
Resources			
Financial resources		✓	
Staffing levels		✓	
Skills of staff			
Strategic (e.g. to get involved in local networking and strategic planning)		✓	
Technical (e.g., service delivery, counselling skills)		✓	

5. Exploring broader questions

Can you describe key current challenges and then promising practices that could be shared associated with:

- Labour force shortages in all industries and skilled worker shortages mainly in IT industries
- Improvement of job matching with the utilization of digital tools in job counselling at PESO
- Demographic challenges (accelerating aging society and low birth rate)

(2) Peer-learning Sheet

(Main purpose)

- Summary and consolidation of overall Peer Learning activities, including self-assessment, feedback from project members, ideas, good practices, and challenges.
- Providing suggestions for both sides to improve quality and optimize resources.
- Sharing with all WAPES members the transferable good practices that the two countries have implemented to stimulate further improvement of PES.

a. Overview (Country's basic information and PES (structure and main tasks))

<DOLE>



Country's basic information and PES (structure and main tasks)

Overview of Philippine Demographic Trends and Labor Market Landscape

The Philippine population increased by 3.69 million, from 109.04 million in 2020 to 112.73 million in 2024.¹

Based on the 2024 census by the Philippine Statistics Authority (PSA), the country's population grew by 0.8 percent yearly from 2020 to 2024, much lower than the 1.6-percent annual increase recorded from 2015 to 2020. This slowdown may be attributed to several interrelated factors, including declining fertility and birth rates, elevated mortality during the COVID-19 pandemic, and subdued migration activity.

The PSA also projected that as early as 2030, some 7 percent of Filipinos will be 65 years old and above. At such a percentage, the country would be crossing the threshold and be classified as an "aging population."²

The Philippines is a lower-middle-income country (latest World Bank income classification), based on Gross National Income (GNI) per capita. With a young and growing labor force, the country faces both opportunities and challenges to ensure effective job matching, skills alignment, and inclusive access to employment services. Variations in institutional capacity and fiscal resources across Local Government Units (LGUs) contribute to uneven public employment service delivery.

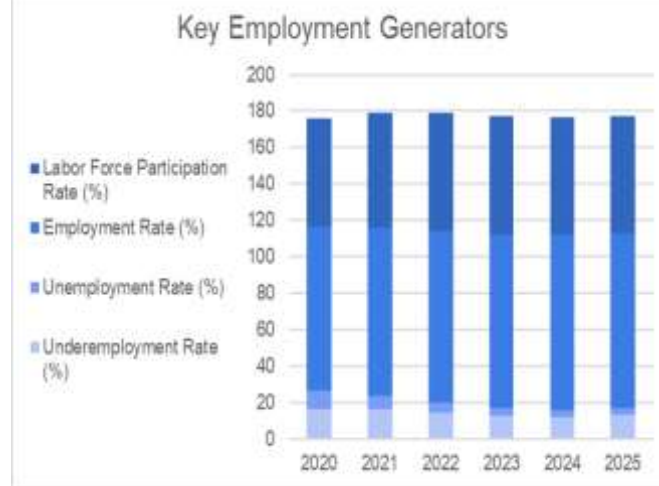
As of November 2025, the Philippine labor force stands at 49.26 million, with a participation rate of 64%. Among these, 51.52 million individuals are employed, reflecting a robust employment rate of 95.6%. However, around 1.66 million remain unemployed, representing a 4.4% unemployment rate. Additionally, underemployment continues to affect 5.11 million workers, approximately 10.4% of the labor force—indicating the need for more stable and adequately paying jobs. A gender gap also persists, with male participation at 77% compared to only 56.3% for women.

In terms of employment drivers, the services sector remains the backbone of the economy, led by IT-BPM, retail, and tourism industries. The industrial sector, comprising manufacturing and construction, also plays a pivotal role in employment generation, particularly as infrastructure spending increases. Meanwhile, agriculture continues to support livelihoods in rural areas through farming and fisheries. Overseas Filipino Workers remain vital, with their remittances accounting for nearly 10% of GDP. Looking ahead, emerging sectors such as green jobs and digital services offer promising new avenues for inclusive and sustainable employment.

¹ Proclamation No. 973, s. 2025

² <https://pids.gov.ph/details/news/in-the-news/trend-sees-ph-becoming-an-aging-population-by-2030>

Country's basic information and PES (structure and main tasks)



Policy Frameworks

The Philippines' programs and services are aligned with the current Administration's Philippine Development Plan (PDP) 2023-2028.

Under Chapter 4 of the Plan, increasing the income-earning ability of Filipinos involves developing the workforce and increasing their employability in the market, ensuring that skills are aligned not just with the current in-demand requirements but also with critical and emerging skills.

Likewise, the Philippine Labor and Employment Plan 2023-2028 serves as a strategic roadmap for labor and employment objectives aligned with the Philippine Development Plan 2023-2028.

Further, the Trabaho Para sa Bayan Act (Republic Act No. 11962) was signed into law, marking a pivotal moment in the Philippine government's commitment to addressing employment challenges and fostering labor market development. This landmark legislation establishes a comprehensive national employment master plan, aptly named the Trabaho Para sa Bayan (TPB) Plan.

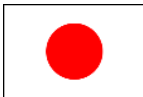
The Plan focuses on promoting decent employment, advancing business opportunities, and creating a robust framework for equitable growth. It also emphasizes access to opportunities for skills development and career advancement, the promotion of a supportive labor environment that upholds workers' welfare alongside business competitiveness, and the enhancement of labor market governance to advance progress toward a fulfilling and secure future for every Filipino.

Public Employment Service Office (PESO)

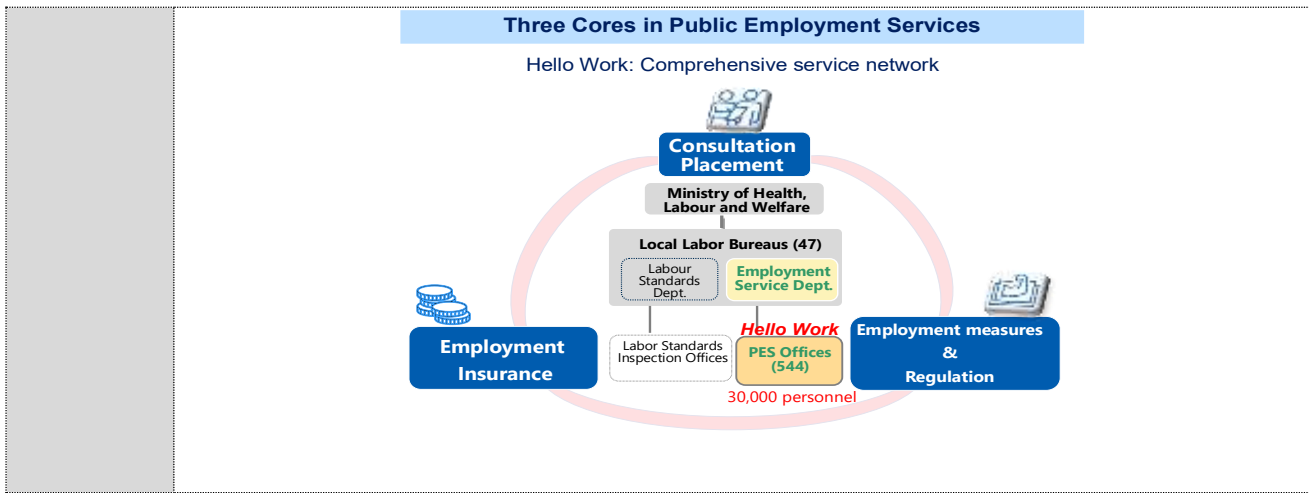
The Public Employment Service (PES) system operates under Republic Act No. 8759, as amended by Republic Act No. 10691 (PESO Act). The Act institutionalizes Public Employment Service Offices (PESOs) in all local government units (LGUs) to provide free employment facilitation services. It mandates the establishment of PESOs, defines their core functions such as job placement, career counseling, labor market information dissemination, and skills development coordination, and requires regular funding and plantilla personnel to ensure sustainability.

Under the Act, the Department of Labor and Employment (DOLE), through the Bureau of Local Employment (BLE), provides national policy direction, standards-setting, technical supervision, and performance monitoring, while PESOs are administratively supervised by LGUs.

PESOs are mandated to deliver five (5) core services: job search assistance and placement, labor market information, active labor market programs, administration of unemployment benefits, and regulatory support services. As of 2025, 1,592 PESOs have been established nationwide, of which only 832 are institutionalized, affecting service continuity and long-term capacity.



Country's basic information and PES (structure and main tasks)	
Population	Number: 124 million (2024) <i>source: UN statistics</i>
	Median age: 49.4 years (2024) <i>source: UN statistics</i>
Unemployment	Unemployment Rate: 2.5% (As of April 2025) <i>source: Statistics Bureau of Japan "Labour Force Survey"</i>
	Youth Unemployment Rate: 4.0% (Aged 15 - 24), 3.4% (Aged 25-34) (As of April 2025) <i>source: Statistics Bureau of Japan "Labour Force Survey"</i>
Major tasks	<p>Three pillars are integrally implemented.</p> <p>1. <u>Job Consultation/Placement</u></p> <ul style="list-style-type: none"> • Job placement/consultation for general job seekers and targeted categories (young people, foreigners, people in child rearing, older people, and persons with disabilities) • Acceptance and posting of job openings by employers on the nationwide public job searching system, etc. <p>2. <u>Employment Insurance / Job seekers' assistance benefit</u></p> <ul style="list-style-type: none"> • Confirming unemployment status for the eligibility of unemployment benefits (unemployed job seekers) • Providing unemployment benefits, public vocational training benefits, and Education and training benefits, etc. (Eligible beneficiaries) • Enrollment and registration of employment insurance status (both employers and employees) <p>3. <u>Employment Measures and Regulation</u></p> <ul style="list-style-type: none"> • Data analysis of Labour Market Statistics and Employment Insurance Status • Instruction for achieving the statutory employment rate for persons with disabilities (Employers) • Guidance for employment management for foreign workers and older workers (Employers) • Providing employment and human resources development subsidies (Employers) • Consultation and matching with suitable vocational training (unemployed job seekers), etc.
Structure	<p>Levels:</p> <p><u>National:</u> Ministry of Health, Labour and Welfare (MHLW) (1) Regional Labour Bureaus (47) PES offices (544: Head offices(436), Branch offices(95), Annex offices(13)) (As of 2025.4)</p> <p><u>Local:</u> -</p> <ul style="list-style-type: none"> * 317 Employment measure agreements with local government (47 Prefectures and 270 Municipalities) (As of 2025.3) * 341 one-stop consultation corners in collaboration between the national employment service and the local social welfare service to provide effective job-finding support for welfare assistant beneficiaries. (As of 2025.3)
	Management Structure: MHLW – Regional Labour Bureaus – PES offices
	<p>Number of Staff:</p> <p>Total: Approx. 30,000 (Regular staff 10,466, Contract staff 18,140) (As of 2025.4)</p>
	Organisation Chart:



b. Description and Self-Assessment Results on PESO FIVE-POINT Agenda

* MHLW: Corresponding measures with PESO FIVE-POINT Agenda

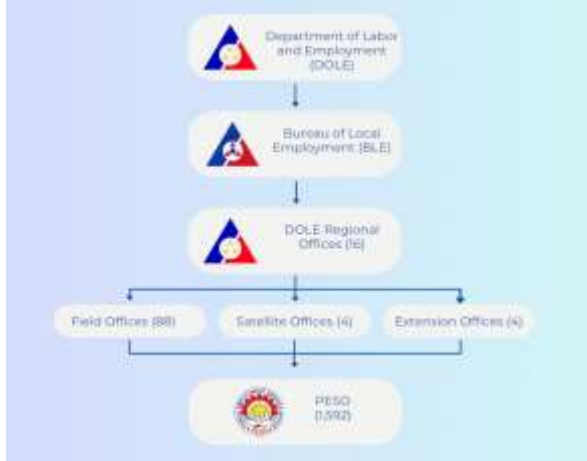
<DOLE>



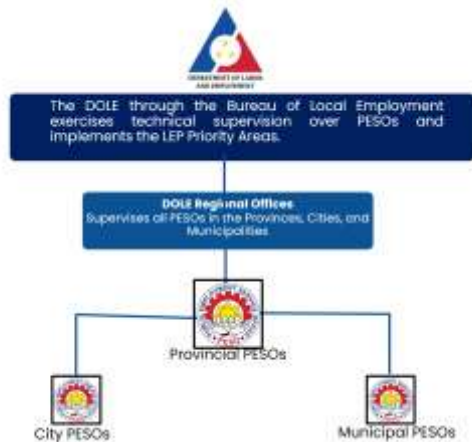
1. PESO Institutionalization	
Description	Self-Assessment Results
<p>PESO institutionalization under Republic Act No. 10691 refers not only to the establishment of permanent organizational structures and allocation of funding, but to the effective functioning of the public employment service system as a whole. In the Philippine context, institutionalization ensures the permanence of the PESO within the LGU, stability of leadership and staffing, predictable operational support, and the proper exercise of dual governance—administrative supervision by the LGU and technical supervision, standards-setting, and guidance by the Department of Labor and Employment (DOLE).</p>	<p><u>The Philippines’ Employment Facilitation Structure</u></p> <p>At the national level, the employment facilitation network is led by one Department of Labor and Employment (DOLE) through the Bureau of Local Employment (BLE). This is further reinforced by DOLE’s nationwide presence, which includes sixteen (16) Regional Offices, eighty-eight (88) Field Offices, four (4) Satellite Offices, and three (3) Extension Offices.</p> <p>At the local level, implementation is carried out through 1,592 established Public Employment Service Offices (PESOs), which serve as the frontline providers of employment services across various local government units nationwide. Of these, 832 are institutionalized. Institutionalization is a critical prerequisite for sustained improvements in PESO capacity development and the consistent delivery of core employment services. Without institutionalization, capacity-building efforts tend to become repetitive and remedial due to staff turnover, and service delivery often becomes activity-driven rather than system-based. Conversely, institutionalized PESOs create the necessary conditions for cumulative staff development and the consistent and effective performance of core PESO functions.</p>

1. PESO Institutionalization

Description



PESO Operational Structure



Japan's Public Employment Service (PES) has a centralized management system at the national level. The Bureau of Employment Security, within the Ministry of Health, Labour and Welfare (MHLW), functions as the headquarters. There are 47 Regional Labour Bureaus, each located in a different prefecture, overseeing a total of 544 Public Employment Service Offices (Hello Work). All PES operations in Japan are managed by the national government with consistent quality nationwide.

Source: RA 10691, Sections 7–9; PES Self-Assessment (2025).


Self-Assessment Results

Number of PESO Manager and status of employment

Based on the 2025 National PESO Survey Report,³ a total of 1,002 PESO managers hold plantilla or permanent positions, while 673 serve in a designated capacity. Other non-plantilla arrangements include co-terminus (50), contractual (38), casual (17), and detailed (8) appointments.

³A comprehensive and system-wide assessment of the institutional condition, service delivery capacity, leadership structure, and fiscal footing of Public Employment Service Offices (PESOS) and Job Placement Offices (JPOs) nationwide.

1. PESO Institutionalization

Description	Self-Assessment Results
<p>Core Public Employment Services</p> <p>To fully realize the objectives of the PESO, the DOLE, through the Bureau of Local Employment (BLE), provides technical assistance and capacitate the PESO focals to deliver the five (5) core public employment services (PES): (1) job search assistance and placement services; (2) labor market information; (3) active labor market programs; (4) administering unemployment benefits; (5) regulatory services.</p>  <p>Facilitate Efficient Job Matching and Career Development Support. PES helps match people looking for work with companies that have job vacancies through its job search assistance and placement services, including career development support services. Whether it's manual or electronic, PES assists in the process of finding employment opportunities efficiently.</p> <p>Builds Labor Market Database to Strengthen Employment Information Services. It also gathers jobseekers' registrations and job vacancy notices to create a database of labor market data, which, combined with other statistical information, forms the basis for labor market information shared through the PES.</p> <p>Expands Employment, Livelihood, and Social Protection Support for Vulnerable Sectors. PES also aids in improving opportunities for individuals to land a job or start as self-employed through referral to active labor market programs, including assisted support to groups in vulnerable situations such as low-skilled, juvenile, single mothers, and the differently-abled persons.</p> <p>During times of crises and disruptions, PES also bridges the gap by facilitating individuals' application to various social protection and unemployment benefits.</p>	<p>A. Job search assistance and placement services. Consistent with the mandate of ILO Employment Services Convention, 1948 (No. 88) to maintain and ensure the maintenance of a free public employment service, the DOLE provides a variety of ways to facilitate the matching of jobseekers with enterprises that are looking for workers to fill job opportunities. These services include the following:</p> <ol style="list-style-type: none"> 1. Services for the Jobseekers. The jobseekers will benefit from the information on enterprises, and the skills needed, as well as information on what training that are available locally to help them meet the requirements of employers, as PESO helps them select appropriate occupations. 2. Services for Employers. Services to the employers feature three core services: (1) human resources planning; (2) recruitment assistance; and (3) labor market information provision. The objective is to help employers, through PESO, in understanding labor market demand, implementing effective measures, and gathering information on job opportunities. Building strong relationships with employers allows for planning interventions like job fairs, career fairs, and training programs, enhancing jobseekers' employability and improving job matching. 3. National Skills Registration Program (NSRP). The NSRP is a program initiated by the DOLE with the main objective of maintaining a continuing nationwide skills registry. <p>PESO Employment Information System (PEIS) and PhilJobNet. Under the NSRP, the BLE operates and maintains the overarching labor market information (LMI) systems – PEIS and PhilJobNet. These are employment facilitation machinery which aims to cover all cities and municipalities in the country with the PESOs as the implementation arm of the program. The PEIS and PhilJobNet maintain a live register of jobseekers (Active List) and archive of assisted clients (Served List). It is also an expanded database of human resource demand from both local and foreign employers.</p>

1. PESO Institutionalization

Description	Self-Assessment Results																																																																																																																																																																																				
<p>Supports Regulation of Employment Services. PES also helps in the regulation of employment services such as job fair regulation (i.e., legitimate companies/establishments are joining the job fair activity).</p>	<p>The primary clients of these systems include jobseekers, employers, private employment agencies (PEA), overseas recruitment agencies, contractors and subcontractors under Department Order (D.O. 174, series of 2017). Other clients include educational institutions, foundations/NGOs, national government agencies, and groups in the vulnerable sectors.</p> <p>In 2022, the BLE integrated the processes and databases of the PhilJobNet and PEIS for a more efficient system of managing and reporting of the national skills registry.</p> <p>Currently, there are 2,169,221 registered jobseekers. A total of 35,932 establishments are registered and 2,661,066 active vacancies are posted.</p>																																																																																																																																																																																				
	<p>Table 1. – Number of Jobseekers Registration per Region, 2017-2025</p>																																																																																																																																																																																				
	<table border="1"> <thead> <tr> <th>REGION</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>NCR</td> <td>30,858</td> <td>81,487</td> <td>146,712</td> <td>66,055</td> <td>114,353</td> <td>183,156</td> <td>193,283</td> <td>205,276</td> <td>167,175</td> </tr> <tr> <td>CAR</td> <td>16,874</td> <td>35,244</td> <td>35,710</td> <td>12,460</td> <td>71,694</td> <td>43,931</td> <td>36,033</td> <td>37,475</td> <td>46,759</td> </tr> <tr> <td>1</td> <td>5,034</td> <td>53,887</td> <td>68,857</td> <td>30,288</td> <td>99,139</td> <td>140,948</td> <td>162,846</td> <td>168,716</td> <td>167,825</td> </tr> <tr> <td>2</td> <td>14,436</td> <td>26,211</td> <td>69,745</td> <td>105,401</td> <td>81,948</td> <td>148,316</td> <td>154,094</td> <td>89,539</td> <td>103,282</td> </tr> <tr> <td>3</td> <td>78,617</td> <td>202,651</td> <td>266,886</td> <td>108,683</td> <td>212,603</td> <td>203,200</td> <td>206,836</td> <td>234,183</td> <td>184,184</td> </tr> <tr> <td>4A</td> <td>18,575</td> <td>45,782</td> <td>71,818</td> <td>114,840</td> <td>154,522</td> <td>207,577</td> <td>266,099</td> <td>407,250</td> <td>343,158</td> </tr> <tr> <td>4B</td> <td>6,285</td> <td>8,944</td> <td>4,958</td> <td>2,602</td> <td>5,003</td> <td>10,637</td> <td>18,542</td> <td>48,514</td> <td>63,033</td> </tr> <tr> <td>5</td> <td>9,458</td> <td>25,228</td> <td>23,681</td> <td>3,584</td> <td>21,738</td> <td>25,306</td> <td>53,064</td> <td>76,552</td> <td>63,327</td> </tr> <tr> <td>6</td> <td>47,297</td> <td>197,361</td> <td>308,446</td> <td>173,422</td> <td>110,011</td> <td>238,295</td> <td>175,425</td> <td>220,458</td> <td>193,969</td> </tr> <tr> <td>7</td> <td>36,715</td> <td>122,042</td> <td>76,785</td> <td>50,588</td> <td>85,088</td> <td>132,560</td> <td>167,395</td> <td>180,734</td> <td>172,247</td> </tr> <tr> <td>8</td> <td>22,546</td> <td>30,816</td> <td>31,537</td> <td>21,065</td> <td>27,311</td> <td>36,205</td> <td>88,865</td> <td>152,963</td> <td>103,149</td> </tr> <tr> <td>9</td> <td>1,034</td> <td>16,881</td> <td>25,154</td> <td>21,378</td> <td>138,295</td> <td>167,783</td> <td>154,995</td> <td>148,880</td> <td>134,111</td> </tr> <tr> <td>10</td> <td>6,188</td> <td>28,160</td> <td>44,550</td> <td>42,922</td> <td>55,054</td> <td>137,847</td> <td>152,921</td> <td>188,546</td> <td>92,302</td> </tr> <tr> <td>11</td> <td>81,835</td> <td>179,717</td> <td>184,884</td> <td>183,164</td> <td>180,296</td> <td>162,159</td> <td>203,862</td> <td>218,747</td> <td>158,505</td> </tr> <tr> <td>12</td> <td>88,960</td> <td>81,887</td> <td>50,526</td> <td>47,524</td> <td>188,797</td> <td>132,181</td> <td>150,050</td> <td>103,140</td> <td>86,438</td> </tr> <tr> <td>CARAGA</td> <td>5,687</td> <td>8,819</td> <td>26,829</td> <td>19,037</td> <td>15,603</td> <td>47,309</td> <td>58,820</td> <td>84,756</td> <td>102,734</td> </tr> <tr> <td>TOTAL</td> <td>487,498</td> <td>1,194,738</td> <td>1,438,157</td> <td>664,684</td> <td>1,699,878</td> <td>2,189,399</td> <td>2,321,028</td> <td>2,697,298</td> <td>2,169,221</td> </tr> </tbody> </table> <p>Source: PESO Employment Information System (PEIS)</p>	REGION	2017	2018	2019	2020	2021	2022	2023	2024	2025	NCR	30,858	81,487	146,712	66,055	114,353	183,156	193,283	205,276	167,175	CAR	16,874	35,244	35,710	12,460	71,694	43,931	36,033	37,475	46,759	1	5,034	53,887	68,857	30,288	99,139	140,948	162,846	168,716	167,825	2	14,436	26,211	69,745	105,401	81,948	148,316	154,094	89,539	103,282	3	78,617	202,651	266,886	108,683	212,603	203,200	206,836	234,183	184,184	4A	18,575	45,782	71,818	114,840	154,522	207,577	266,099	407,250	343,158	4B	6,285	8,944	4,958	2,602	5,003	10,637	18,542	48,514	63,033	5	9,458	25,228	23,681	3,584	21,738	25,306	53,064	76,552	63,327	6	47,297	197,361	308,446	173,422	110,011	238,295	175,425	220,458	193,969	7	36,715	122,042	76,785	50,588	85,088	132,560	167,395	180,734	172,247	8	22,546	30,816	31,537	21,065	27,311	36,205	88,865	152,963	103,149	9	1,034	16,881	25,154	21,378	138,295	167,783	154,995	148,880	134,111	10	6,188	28,160	44,550	42,922	55,054	137,847	152,921	188,546	92,302	11	81,835	179,717	184,884	183,164	180,296	162,159	203,862	218,747	158,505	12	88,960	81,887	50,526	47,524	188,797	132,181	150,050	103,140	86,438	CARAGA	5,687	8,819	26,829	19,037	15,603	47,309	58,820	84,756	102,734	TOTAL	487,498	1,194,738	1,438,157	664,684	1,699,878	2,189,399	2,321,028	2,697,298	2,169,221
REGION	2017	2018	2019	2020	2021	2022	2023	2024	2025																																																																																																																																																																												
NCR	30,858	81,487	146,712	66,055	114,353	183,156	193,283	205,276	167,175																																																																																																																																																																												
CAR	16,874	35,244	35,710	12,460	71,694	43,931	36,033	37,475	46,759																																																																																																																																																																												
1	5,034	53,887	68,857	30,288	99,139	140,948	162,846	168,716	167,825																																																																																																																																																																												
2	14,436	26,211	69,745	105,401	81,948	148,316	154,094	89,539	103,282																																																																																																																																																																												
3	78,617	202,651	266,886	108,683	212,603	203,200	206,836	234,183	184,184																																																																																																																																																																												
4A	18,575	45,782	71,818	114,840	154,522	207,577	266,099	407,250	343,158																																																																																																																																																																												
4B	6,285	8,944	4,958	2,602	5,003	10,637	18,542	48,514	63,033																																																																																																																																																																												
5	9,458	25,228	23,681	3,584	21,738	25,306	53,064	76,552	63,327																																																																																																																																																																												
6	47,297	197,361	308,446	173,422	110,011	238,295	175,425	220,458	193,969																																																																																																																																																																												
7	36,715	122,042	76,785	50,588	85,088	132,560	167,395	180,734	172,247																																																																																																																																																																												
8	22,546	30,816	31,537	21,065	27,311	36,205	88,865	152,963	103,149																																																																																																																																																																												
9	1,034	16,881	25,154	21,378	138,295	167,783	154,995	148,880	134,111																																																																																																																																																																												
10	6,188	28,160	44,550	42,922	55,054	137,847	152,921	188,546	92,302																																																																																																																																																																												
11	81,835	179,717	184,884	183,164	180,296	162,159	203,862	218,747	158,505																																																																																																																																																																												
12	88,960	81,887	50,526	47,524	188,797	132,181	150,050	103,140	86,438																																																																																																																																																																												
CARAGA	5,687	8,819	26,829	19,037	15,603	47,309	58,820	84,756	102,734																																																																																																																																																																												
TOTAL	487,498	1,194,738	1,438,157	664,684	1,699,878	2,189,399	2,321,028	2,697,298	2,169,221																																																																																																																																																																												
	<p>Table 2. – Number of Establishment Registration per Region, 2017-2025</p>																																																																																																																																																																																				
	<table border="1"> <thead> <tr> <th>REGION</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>NCR</td> <td>886</td> <td>3,311</td> <td>3,085</td> <td>1,232</td> <td>1,321</td> <td>3,693</td> <td>4,378</td> <td>3,257</td> <td>4,585</td> </tr> <tr> <td>CAR</td> <td>264</td> <td>825</td> <td>270</td> <td>54</td> <td>78</td> <td>438</td> <td>293</td> <td>285</td> <td>344</td> </tr> <tr> <td>1</td> <td>319</td> <td>1,905</td> <td>3,819</td> <td>1,785</td> <td>2,617</td> <td>4,786</td> <td>8,717</td> <td>5,372</td> <td>8,053</td> </tr> <tr> <td>2</td> <td>142</td> <td>738</td> <td>648</td> <td>847</td> <td>1,310</td> <td>1,416</td> <td>1,526</td> <td>1,751</td> <td>1,337</td> </tr> <tr> <td>3</td> <td>1,584</td> <td>6,984</td> <td>3,155</td> <td>1,344</td> <td>1,511</td> <td>2,250</td> <td>1,700</td> <td>2,376</td> <td>3,458</td> </tr> <tr> <td>4A</td> <td>300</td> <td>229</td> <td>383</td> <td>761</td> <td>2,212</td> <td>4,532</td> <td>3,479</td> <td>2,572</td> <td>2,855</td> </tr> <tr> <td>4B</td> <td>1,096</td> <td>257</td> <td>522</td> <td>60</td> <td>88</td> <td>278</td> <td>1,189</td> <td>762</td> <td>665</td> </tr> <tr> <td>5</td> <td>143</td> <td>713</td> <td>674</td> <td>193</td> <td>268</td> <td>613</td> <td>1,129</td> <td>1,540</td> <td>1,630</td> </tr> <tr> <td>6</td> <td>268</td> <td>846</td> <td>5,581</td> <td>3,875</td> <td>1,415</td> <td>1,852</td> <td>1,438</td> <td>944</td> <td>780</td> </tr> <tr> <td>7</td> <td>1,003</td> <td>489</td> <td>479</td> <td>168</td> <td>533</td> <td>1,750</td> <td>1,293</td> <td>2,299</td> <td>2,085</td> </tr> <tr> <td>8</td> <td>1,267</td> <td>913</td> <td>602</td> <td>113</td> <td>891</td> <td>2,017</td> <td>2,016</td> <td>2,110</td> <td>1,703</td> </tr> <tr> <td>9</td> <td>286</td> <td>357</td> <td>509</td> <td>1,035</td> <td>2,966</td> <td>1,549</td> <td>1,053</td> <td>850</td> <td>646</td> </tr> <tr> <td>10</td> <td>123</td> <td>866</td> <td>1,539</td> <td>881</td> <td>726</td> <td>2,398</td> <td>2,515</td> <td>2,033</td> <td>2,858</td> </tr> <tr> <td>11</td> <td>759</td> <td>823</td> <td>1,642</td> <td>1,226</td> <td>445</td> <td>796</td> <td>1,325</td> <td>1,457</td> <td>1,570</td> </tr> <tr> <td>12</td> <td>511</td> <td>459</td> <td>793</td> <td>534</td> <td>968</td> <td>403</td> <td>506</td> <td>951</td> <td>947</td> </tr> <tr> <td>CARAGA</td> <td>777</td> <td>700</td> <td>950</td> <td>458</td> <td>317</td> <td>817</td> <td>2,046</td> <td>2,718</td> <td>3,038</td> </tr> <tr> <td>TOTAL</td> <td>9,008</td> <td>20,415</td> <td>24,670</td> <td>14,516</td> <td>17,672</td> <td>29,588</td> <td>34,603</td> <td>31,277</td> <td>35,932</td> </tr> </tbody> </table> <p>Source: PESO Employment Information System (PEIS)</p>	REGION	2017	2018	2019	2020	2021	2022	2023	2024	2025	NCR	886	3,311	3,085	1,232	1,321	3,693	4,378	3,257	4,585	CAR	264	825	270	54	78	438	293	285	344	1	319	1,905	3,819	1,785	2,617	4,786	8,717	5,372	8,053	2	142	738	648	847	1,310	1,416	1,526	1,751	1,337	3	1,584	6,984	3,155	1,344	1,511	2,250	1,700	2,376	3,458	4A	300	229	383	761	2,212	4,532	3,479	2,572	2,855	4B	1,096	257	522	60	88	278	1,189	762	665	5	143	713	674	193	268	613	1,129	1,540	1,630	6	268	846	5,581	3,875	1,415	1,852	1,438	944	780	7	1,003	489	479	168	533	1,750	1,293	2,299	2,085	8	1,267	913	602	113	891	2,017	2,016	2,110	1,703	9	286	357	509	1,035	2,966	1,549	1,053	850	646	10	123	866	1,539	881	726	2,398	2,515	2,033	2,858	11	759	823	1,642	1,226	445	796	1,325	1,457	1,570	12	511	459	793	534	968	403	506	951	947	CARAGA	777	700	950	458	317	817	2,046	2,718	3,038	TOTAL	9,008	20,415	24,670	14,516	17,672	29,588	34,603	31,277	35,932
REGION	2017	2018	2019	2020	2021	2022	2023	2024	2025																																																																																																																																																																												
NCR	886	3,311	3,085	1,232	1,321	3,693	4,378	3,257	4,585																																																																																																																																																																												
CAR	264	825	270	54	78	438	293	285	344																																																																																																																																																																												
1	319	1,905	3,819	1,785	2,617	4,786	8,717	5,372	8,053																																																																																																																																																																												
2	142	738	648	847	1,310	1,416	1,526	1,751	1,337																																																																																																																																																																												
3	1,584	6,984	3,155	1,344	1,511	2,250	1,700	2,376	3,458																																																																																																																																																																												
4A	300	229	383	761	2,212	4,532	3,479	2,572	2,855																																																																																																																																																																												
4B	1,096	257	522	60	88	278	1,189	762	665																																																																																																																																																																												
5	143	713	674	193	268	613	1,129	1,540	1,630																																																																																																																																																																												
6	268	846	5,581	3,875	1,415	1,852	1,438	944	780																																																																																																																																																																												
7	1,003	489	479	168	533	1,750	1,293	2,299	2,085																																																																																																																																																																												
8	1,267	913	602	113	891	2,017	2,016	2,110	1,703																																																																																																																																																																												
9	286	357	509	1,035	2,966	1,549	1,053	850	646																																																																																																																																																																												
10	123	866	1,539	881	726	2,398	2,515	2,033	2,858																																																																																																																																																																												
11	759	823	1,642	1,226	445	796	1,325	1,457	1,570																																																																																																																																																																												
12	511	459	793	534	968	403	506	951	947																																																																																																																																																																												
CARAGA	777	700	950	458	317	817	2,046	2,718	3,038																																																																																																																																																																												
TOTAL	9,008	20,415	24,670	14,516	17,672	29,588	34,603	31,277	35,932																																																																																																																																																																												
	<p>Table 3 – Number of Posted Vacancies in PEIS per Region, 2017-2025</p>																																																																																																																																																																																				

1. PESO Institutionalization

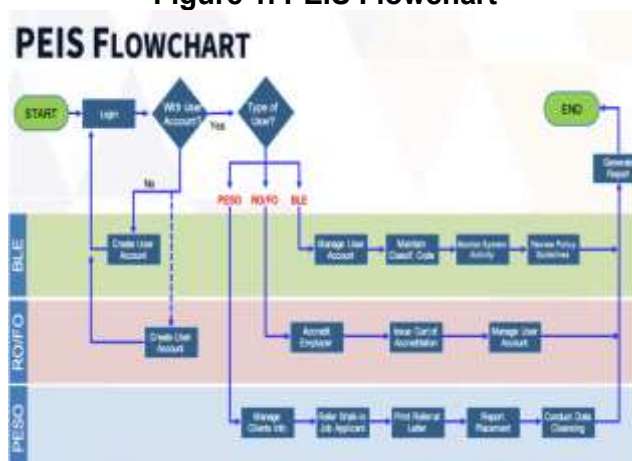
Description

Self-Assessment Results

REGION	2017	2018	2019	2020	2021	2022	2023	2024	2025
NCR	23,944	80,067	421,063	525,288	887,003	150,599	845,302	1,141,389	1,060,195
CAR	1,517	20,058	34,896	3,381	966	4,876	19,504	14,160	14,015
1	1,231	21,432	28,791	4,267	13,958	8,383	71,310	74,577	101,283
2	679	5,880	35,253	23,864	11,151	7,169	30,202	40,362	32,424
3	24,099	84,307	107,262	94,716	36,779	36,089	199,538	224,844	190,056
4A	10,437	19,503	41,002	42,857	35,308	104,903	470,644	470,582	419,143
4B	247	42	4,685	62	109	635	28,535	4,639	2,840
5	248	27,500	18,604	18,310	4,188	5,394	26,507	20,019	16,640
6	1,205	6,707	30,452	662,871	7,289	11,792	82,275	110,004	121,541
7	2,148	35,267	46,536	81,468	15,534	13,324	158,209	271,267	220,213
8	5,845	7,735	5,952	5,249	6,048	7,319	24,313	19,962	15,300
9	242	4,076	2,604	1,564	19,091	62,121	130,007	103,276	177,706
10	7,318	9,183	68,385	60,071	43,077	48,631	88,660	88,201	80,527
11	40,654	116,330	157,573	123,744	96,582	68,632	215,164	244,051	176,161
12	14,580	9,621	34,315	10,924	22,209	36,583	35,452	24,211	14,677
CARAGA	1,517	2,666	7,189	10,216	6,469	1,670	8,168	18,231	18,359
TOTAL	136,894	628,385	1,044,542	1,655,862	507,938	578,326	2,444,690	2,921,845	2,461,098

Source: PESO Employment Information System (PEIS)

Figure 1. PEIS Flowchart



4. Career Development Program (CDSP).

The CDSP intends to provide career development support services to individuals in addressing gaps in employability dimensions. It aims to assist individuals to find the right job, identify appropriate upskilling or reskilling interventions, and progress in their chosen career path.

B. Labor Market Information. Labor Market Information (LMI) refers to any quantitative or qualitative information and intelligence on the labor market that can assist labor market agents in making informed plans, choices, and decisions related to:

- business requirements;
- career planning and preparation;
- education and training offerings;
- job search;
- hiring;
- government policy; and
- workforce investment strategies

DOLE-BLE facilitates and assists PESOs in securing an up-to-date list of job vacancies from employers and helps them to understand the local labor market in terms of both the supply of

1. PESO Institutionalization

Description	Self-Assessment Results
	<p>potential labor and the current and anticipated future needs of businesses.</p> <p>C. Active Labor Market Programs. This refers to the intervention in the labor market to help reduce the risk of unemployment and to increase workers' earnings capacity, requiring actions from the beneficiary aimed at increasing job search, employability, actual employment, or productivity.</p> <p>The DOLE-BLE is implementing various mechanisms towards enhancing workforce employability, consistent with the goal of linking workers to employment opportunities by accelerating job search and placement, and implementing labor market programs which will enhance youth and adult employability, better employment outreach to rural communities and increase opportunities to the marginalized and vulnerable members of the labor market.</p> <p>The DOLE-BLE also maintains dynamic and responsive labor market information systems and services towards efficient information flow, better skills anticipation, and competency forecasts.</p> <p>D. Administering unemployment benefits. The DOLE also endeavors to improve the data collection on dismissed or displaced workers through the reporting mechanism undertaken by the PESO. The data will then be used to assist these workers in facilitating their unemployment benefits and provide them with active labor market programs for transition to wage or self-employment.</p> <p>E. Regulatory services. We also recognized that there are other organizations and government agencies that provide employment programs to jobseekers or assist the enterprises. To support these opportunities, the PESO are utilized to assist in the implementation of the regulatory services such as licensing and monitoring performance of other employment programs.</p> <p>1. Job Fair. The Job Fair is a well-known strategy of the DOLE in facilitating employment services that cater to all types of jobseekers. It provides an opportunity for both jobseekers and employers to meet at a specific place and time for the mutual benefit to reduce cost, time, and effort. The Job Fairs conducted by PESOs are monitored and regulated by</p>

1. PESO Institutionalization

Description	Self-Assessment Results																																																															
<p>the BLE through the DOLE Regional Offices.</p>	<table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr style="background-color: #0070C0; color: white;"> <th>Indicators</th> <th>2020</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>Job Fairs Conducted</td> <td>248</td> <td>224</td> <td>1,051</td> <td>1,600</td> <td>1,908</td> <td>2,356</td> </tr> <tr> <td>Participating Companies</td> <td>3,040</td> <td>2,574</td> <td>23,102</td> <td>29,780</td> <td>31,877</td> <td>37,182</td> </tr> <tr> <td>Job Vacancies Posted</td> <td>381,962</td> <td>274,164</td> <td>1,724,341</td> <td>2,582,581</td> <td>3,106,308</td> <td>4,158,226</td> </tr> <tr> <td>Registered Jobseekers</td> <td>96,650</td> <td>128,947</td> <td>318,549</td> <td>420,950</td> <td>443,962</td> <td>564,763</td> </tr> <tr> <td>Qualified Jobseekers</td> <td>52,326</td> <td>50,464</td> <td>198,894</td> <td>264,678</td> <td>287,887</td> <td>366,043</td> </tr> <tr> <td>Near Hires</td> <td>14,640</td> <td>12,497</td> <td>82,739</td> <td>111,794</td> <td>112,943</td> <td>117,427</td> </tr> <tr> <td>Hired on the Spots (HOTS)</td> <td>11,122</td> <td>7,561</td> <td>53,462</td> <td>65,319</td> <td>66,667</td> <td>83,369</td> </tr> <tr> <td>Placement Rate*</td> <td>21.25%</td> <td>14.98%</td> <td>26.88%</td> <td>24.68%</td> <td>23.15%</td> <td>22.77%</td> </tr> </tbody> </table> <p><i>Source: Statistical Performance Reporting System of the Regional Offices</i></p> <p><i>Note: *Placement Rate (HOTS/Qualified Jobseekers)*100</i></p> <p>2. Other Employment Regulations. These include employment of foreign nationals, regulation of contractors and subcontractors, and regulation of private employment agencies. These regulations require close monitoring in the understanding of vacancies and job opportunities created in the labor market and analysis of the local supply and demand for labor.</p>	Indicators	2020	2021	2022	2023	2024	2025	Job Fairs Conducted	248	224	1,051	1,600	1,908	2,356	Participating Companies	3,040	2,574	23,102	29,780	31,877	37,182	Job Vacancies Posted	381,962	274,164	1,724,341	2,582,581	3,106,308	4,158,226	Registered Jobseekers	96,650	128,947	318,549	420,950	443,962	564,763	Qualified Jobseekers	52,326	50,464	198,894	264,678	287,887	366,043	Near Hires	14,640	12,497	82,739	111,794	112,943	117,427	Hired on the Spots (HOTS)	11,122	7,561	53,462	65,319	66,667	83,369	Placement Rate*	21.25%	14.98%	26.88%	24.68%	23.15%	22.77%
Indicators	2020	2021	2022	2023	2024	2025																																																										
Job Fairs Conducted	248	224	1,051	1,600	1,908	2,356																																																										
Participating Companies	3,040	2,574	23,102	29,780	31,877	37,182																																																										
Job Vacancies Posted	381,962	274,164	1,724,341	2,582,581	3,106,308	4,158,226																																																										
Registered Jobseekers	96,650	128,947	318,549	420,950	443,962	564,763																																																										
Qualified Jobseekers	52,326	50,464	198,894	264,678	287,887	366,043																																																										
Near Hires	14,640	12,497	82,739	111,794	112,943	117,427																																																										
Hired on the Spots (HOTS)	11,122	7,561	53,462	65,319	66,667	83,369																																																										
Placement Rate*	21.25%	14.98%	26.88%	24.68%	23.15%	22.77%																																																										

2. Comprehensive Capacity Development of PESO Officers and Staff

Description	Self-Assessment Results
<p>1. Conduct of Training of Trainers (ToT)</p> <p>The Training of Trainers (ToT) for regional focal persons and program implementers is a regular capacity-building activity of the program. As frontliners in employment facilitation, PESOs play a pivotal role in matching workers with employment opportunities, disseminating labor market information, and supporting both jobseekers and employers. To further strengthen this role, the ToT aims to equip regional personnel with the competencies needed to deliver standardized, competency-based training modules to PESOs and Job Placement Offices (JPOs) within their respective jurisdictions.</p> <p>The training also reinforces the realization of the PESO Five-Point Priority Agenda, particularly in:</p>	<p>Conduct of Training of Trainers (ToT)</p> <p>While capacity-building programs are in place, their impact varies across regions. Change of PESO Managers and personnel in non-institutionalized PESOs limits the sustainability of training outcomes and results in repeated orientation-level interventions. Fully institutionalized PESOs demonstrate greater ability to retain trained personnel and apply technical guidance consistently.</p> <p>2. Full-Cycle Integrated Employment Intervention</p> <p>The PESOs recorded significant accomplishments across key employment facilitation indicators. In 2025, a total of 6,224,838 job vacancies were solicited, providing a wide range of employment opportunities for jobseekers nationwide. During the same period, 2,665,967 job applicants were registered, reflecting sustained demand for</p>

2. Comprehensive Capacity Development of PESO Officers and Staff

Description	Self-Assessment Results																																			
<ol style="list-style-type: none"> 1. Promoting full institutionalization of PESOs; 2. Establishing a comprehensive and sustainable capacity-building framework for PESO personnel. 3. Strengthening the delivery of core employment facilitation services; 4. Strengthening partnerships with the academe and employers; and 5. Digitalizing the services of the PESOs <p>2. Full-Cycle Integrated Employment Intervention</p> <p>At the heart of PES is the various aspects of the employment lifecycle. This includes active job matching, referral, and placement services to direct jobseekers toward immediate openings, as well as the provision of Labor Market Information to ensure clients understand current hiring trends. Furthermore, the core focus extends to long-term competitiveness through skills development opportunities, such as training scholarships, and specialized support for reskilling and upskilling to help individuals adapt to an evolving workforce.</p> <p>To translate these strategic programs into tangible action, the framework utilizes Employment Facilitation Services, which serve as the "frontline" of the intervention process. This phase begins with comprehensive profiling, counseling, and assessment to identify a candidate's specific strengths and unique needs, allowing agencies to create a personalized career roadmap. These essential services are delivered through a network of key organizations and digital platforms, such as the Public Employment Service Office (PESO), which acts as a local community hub for job seekers. Complementing these efforts are digital tools like PhilJobNet and the Phil-JobNet Employment Information System (PEIS) for efficient employer matching, as well as the Career Development Support Program (CDSP), which provides specialized guidance for long-term career planning.</p> <p>This comprehensive process is designed to lead job seekers toward one of two primary paths: wage employment or self-employment and entrepreneurship. By providing the necessary resources and support, the</p>	<p>employment assistance services. Of those registered, 2,463,742 qualified applicants were referred for placement, while 94,149 job applicants were referred for training and employability enhancement to further improve their skills and job readiness.</p> <p>In terms of outcomes, 2,309,094 job applicants were reported as successfully placed in employment, with 1,346,903 placements in the private sector and 918,927 in government offices. These results translated to a high placement rate of 92.41 percent among referred applicants, underscoring the effectiveness of PESO job matching, referral, and placement services.</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr style="background-color: #d9e1f2;"> <th style="padding: 5px;">Indicators⁽¹⁾</th> <th style="padding: 5px;">2020⁽²⁾</th> <th style="padding: 5px;">2021⁽²⁾</th> <th style="padding: 5px;">2022⁽²⁾</th> <th style="padding: 5px;">2023⁽²⁾</th> <th style="padding: 5px;">2024⁽²⁾</th> <th style="padding: 5px;">2025⁽²⁾</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">Job applicants reported as placed⁽¹⁾</td> <td style="text-align: right; padding: 5px;">1,398,153⁽²⁾</td> <td style="text-align: right; padding: 5px;">1,942,332⁽²⁾</td> <td style="text-align: right; padding: 5px;">2,424,036⁽²⁾</td> <td style="text-align: right; padding: 5px;">2,430,653⁽²⁾</td> <td style="text-align: right; padding: 5px;">2,634,706⁽²⁾</td> <td style="text-align: right; padding: 5px;">2,309,094⁽²⁾</td> </tr> <tr> <td style="padding: 5px;">- Private⁽¹⁾</td> <td style="text-align: right; padding: 5px;">627,856⁽²⁾</td> <td style="text-align: right; padding: 5px;">834,887⁽²⁾</td> <td style="text-align: right; padding: 5px;">1,156,320⁽²⁾</td> <td style="text-align: right; padding: 5px;">1,256,958⁽²⁾</td> <td style="text-align: right; padding: 5px;">1,490,205⁽²⁾</td> <td style="text-align: right; padding: 5px;">1,346,903⁽²⁾</td> </tr> <tr> <td style="padding: 5px;">- Govern-ment⁽¹⁾</td> <td style="text-align: right; padding: 5px;">747,822⁽²⁾</td> <td style="text-align: right; padding: 5px;">1,098,886⁽²⁾</td> <td style="text-align: right; padding: 5px;">1,238,099⁽²⁾</td> <td style="text-align: right; padding: 5px;">1,124,904⁽²⁾</td> <td style="text-align: right; padding: 5px;">1,103,597⁽²⁾</td> <td style="text-align: right; padding: 5px;">918,927⁽²⁾</td> </tr> <tr> <td style="padding: 5px;">Placement rate of referred applicants⁽¹⁾</td> <td style="text-align: right; padding: 5px;">87.22%⁽²⁾</td> <td style="text-align: right; padding: 5px;">87.16%⁽²⁾</td> <td style="text-align: right; padding: 5px;">91.55%⁽²⁾</td> <td style="text-align: right; padding: 5px;">91.84%⁽²⁾</td> <td style="text-align: right; padding: 5px;">93.05%⁽²⁾</td> <td style="text-align: right; padding: 5px;">92.41%⁽²⁾</td> </tr> </tbody> </table> <p style="font-size: small; margin-top: 10px;">* Source: Statistical Performance Reporting System of the Regional Offices</p>	Indicators ⁽¹⁾	2020 ⁽²⁾	2021 ⁽²⁾	2022 ⁽²⁾	2023 ⁽²⁾	2024 ⁽²⁾	2025 ⁽²⁾	Job applicants reported as placed ⁽¹⁾	1,398,153 ⁽²⁾	1,942,332 ⁽²⁾	2,424,036 ⁽²⁾	2,430,653 ⁽²⁾	2,634,706 ⁽²⁾	2,309,094 ⁽²⁾	- Private ⁽¹⁾	627,856 ⁽²⁾	834,887 ⁽²⁾	1,156,320 ⁽²⁾	1,256,958 ⁽²⁾	1,490,205 ⁽²⁾	1,346,903 ⁽²⁾	- Govern-ment ⁽¹⁾	747,822 ⁽²⁾	1,098,886 ⁽²⁾	1,238,099 ⁽²⁾	1,124,904 ⁽²⁾	1,103,597 ⁽²⁾	918,927 ⁽²⁾	Placement rate of referred applicants ⁽¹⁾	87.22% ⁽²⁾	87.16% ⁽²⁾	91.55% ⁽²⁾	91.84% ⁽²⁾	93.05% ⁽²⁾	92.41% ⁽²⁾
Indicators ⁽¹⁾	2020 ⁽²⁾	2021 ⁽²⁾	2022 ⁽²⁾	2023 ⁽²⁾	2024 ⁽²⁾	2025 ⁽²⁾																														
Job applicants reported as placed ⁽¹⁾	1,398,153 ⁽²⁾	1,942,332 ⁽²⁾	2,424,036 ⁽²⁾	2,430,653 ⁽²⁾	2,634,706 ⁽²⁾	2,309,094 ⁽²⁾																														
- Private ⁽¹⁾	627,856 ⁽²⁾	834,887 ⁽²⁾	1,156,320 ⁽²⁾	1,256,958 ⁽²⁾	1,490,205 ⁽²⁾	1,346,903 ⁽²⁾																														
- Govern-ment ⁽¹⁾	747,822 ⁽²⁾	1,098,886 ⁽²⁾	1,238,099 ⁽²⁾	1,124,904 ⁽²⁾	1,103,597 ⁽²⁾	918,927 ⁽²⁾																														
Placement rate of referred applicants ⁽¹⁾	87.22% ⁽²⁾	87.16% ⁽²⁾	91.55% ⁽²⁾	91.84% ⁽²⁾	93.05% ⁽²⁾	92.41% ⁽²⁾																														
<p>3. Delivery of Career Development Support Services</p> <p>The delivery of career development support services encompasses a diverse range of professionals and entities, each playing a crucial role in different stages of an individual's journey from education to employment. Guidance counselors and career advocates in educational institutions are the first point of contact, assisting students in making informed decisions about their academic and career paths. They provide guidance, assess interests and aptitudes, and help students set goals for their future. Job placement office managers are essential in bridging the gap between education and the labor market, connecting graduates with job opportunities that align with their skills and aspirations.</p>																																				

2. Comprehensive Capacity Development of PESO Officers and Staff

Description

framework aims to help candidates either secure stable positions within established organizations or empower them with the tools needed to launch their own businesses and create independent economic opportunities.

Japan's public employment service system emphasizes structured, level-specific, and continuous capacity development aligned with staff roles and career progression. In the Philippines, DOLE provides technical assistance and capacity-building to PESOs through programs such as Basic Employment Service Training (BEST), onboarding activities, and targeted coaching and Capacity Development initiatives.

Effective capacity development in the Philippine PES system is dependent on PESO institutionalization. Stable staffing and clear role delineation allow training to build progressively and enable knowledge retention.



3. Delivery of Career Development Support Services

The Regional Career Development Support (CDS) Forum is a flagship multi-sectoral event organized by the DOLE, through its Regional Offices, to strengthen the implementation of the Career Development Support Program (CDSP) across the Philippines.


The forum highlights the importance of strengthened partnerships between government and non-government stakeholders to facilitate well-informed career choices and broaden access to inclusive employment opportunities. DOLE Regional Offices are expected to spearhead the coordination and integration of career development initiatives across partner agencies, guided by the CDSP Memorandum of Agreement (MOA) to ensure that support reaches the intended beneficiaries efficiently and effectively.

Self-Assessment Results


Performance Indicators	2020	2021	2022	2023	2024	2025
Career Education ¹ / Orientation ¹	3,831 ¹	3,187 ¹	6,112 ¹	3,488 ¹	4,988 ¹	6,790 ¹
Students covered ¹	179,688 ¹	244,256 ¹	264,172 ¹	537,459 ¹	643,749 ¹	617,206 ¹
Parents covered ¹			7,139 ¹	3,213 ¹	3,734 ¹	6,017 ¹
Schools/Universities/ Colleges covered ²	966 ¹	2,050 ¹	1,905 ¹	2,603 ¹	2,975 ¹	3,092 ¹
CDS services (i.e., career, vocational, and employment counseling) ¹	30,005 ¹	133,099 ¹	170,960 ¹	60,425 ¹	69,272 ¹	42,851 ¹
Job seekers covered ¹	330,904 ¹	667,575 ¹	1,011,562 ¹	822,862 ¹	914,133 ¹	734,718 ¹

* Source: Statistical Performance Reporting System of the Regional Offices

2. Comprehensive Capacity Development of PESO Officers and Staff

Description	Self-Assessment Results
<p>Through the modules, the capacity development is Designed to address job-skills mismatches, the CDSP offers career and vocational counseling, employment coaching, access to labor market information, and employment facilitation programs. The forum provides a platform for translating national labor policies into local strategies, improving coordination, sharing knowledge, and promoting the joint use of updated resources. This collaborative approach aims to expand the reach and accessibility of career services, particularly in underserved communities.</p> 	

3. Reiteration of the Core Functions of PESOs

Description	Self-Assessment Results
<p>Core Public Employment Services</p> <p><i>(The following is also stated in 1)</i></p> <p>To fully realize the objectives of the PESO, the DOLE, through the Bureau of Local Employment (BLE), provides technical assistance and capacitate the PESO focals to deliver the five (5) core public employment services (PES): (1) job search assistance and placement services; (2) labor market information; (3) active labor market programs; (4) administering unemployment benefits; (5) regulatory services.</p>  <p>Facilitate Efficient Job Matching and Career Development Support. PES helps match</p>	<p><i>(The following is also stated in 1)</i></p> <p>(1) PES Indicators (FY 2025)</p> <ul style="list-style-type: none"> Job Vacancies Solicited: 6,224,838 Job Applicants Registered: 2,665,967 Number of qualified applicants referred for placement: 2,463,742 Job applicants referred for training/employability enhancement: 94,149 Job applicants reported as placed: 2,309,094 <ul style="list-style-type: none"> Private: 1,346,903 Government: 918,927 Placement rate of referred applicants: 92.41% <p><i>* Source: Statistical Performance Reporting System of the Regional Offices</i></p> <p>(2) Unemployment Insurance Benefit</p> <ul style="list-style-type: none"> Total Number of Processed Applications for Unemployment Insurance Benefit: 159,316 (FY 2025) <p><i>*Source: Latest available data provided by SSS</i></p> <p>(3) Employment Measures and Regulation</p>

3. Reiteration of the Core Functions of PESOs

Description	Self-Assessment Results
<p>people looking for work with companies that have job vacancies through its job search assistance and placement services, including career development support services. Whether it's manual or electronic, PES assists in the process of finding employment opportunities efficiently.</p> <p>Builds Labor Market Database to Strengthen Employment Information Services. It also gathers jobseekers' registrations and job vacancy notices to create a database of labor market data, which, combined with other statistical information, forms the basis for labor market information shared through the PES.</p> <p>Expands Employment, Livelihood, and Social Protection Support for Vulnerable Sectors. PES also aids in improving opportunities for individuals to land a job or start as self-employed through referral to active labor market programs, including assisted support to groups in vulnerable situations such as low-skilled, juvenile, single mothers, and the differently-abled persons.</p> <p>During times of crises and disruptions, PES also bridges the gap by facilitating individuals' application to various social protection and unemployment benefits.</p> <p>Supports Regulation of Employment Services. PES also helps in the regulation of employment services such as job fair regulation (i.e., legitimate companies/establishments are joining the job fair activity).</p>	<ul style="list-style-type: none"> • A Statistical Performance Reporting System (SPRS) is a framework, used by the Philippines' DOLE's system, that collects, monitors, and reports statistical data to track performance, ensure accountability, and support evidence-based decision-making for programs and agencies, using defined indicators and processes.

4. Strengthen Partnerships with Employers and Education and Training Institutions

Description	Self-Assessment Results
<p>Japan institutionalizes partnerships with employers and education and training institutions through structured mechanisms such as collective recruitment systems and coordinated school-to-work transition frameworks. In the Philippines, PESO partnerships are largely informal, activity-driven, with limited institutional anchoring. Institutionalized PESOs are better positioned to formalize partnerships through MOUs, regular coordination mechanisms, and strengthened Government–Industry–Academe (GIA) partnerships.</p>	<p>In the Philippines, Partnerships are highly dependent on local leadership priorities and individual initiative, resulting in uneven sustainability across LGUs. Coordination with schools, training institutions, and employers is often ad hoc, limiting systematic school-to-work transition planning.</p> <p>The self-assessment indicates that PESO partnerships with employers and education and training institutions are primarily activity-driven and program-based, such as job fairs, career guidance activities, and short-term employment programs. While these initiatives facilitate immediate job matching, they are often not</p>

4. Strengthen Partnerships with Employers and Education and Training Institutions

Description	Self-Assessment Results
	<p>supported by formal partnership frameworks or regular coordination mechanisms.</p> <p><i>Source: PES Self-Assessment (2025); Study Visit Discussions Post-Activity Report (2025).</i></p>

5. Digitalization of Public Employment Services

Description	Self-Assessment Results
<p>Japan's phased and human-centered digitalization approach demonstrates how digital tools, including AI-enabled functions, can support staff decision-making and improve job matching while preserving face-to-face services. In the Philippines, national platforms such as the Public Employment Information System (PEIS) and PhilJobNet provide a foundation for digital employment services. Continuous enhancement of these platforms is necessary to improve functionality, user experience, and data integration across PESOs and partner institutions. The phased integration of AI-enabled tools such as job matching support, chatbots, and decision-support functions—is timely and relevant, particularly to address increasing service demand, improve efficiency, and expand access for users with limited time, mobility, or connectivity.</p>	<p>While PEIS and PhilJobNet are operational nationwide, their utilization and effectiveness vary across regions due to infrastructure constraints, uneven digital skills among PESO staff, and system functionality limitations. These challenges highlight the need for system upgrades, capacity-building, and phased integration of AI tools aligned with institutional readiness. Digital transformation will be most effective when implemented alongside PESO institutionalization and staff capacity development.</p> <p><i>Source: PES Self-Assessment (2025); Study Visit Discussions and Observations.</i></p>

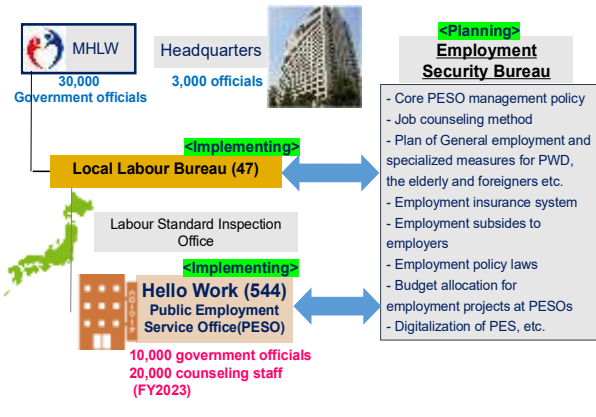
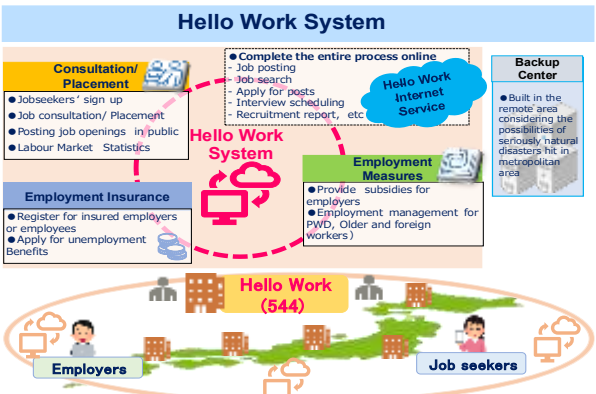
<MHLW>



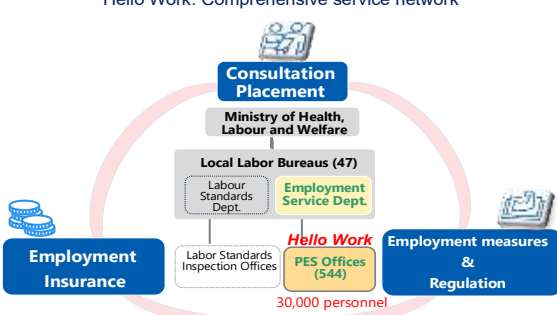
1. PESO Institutionalization

Description	Self-Assessment Results
<p>1. The institutional framework for the Public Employment Service in Japan</p> <p>(1) Japan's Public Employment Service (PES) has a centralized management system at the national level. The Bureau of Employment Security, within the Ministry of Health, Labour and Welfare (MHLW), functions as the headquarters. There are 47 Regional Labour Bureaus, each located in a different prefecture, overseeing a total of 544 Public Employment Service Offices (Hello Work). All PES operations in Japan are managed by the national government with consistent quality nationwide.</p>	<p>A centralized structure managed by the MHLW and a nationwide network enable Japanese PES to provide various services to both job seekers and employers in a consistent quality.</p> <p>(1) Nationwide structure enables the government to provide comprehensive free employment services with consistent quality</p> <p><Management Structure></p> <ul style="list-style-type: none"> - Ministry of Health, Labour and Welfare (MHLW) (1) - Regional Labour Bureaus (47) - PES offices (544: Head offices (436), Branch offices (95), Annex offices (13)) (As of 2025.4)

1. PESO Institutionalization

Description	Self-Assessment Results
<p>Ministry of Health, Labour and Welfare (MHLW)</p>  <p>(2) All functions are integrated and connected in a nationwide network system called 'Hello Work System'.</p> 	<p><Number of staff> Total: Approx. 30,000 Regular staff 10,466, Contract staff 18,140 (As of 2025.4)</p> <p>(2) Hello Work System consists of four main operations and functions to share various information simultaneously among MHLW, all regional labour bureaus, and Hello Works during daily activities.</p> <p><3 functions + Internet System></p> <ul style="list-style-type: none"> • Consultation/Placement • Employment Insurance • Employment Measures and Regulation • Hello Work Internet System
<p>2. Three pillars are integrally implemented</p> <p>(1) Job Consultation/Placement</p> <ul style="list-style-type: none"> • Job placement/consultation for general job seekers and targeted categories (young people, foreigners, people in child rearing, older people, and persons with disabilities) • Acceptance and posting of job openings by employers on the nationwide public job searching system <p>(2) Employment Insurance</p> <ul style="list-style-type: none"> • Confirming unemployment status for the eligibility of unemployment benefits (unemployed job seekers) • Providing unemployment benefits, public vocational training benefits, and Education and training benefits, etc. (Eligible beneficiaries) • Enrollment and registration of employment insurance status (both employers and employees) <p>(3) Employment Measures and Regulation</p> <ul style="list-style-type: none"> • Data analysis of Labour Market Statistics and Employment Insurance Status 	<p>Integrated implementation of three fundamental functions ((1), (2), and (3)) in PES is vital to provide more effective and efficient services such as employment support for persons with disabilities, securing the workforce in labour shortage industries, and offering suitable human resources development opportunities.</p> <p>(1) Job Consultation/Placement <FY2024> *approx. number</p> <ul style="list-style-type: none"> • Average monthly active job seekers: 1,921 thousand • Average monthly active job vacancies: 2,397 thousand • Average monthly successful placements: 95thousand • Successful placement rate 25.9% • Job vacancies occupied rate 11.5% <p>Source : Employment Security Bureau, Ministry of Health, Labour and Welfare, "Report on employment service" https://www.mhlw.go.jp/stf/newpage_57261.html</p>

1. PESO Institutionalization

Description	Self-Assessment Results
<ul style="list-style-type: none"> Statutory employment rate for persons with disabilities (for Employers) Guidance for employment management for foreign workers and older workers (for Employers) Employment and human resources development subsidies (for Employers) Consultation and matching with suitable vocational training (for unemployed job seekers) <p style="text-align: center;">Three Cores in Public Employment Services</p> <p style="text-align: center;">Hello Work: Comprehensive service network</p> 	<p>(2) Employment Insurance *approx. number</p> <ul style="list-style-type: none"> Insured business: 2,379 thousand (as of 2025.3) Insured employees: 44,992 thousand (as of 2025.3) Total eligible jobseekers for basic unemployment benefit: 1,333 thousand (FY 2024) <p>Source : <i>Employment Security Bureau, Ministry of Health, Labour and Welfare, "Report on employment insurance statutes"</i> https://www.mhlw.go.jp/bunya/koyou/koyouhoken26/150-1a.html</p> <p>(3) Employment Measures and Regulation</p> <ul style="list-style-type: none"> Report on employment service" and Report on employment insurance statutes" (Annual and monthly reported by the Ministry and 47 labor bureaus) Instruction for achieving the statutory employment rate for persons with disabilities (Private company hiring over 40 employees: 2.5%, 2025) (by 47 labour bureaus and 544 Hello Works) Guidance for employment management for foreign workers and older workers (by 47 labour bureaus and 544 Hello Works) Providing employment and human resources development subsidies (by 47 labour bureaus) Consultation and matching with suitable vocational training (by 544 Hello Works)
<p>3. Specialized Hello Work To offer more attentive and precise services for job seekers from diverse backgrounds, target-based special Hello Works are operated.</p> <p>(1) Employment service center or corner for foreigners/international students/foreign residents</p> <ul style="list-style-type: none"> For job-seekers with foreign nationals or international students <p>(2) Employment support corner for persons with disabilities</p> <ul style="list-style-type: none"> For job seekers with disabilities <p>(3) Mothers' Hello Work / Corner</p> <ul style="list-style-type: none"> For job-seeking parents <p>(4) Hello Work for New Graduates</p> <ul style="list-style-type: none"> For students and recent graduates within three years of graduation. 	<p>Employment support for a specific target realizes more attentive and need-matching services and leads to higher satisfaction and outcomes.</p> <p>(1) For foreign nationals</p> <ul style="list-style-type: none"> Employment service center for foreigners (4 places) Corner for international students (56) Employment service corner for foreign residents (139) → <u>Assigning 9 languages interpreters, including Tagalog</u> <p>(2) For persons with disabilities <FY 2023></p> <ul style="list-style-type: none"> 436 offices nationwide Leading <u>the team support</u>, including HW, local welfare facilities, education sectors and local government Newly registered jobseekers: approx. 249,000 (6.9 up compared to 2022)

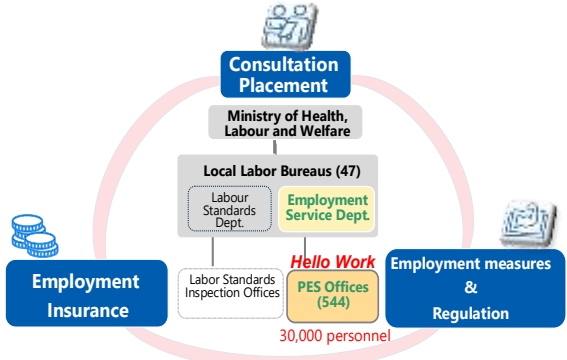
1. PESO Institutionalization

Description	Self-Assessment Results
<p>(5) Hello Work for Youth / Youth Support Corner</p> <ul style="list-style-type: none"> For job hoppers or those who mainly work part-time or work on non-regular contract, aged under 35 <p>(6) Employment Support Office for the middle to senior generation</p> <ul style="list-style-type: none"> For job seekers in the middle to senior generations with fewer working experiences in stable jobs <p>(7) Office for Lifelong Active Participation Support</p> <ul style="list-style-type: none"> For Job-seekers aged 60 or over <p>(8) Labor Shortage Measures Corner</p> <ul style="list-style-type: none"> For employers struggling with severe labour shortages in healthcare, childcare, construction, security, and transportation industries. 	<ul style="list-style-type: none"> <u>Successful placement : approx.80,000 (6.9 up compared to 2022)</u> <p>(3) For job-seeking parents <FY 2023></p> <ul style="list-style-type: none"> 23 offices and 183 corners nationwide Registered users: approx. 181,000 Successful placement through customized counselling by a particular counselor: approx. 63,000 cases and <u>Successful placement rate 97.2%</u> <p>(4) For new Graduates <FY 2023></p> <ul style="list-style-type: none"> 56 offices nationwide Registered users: approx. 283,000 Those who have a successful placement for permanent regular jobs: approx. 81,000 <p>(5) For youth <FY2023></p> <ul style="list-style-type: none"> 21 offices and 201 corners nationwide Newly registered jobseekers: approx.195,000 Those who have a successful placement for permanent regular jobs: approx. 53,000 <p>(6) For the middle to senior generation with fewer stable job experiences</p> <ul style="list-style-type: none"> Newly established in 2025 to provide consistent support until settling into a workplace. <p>(7) For seniors aged over 60 or over <FY2023></p> <ul style="list-style-type: none"> 300 offices nationwide Leading the team support, including HW, local employers' associations, Silver Human Resources Centers, and local government Successful placement cases for job seekers aged 65 and over Apprx.112,000 (FY2021 → 127,000 (FY2022) → 137,000 (FY2023) <u>Successful placement rate 91.1%</u> <p>(8) For employers struggling with labour shortages <FY2024></p> <ul style="list-style-type: none"> 119 offices nationwide Professional advice on methods for attracting job offers, sharing information

1. PESO Institutionalization	
Description	Self-Assessment Results
	<p>about local labour market status, and utilizing employment subsidies.</p> <ul style="list-style-type: none"> Leading regional committees for labour shortages and securing the workforce, especially for SMEs and labour shortage industries. <p><i>Source (2)-(5),(7) : Employment Security Bureau, Ministry of Health, Labour and Welfare, "Report on employment service."</i></p>

2. Comprehensive Capacity Development of PESO Officers and Staff	
Description	Self-Assessment Results
<p>1. OFF-JT</p> <ul style="list-style-type: none"> MHLW has a central training facility for PESO officers in Saitama. The facility offers a variety of training courses for targeted PESO officers. Those who come from each region attend the training and stay in the on-site dormitory. Training courses are broadly divided into two types. Each course targets specific individuals and has an achievement goal within the overall staff capacity development structure. <p>(1) Position-based training The aim is to improve the qualities and abilities required at each position (new staff, section leader, division manager, director, and head of Hello Work).</p> <p>(2) Purpose-based training The aim is to improve their administrative skills and practical capabilities and enhance their knowledge in specialized areas. (Career counselling techniques, disability characteristics, labour market statistics analysis, labour and employment-related legislations, and knowledge about functions in Hello Work System etc.)</p> <p>2. OJT OJT is carried out on the regional labour bureau basis and on the PESO basis.</p> <ul style="list-style-type: none"> <u>MHLW provides textbooks and practical manuals for respective PESO work operations, including soft skills development</u> such as customer care techniques and skills. <u>In-house lecturers, such as experienced PESO officers or career counselling-qualified officers, mainly train their colleagues</u> through distributed manuals or simulation sessions. 	<p>Off-JT at the central training facility offers nationwide PESO officers not only skill/knowledge development but also networking opportunities to share good practices and solutions to common challenges. Also, it enables the maintenance of consistent service quality across over 500 PESOs, as trained officers take on the role of knowledge transfer after returning to their PESOs.</p> <p>OJT plays a crucial role in daily operations at PESOs. When the OJT scheme operates effectively, it creates more opportunities for capacity development among PESO officers, which should lead to improved service quality and higher customer satisfaction. However, some challenges arise from the shortage of in-house trainers and the content in the textbook and manual, which do not adequately cover practical situations. Additionally, a quality gap among PESOs might occur.</p>

3. Reiteration of the Core Functions of PESOs

Description	Self-Assessment Results
<p>1. Three Core Functions of Hello Works</p> <p><i>(The following is also stated in 1)</i></p> <p>(1) Job Consultation/Placement</p> <ul style="list-style-type: none"> Job placement/consultation for general job seekers and targeted categories (young people, foreigners, people in child rearing, older people, and persons with disabilities) Acceptance and posting of job openings by employers on the nationwide public job searching system <p>(2) Employment Insurance</p> <ul style="list-style-type: none"> Confirming unemployment status for the eligibility of unemployment benefits (unemployed job seekers) Providing unemployment benefits, public vocational training benefits, and Education and training benefits, etc. (Eligible beneficiaries) Enrollment and registration of employment insurance status (both employers and employees) <p>(3) Employment Measures and Regulation</p> <ul style="list-style-type: none"> Data analysis of Labour Market Statistics and Employment Insurance Status Statutory employment rate for persons with disabilities (for Employers) Guidance for employment management for foreign workers and older workers (for Employers) Employment and human resources development subsidies (for Employers) Consultation and matching with suitable vocational training (for unemployed job seekers) 	<p>Integrated implementation of three fundamental functions ((1), (2), and (3)) in PES is vital to provide more effective and efficient services</p> <p><i>(The following is also stated in 1)</i></p> <p>(1) Job Consultation/Placement <FY2024> *approx. number</p> <ul style="list-style-type: none"> Average monthly active job seekers: 1,921 thousand Average monthly active job vacancies: 2,397 thousand Average monthly successful placements: 95thousand Successful placement rate 25.9% Job vacancies occupied rate 11.5% <p><i>Source : Employment Security Bureau, Ministry of Health, Labour and Welfare, "Report on employment service"</i> https://www.mhlw.go.jp/stf/newpage_57261.html</p> <p>(2) Employment Insurance *approx. number</p> <ul style="list-style-type: none"> Insured business: 2,379 thousand (as of 2025.3) Insured employees: 44,992 thousand (as of 2025.3) Total eligible jobseekers for basic unemployment benefit: 1,333 thousand (FY 2024) <p><i>Source : Employment Security Bureau, Ministry of Health, Labour and Welfare, "Report on employment insurance statutes."</i> https://www.mhlw.go.jp/bunya/koyou/koyouhoken26/150-1a.html</p> <p>(3) Employment Measures and Regulation</p> <ul style="list-style-type: none"> Report on employment service" and Report on employment insurance statutes" (Annual and monthly reported by the Ministry and 47 labor bureaus) Instruction for achieving the statutory employment rate for persons with disabilities(Private company hiring over 40 employees: 2.5%, 2025) (by 47 labour bureaus and 544 Hello Works) Guidance for employment management for foreign workers and older workers (by 47 labour bureaus and 544 Hello Works) Providing employment and human resources development subsidies (by 47 labour bureaus) Consultation and matching with suitable vocational training (by 544 Hello Works)
<p style="text-align: center;">Three Cores in Public Employment Services</p> <p style="text-align: center;">Hello Work: Comprehensive service network</p> 	

3. Reiteration of the Core Functions of PESOs

Description	Self-Assessment Results
<p>2. Hello Work Comprehensive Evaluation System</p> <ul style="list-style-type: none"> <u>Every year, all Hello Works set several numerical indicators</u> for their activities and are evaluated based on four performance ranks, aiming for operational improvements Evaluation cycle : (1) Goal setting (numerical indicators), (2) Performance evaluation and publishing, and (3) Operational improvements based on the results. The PDCA cycle has been introduced to achieve goals (PDCA cycle) Plan→Do→ Check→ Action Key indicators include core PES status (number of successful placements, occupied job vacancies, and early placements for unemployment benefit beneficiaries), regional employment characteristics, and PESO staff quality <div style="border: 1px solid black; background-color: #ADD8E6; padding: 5px; margin-top: 10px;"> <p style="text-align: center; margin: 0;">Comprehensive Evaluation System for Hello Work</p> <p style="font-size: 0.8em; margin: 0;">✓ Every year, all Hello Works set goals for their tasks and are evaluated with four ranks on their performance, aiming for operational improvements in the following fiscal years.</p> <p style="font-size: 0.8em; margin: 0;">✓ Evaluation cycle : (1) Goal setting , (2) Performance evaluation and publishing, and (3) Operational improvements based on the results.</p> </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 45%; border: 1px solid black; background-color: #ADD8E6; padding: 5px;"> <p style="font-size: 0.8em; margin: 0;">(1) Goal setting and performance evaluation with the PDCA cycle</p> <ul style="list-style-type: none"> • Set goals with the PDCA cycle ① Key indicators in core operations, such as the number of placement ② Indicators of operation quality ③ Key indicators based on respective local employment issues ④ Elements to improve staff quality and PES operation </div> <div style="width: 45%; border: 1px solid black; background-color: #ADD8E6; padding: 5px;"> <p style="font-size: 0.8em; margin: 0;">(2) Comprehensive evaluation and public announcement</p> <ul style="list-style-type: none"> • Comprehensively evaluate the performance of each Hello Work at the end of each fiscal year, • Announce monthly and final results with improvement plans • Report the evaluation results to the Regional Labour Council </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px; font-size: 0.7em;"> <div style="width: 45%; border: 1px solid black; background-color: #ADD8E6; padding: 5px;"> <p style="text-align: center; margin: 0;">(3) Operational Improvements based on the evaluation results</p> <ul style="list-style-type: none"> • MHLW provides focused guidance to PESO and disseminates best practices nationwide based on the evaluation results </div> <div style="width: 45%; text-align: center; font-size: 0.7em;"> <p>Rotating (1) to (3) every year</p> </div> </div> <div style="margin-top: 10px; font-size: 0.8em;"> <p style="text-align: center; background-color: #ADD8E6; padding: 2px;">Improve not only short-term performance but also quality in the medium-to-long term and strengthen matching capabilities</p> </div>	<p>This comprehensive evaluation system can contribute to improving not only short-term performance but also medium- to long-term quality and to strengthening matching capabilities.</p> <p><Result of Hello Work Comprehensive Evaluation in 2024> (Total: 428 Hello Works) Category 1 (highest) 0 HW Category 2 224 Category 3 204 Category 4 *(Lowest) 0 * PESO evaluated in category 4 is required to make an improvement plan for future activities.</p> <p style="font-size: 0.8em; margin-top: 10px;"><i>Source : Employment Security Bureau, Ministry of Health, Labour and Welfare, "Report on Hello Work Comprehensive Evaluation Results for FY2024"</i></p>
<p>3. Leading cooperation and collaboration with local stakeholders</p> <ul style="list-style-type: none"> All regional labour bureaus and Hello Works lead to implementing local employment measures in collaboration with local stakeholders. <p>(1) Employment measure agreements</p> <ul style="list-style-type: none"> There are <u>Employment measure agreements</u>, which are official agreements on employment strategies between national and local governments to tackle together the issues each region is facing and to accomplish solutions effectively under mutual responsibilities. 	<p><u>Hello Work should be at the center of local employment measures</u> to operate projects effectively and efficiently, and should play an initial role in connecting employers and job seekers in collaboration with local stakeholders.</p> <p>(1) Number of agreements (As of 2025.3) 317 Employment measure agreements (47 Prefectures and 270 Municipalities)</p> <p>(2) Number of one-stop corners</p>

3. Reiteration of the Core Functions of PESOs

Description	Self-Assessment Results
<p>(2) Employment and Welfare one-stop consultation corner</p> <ul style="list-style-type: none"> There is a one-stop service scheme, established through collaboration between the national government's employment service and the local government's social welfare service, to promote effective job-finding activities for welfare assistance beneficiaries. <p>(3) Regional Advisory Committees on labour policy and public vocational training management</p> <ul style="list-style-type: none"> Regional Advisory Committees have tripartite structures comprising employers' associations, Unions, and academia or specialists to discuss key aspects of regional employment policies, including public vocational training management suitable for local needs. 	<p style="text-align: right;">(As of 2025.3)</p> <p>341 consultation corners in local city offices staffed by assigned HW job counselors.</p> <p>(3) Regional Advisory Committees 47 committees (one per region). Each committee takes place once or twice a year.</p>

4. Strengthen Partnerships with Employers and Education and Training Institutions

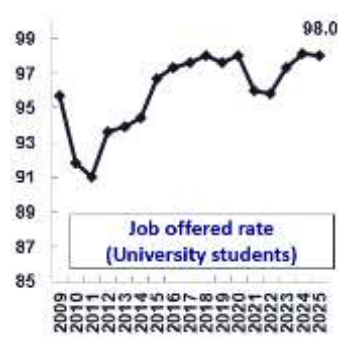
Description	Self-Assessment Results																																				
<p>1. Japanese unique recruiting system for school graduates</p> <ul style="list-style-type: none"> This is a unique recruiting practice created mainly by large-scale companies over the decades. Employers offer bulk permanent full-time jobs to students before graduation, aiming to train them with customized programs suited to each company's job rotation system and office culture. <p><Rule of recruiting activities for high school students></p> <ul style="list-style-type: none"> Job placement for high school students is advanced through cooperation between Hello Work and high schools. The rules for its implementations (such as recruitment procedures for job openings, application schedule, and number of Job openings students are allowed to apply at once) are tightly managed through agreements among the government (MHLW and Education Ministry), high schools (the national principal association and major business organizations (chamber of commerce, etc.). 	<p>While there are both advantages and disadvantages, <u>a smooth transition from school to work can be achieved without a gap.</u></p> <ul style="list-style-type: none"> Advantage : Smooth transition from school to work without an unemployment term Almost all students desiring to find jobs realized over the past years <p><High school students></p> <table border="1"> <caption>Job offered rate (high school students)</caption> <thead> <tr> <th>Year</th> <th>Rate (%)</th> </tr> </thead> <tbody> <tr><td>2009</td><td>93.0</td></tr> <tr><td>2010</td><td>91.0</td></tr> <tr><td>2011</td><td>92.0</td></tr> <tr><td>2012</td><td>93.5</td></tr> <tr><td>2013</td><td>94.5</td></tr> <tr><td>2014</td><td>95.5</td></tr> <tr><td>2015</td><td>96.5</td></tr> <tr><td>2016</td><td>97.0</td></tr> <tr><td>2017</td><td>97.5</td></tr> <tr><td>2018</td><td>97.8</td></tr> <tr><td>2019</td><td>97.8</td></tr> <tr><td>2020</td><td>97.8</td></tr> <tr><td>2021</td><td>97.8</td></tr> <tr><td>2022</td><td>97.8</td></tr> <tr><td>2023</td><td>97.8</td></tr> <tr><td>2024</td><td>97.8</td></tr> <tr><td>2025</td><td>98.0</td></tr> </tbody> </table> <p><University school students></p>	Year	Rate (%)	2009	93.0	2010	91.0	2011	92.0	2012	93.5	2013	94.5	2014	95.5	2015	96.5	2016	97.0	2017	97.5	2018	97.8	2019	97.8	2020	97.8	2021	97.8	2022	97.8	2023	97.8	2024	97.8	2025	98.0
Year	Rate (%)																																				
2009	93.0																																				
2010	91.0																																				
2011	92.0																																				
2012	93.5																																				
2013	94.5																																				
2014	95.5																																				
2015	96.5																																				
2016	97.0																																				
2017	97.5																																				
2018	97.8																																				
2019	97.8																																				
2020	97.8																																				
2021	97.8																																				
2022	97.8																																				
2023	97.8																																				
2024	97.8																																				
2025	98.0																																				

4. Strengthen Partnerships with Employers and Education and Training Institutions

Description



Self-Assessment Results



Source : Ministry of Health, Labour and Welfare, "Report on recruitment rate of new graduates."

- Disadvantage : If the appropriate timing is missed, it leads to fewer opportunities to find regular jobs

2. Employment support for students and graduates

- As the employment status of new graduates stays improved, a certain proportion of graduates have serious problems in mental and physical health, family, and economic situation. Also, employers are highlighted as struggling to secure youth labour force and early leaving issues among their employees.
- To address the challenges, the government has established "**Hello Work for new graduates**," providing attentive one-stop employment support in cooperation with universities nationwide, and aims to improve stable employment for graduates and secure human resources for employers. (Number of Youth Hello Work (FY2024)) 56 offices

In a context where the collective recruitment system still dominates the Japanese job market, providing intensive support during this period is crucial. Therefore, 'Hello Work for new graduates' plays a vital role in offering thorough support tailored to this unique system.

<Outcomes (FY2024)>

- Number of new graduates who get permanent full-time jobs by referral from Hello Work : approx.150,000

Source : Employment Security Bureau, Ministry of Health, Labour and Welfare, "Report on employment service."

Employment support for students and graduates

1 Purpose

□ As the employment status of new graduates stays improved, a certain proportion of graduates have serious problems in mental and physical health, family, and economic situation. Also, employers are highlighted as struggling to secure youth labour force and early leaving issues among their employees.


□ In order to address the challenges, the government has established "Hello Work for new graduates" providing attentive one-stop employment support in cooperation with universities nationwide and aims to improve stable employment for graduates and secure human resources for employers.

2 Outline

3 Outcome

Numbers of new graduates who get permanent full-time jobs : **approx.150,000** (FY2024) =

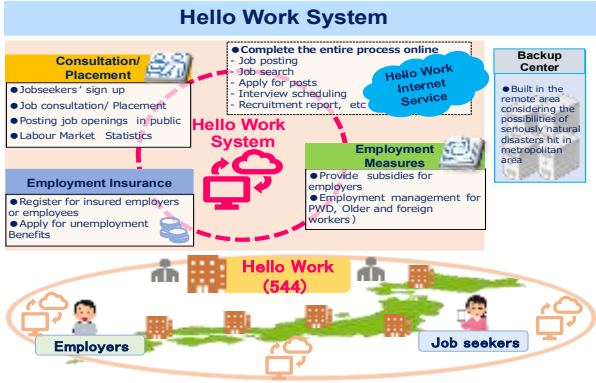
4. Strengthen Partnerships with Employers and Education and Training Institutions

Description	Self-Assessment Results
<p>3. Job-seeking support for “Freeter” in Hello Work</p> <ul style="list-style-type: none"> In the early stages of career development, youth who cannot develop basic work skills and who work in unstable conditions are more likely to struggle to find a permanent full-time job later on. Additionally, non-regular employment negatively impacts income, career development, social security, and may ultimately influence the entire social economy. To address the challenges, ‘Youth Hello Work’ offers attentive support, especially for job seekers aged 35 or younger with less stable work experience. (Number of Youth Hello Work (FY2024)) 21 offices and 200 corners nationwide 	<p>Need-based approaches for this target are highly effective in helping them develop the skills and knowledge needed to secure stable jobs.</p> <p><Outcomes (FY2024)></p> <ul style="list-style-type: none"> Number of successful placements to permanent full-time by referral from Hello Work: approx. 84,000 <p><i>Source : Employment Security Bureau, Ministry of Health, Labour and Welfare, “Report on employment service”</i></p>
<p>4. Local Youth Support Station Project</p> <ul style="list-style-type: none"> The Local Youth Support Station offers employment assistance to young people aged 15-49 who are unemployed and facing various challenges in working. The support station aims to help youth become independent and fulfil their working lives. 47 Local Labour Bureaus and prefectures provide operational costs, and practical operations are implemented by incorporated NPO:179 facilities (FY2025) Based on user needs, various programs are implemented (communication training, business manners workshops, job-finding seminars, etc.). Grasp dropout students willing to work and provide outreach support (staff visit school/home) under cooperation with HW and high school 	<p>In this framework, a range of team support can be realized, such as developing networks with Hello Work, schools, local welfare facilities, and medical facilities, etc.</p> <p><Outcomes (FY2024)> Total users: 494,669 Number of employed: 12,282 Employment rate: 73.7%</p> <p><i>Source : Ministry of Health, Labour and Welfare, “Report on employment service.”</i></p>




4. Strengthen Partnerships with Employers and Education and Training Institutions

Description	Self-Assessment Results
<div style="border: 1px solid black; padding: 5px;"> <h3 style="background-color: #0056b3; color: white; padding: 2px;">Local Youth Support Station Project</h3> <p>1 Purpose Provide employment support to the youth (aged 15-18) who are out of work with various difficulties in working, aiming that they can be independent and fulfill their working life, under the collaboration with local government</p> <p>2 Outline of the project</p> <p>Organizers 47 Local Labour Bureaus and prefectures (Implemented by incorporated NPO,179 facilities (FY2025))</p> <p>Contents</p> <ul style="list-style-type: none"> ● Make customized support plans based on career consultation ● Implement user needs based various programs (communication trainings, business matter workshops, seminar for job finding activities etc.) ● One-on-one online consultation ● Group dropout students willing to work and provide outreach support (staff visit school/home) under cooperation with HW and high school ● Workplace trial program in combination with OJT and OFF-JT. After the trial, start of support to work at the trial workplace ● Intensive training program including training camp, aiming at improvement of lifestyle, communication abilities, and business matters ● Follow-up consultation aiming at retention at the workplace and step-up ● Form a network with local welfare facilities and collaboration available for mutual referring  </div>	


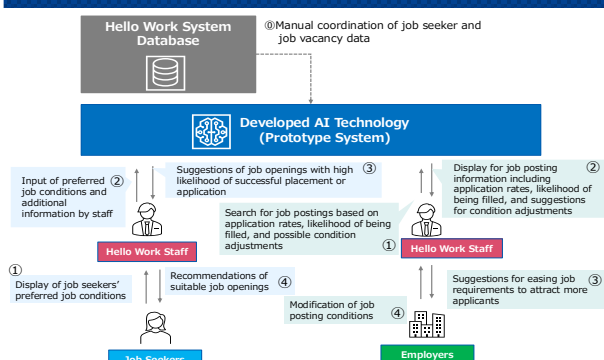
5. Digitalization of Public Employment Services

Description	Self-Assessment Results
<p>1. Hello Work System</p> <p>All functions are integrated and connected in a nationwide network system called 'Hello Work System'. Based on this system, nationwide connections among Hello Work staff, employers, and job seekers are realized.</p> 	<p>Hello Work System consists of four main operations and functions to share various information simultaneously among MHLW, all regional labour bureaus, and Hello Works during daily activities.</p> <p><3 functions + Internet System></p> <ul style="list-style-type: none"> ● Consultation/Placement ● Employment Insurance ● Employment Measures and Regulation ● Hello Work Internet System
<p>2. Hello Work Internet Service</p> <p>Both HW-registered and non-registered job seekers can access job vacancies on 'Hello Work Internet Service'</p> <p>This internet service has multiple functions</p> <ul style="list-style-type: none"> ● Job seekers' sign-up, ● Job search, ● Save listings, ● Submission of application documents, ● Interview scheduling, ● Report results of document screening/interview to Hello Work. <p><u>Registered job seekers can complete the entire process online, from application to finding a job.</u></p>	<p>Hello Work Internet Service enables both job seekers and employers to conduct efficient recruiting.</p> <ul style="list-style-type: none"> ● <u>Completing the entire process online from application to matching</u> ● <u>Approx. 70 million monthly accesses (2024)</u> ● <u>More than 80% of job openings are applied for through the Hello Work Internet Service (2024).</u> ● <u>Over 80% of registered employers use this service to post job openings, extend their validity, withdraw them, and report recruitment to Hello Work (2024).</u>

5. Digitalization of Public Employment Services

Description	Self-Assessment Results
<p><u>Registered employers can post job openings, extend their validity, withdraw them, and report recruitment to Hello Work</u></p>	<p><i>Source (2)-(5),(7) : Employment Security Bureau, Ministry of Health, Labour and Welfare, "Report on employment service."</i></p>
<p>3. Jobtag (Occupational Information Website)</p> <p>Jobtag takes the role as 'Resource Hub for Career Exploration' with various helpful functions for job-finding activities</p> <ul style="list-style-type: none"> Visualizing job information from three approaches "jobs" (occupations/works), "tasks" (operations), and "skills" (techniques/abilities). A free aptitude test Information about the typical job duties and tasks in occupations Information about required skills, licenses, experiences, knowledge, and educational background Job overview videos Career path info Working conditions (wages, average working hours/salary/average ages) <p>Through Jobtag, <u>users can also search for Hello Work job offers and vocational training courses.</u></p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p style="text-align: center; background-color: #0056b3; color: white; padding: 2px;">Occupational Information Website ~ jobtag (Resource Hub for Career Exploration) ~</p> <div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: left;">  <p>Annual page views (PV) : 26,305,246 (FY2024) Listed Occupations : 541 (as of March 2025)</p> </div> <div style="text-align: right; font-size: small;"> <p>* The list does not include occupations.</p> </div> </div> <p>✓ Various helpful functions for job-finding activities by visualizing job information, including wages, from "jobs" (occupations/works), "tasks" (operations), and "skills" (techniques/abilities).</p> <p>✓ Enables users to search for Hello Work job offers and vocational training courses.</p> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="width: 45%;">  <ul style="list-style-type: none"> Check your career aptitude with a free aptitude test Search for various types of occupations from different approaches Recognize the typical job duties and tasks in occupations, as well as the skills and knowledge generally required. Look into more detailed information, such as job overviews (videos), career paths, and working conditions </div> <div style="width: 45%; text-align: center;">  </div> </div> </div>	

5. Digitalization of Public Employment Services

Description	Self-Assessment Results
<p>Challenges are how to combine this information with the typical face-to-face career counseling at PESO, focusing on effectiveness, efficiency, and better job matching.</p> <div style="background-color: #004a99; color: white; padding: 5px; margin-top: 10px;"> Workplace Information Site (Shokubarabo) </div> <ul style="list-style-type: none"> ✓ The website "Shokuba Labo" offers comprehensive workplace information from companies to job seekers and students. ✓ It gathers existing workplace information, such as initiatives for women's career advancement, providing a structured mechanism for job seekers and students to easily search, compare, and list workplace information from various companies. <div style="display: flex; align-items: flex-start; margin-top: 10px;"> <div style="flex: 1;">  </div> <div style="flex: 1; padding-left: 10px;"> <ul style="list-style-type: none"> ✓ Percentage of Female Workers among Hired Employees ✓ Difference in Average Years of Continuous Employment between Men and Women ✓ Percentage of Women in Management Positions ✓ Average Overtime Hours per Month per Worker etc </div> </div>	
<p>5. Utilization of AI in Hello Work activities</p> <p>We are still in a trial period before officially implementing AI at PESOs, according to a guiding principle.</p> <p><A guiding principle> Leveraging AI is not meant to replace Hello Work officials, but to enhance the convenience of its services.</p> <p>Based on the principle, the following goals are pursued:</p> <ol style="list-style-type: none"> (1) Enhancing Convenience (2) Expanding User Reach (3) Improving Service Quality <p>Expected use of AI for HW staff and HW users</p> <p>For staff</p> <ul style="list-style-type: none"> - Data input, check, and modification of various application forms - Suggesting appropriate data and information effective or necessary for daily job consultation - Summarizing past consultation records <p>For users</p> <ul style="list-style-type: none"> - Support to make a resume and application documents (Job seekers) - Efficient Matching based on job description in job offers and job seekers' career backgrounds (Employers/Job seekers) - Creating a visible labour market analysis matching an individual's needs (Employers) 	<p><Pilot project for AI utilization at HWs> We are on step 2 in three steps Step 1: Current situation assessment (FY2023&2024) Interview surveys were conducted with Hello Work staff, vendors, and experts.</p> <p>Step 2: Evaluations for effectiveness (FY2025) ongoing Conducting the AI pilot utilization at 10 selected Hello Works.</p> <div style="background-color: #004a99; color: white; padding: 5px; margin-top: 10px; text-align: center;"> Pilot Project for AI Utilization by Hello Work Staff </div> 
	<p>Step 3: Steps towards implementation Under consideration</p>

5. Digitalization of Public Employment Services

Description	Self-Assessment Results
<p>Source : Employment Security Bureau, Ministry of Health, Labour and Welfare, “Press release: AI utilization for Hello Work, projecting the future“ (published April 22nd, 2025).” https://www.mhlw.go.jp/stf/houdou/newpage_57223.html</p>	

c. Review of Partner’s best practices

Each country selected one to three measures it considers good practices in the partner’s above-sheet **2. Description and Self-Assessment Results**, and provided the assessment and comments, taking into account whether these measures could be transferred to the country or other countries, along with the reasons.

<DOLE reviews MHLW>



Measure	Review	Transferable: Yes/No The reason the measure is transferable or not
1. PESO System	<p>In Japan’s Hello Work system all functions are integrated and connected in a nationwide network system called ‘Hello Work System’.</p> <p>Based on this system, nationwide connections among Hello Work staff, employers, and job seekers are realized.</p>	<p>Yes (with adaptation)</p> <p><i>indicates that the underlying principles of the measure are transferable, while implementation modalities must be adjusted to national governance and legal contexts.</i></p> <p>In the Philippines, PESOs are run by Local Government Units (LGUs). This means that experience at a PESO in a wealthy city like Quezon City might be high-tech, while an office in a remote province may still rely on paper files.</p> <p>The vision is to transition the current fragmented PESO model into a centralized, nationalized agency inspired by Japan’s Hello Work. This initiative seeks to unify job placement, skills training (TESDA), and social security (SSS) into a single "One-Stop Shop" to reduce underemployment and provide a safety net for the displaced.</p> <p>Upgrade the PhilJobNet portal into a real-time AI engine. Instead of just searching for "Clerk," the system will scan a candidate’s TESDA certifications and previous SSS contributions to suggest high-</p>

Measure	Review	Transferable: Yes/No The reason the measure is transferable or not
		growth industries (e.g., Renewable Energy or Digital Services) that match their actual aptitude.
2. Structured and level-specific capacity development of PES staff	Japan implements continuous, level-specific, and self-directed training aligned with staff roles and career progression. This strengthens professional competence, institutional memory, and service quality across PES offices.	Yes (with conditions) The Philippines already conducts PESO training through DOLE, but coverage is uneven. This practice is transferable if integrated into a standardized national training framework and supported by more stable staffing arrangements.
3. Phased and human-centered digitalization of public employment services	Japan adopts a phased digitalization approach, using AI and digital tools to support staff decision-making, improve job matching, and enhance user accessibility, while preserving the role of in-person services. Pilot testing precedes scaling, ensuring functionality, usability, and system readiness..	Yes (with phased implementation and system enhancement) The Philippines already operates PEIS and PhilJobNet, providing a strong digital foundation. As part of the systems development cycle, enhancing these platforms to improve functionality, interoperability, and user experience is both necessary and feasible. The integration of AI-enabled features is timely and relevant, provided implementation is aligned with PESO institutionalization, staff digital capacity, and infrastructure readiness to address digital exclusion.

<MHLW reviews DOLE>



Measure	Review	Transferable: Yes/No The reason the measure is transferable or not
1. Active Labour Market Program (ALMP) (Mentioned in 1. C in the DOLE's sheet)	ALMP is one of the mandated programs within the five core services offered at PESOs nationwide. The government intervenes in the labor market to help reduce unemployment risks and increase workers' earning potential by boosting youth and adult employability, expanding employment outreach to rural communities, and creating more opportunities for marginalized and vulnerable populations.	Yes (with conditions) While Japan also has similar programs equivalent to ALMP, their responsibilities are divided between the national and local governments. Furthermore, whether each program should be implemented in employment or welfare policy sometimes becomes vague. The scheme of this national government leading the ALMP

Measure	Review	Transferable: Yes/No The reason the measure is transferable or not
	<p>The DOLE-Bureau of Local Employment (BLE), as the central government, directly leads the supervision and implementation of the ALMP.</p> <p>This policy implementation structure is effective in reducing inequity for potential targeted individuals to access appropriate support.</p>	<p>could be a good practice; however, we need to consider several factors, including securing sufficient numbers of national public servants, the budget capacity, and policy priorities to ensure quality and equity, while following each country's administrative structure.</p>
<p>2. Delivery of Career Development Support Services - The Regional Career Development Support (CDS) Forum-</p> <p>(Mentioned in 2.3 in the DOLE's sheet)</p>	<p>The CDS Forum is a flagship multi-sectoral event organized by the DOLE, through its Regional Offices.</p> <p>While the importance of tight partnerships between government and non-government stakeholders is highlighted, all participating stakeholders can share and reaffirm the DOLE's career development initiatives to facilitate well-informed career choices and broaden access to inclusive employment opportunities across the Philippines.</p> <p>This concept of the regional office leading the forum could be a best practice for translating national labor policies into locally well-adapted strategies through face-to-face discussion and the sharing of up-to-date service resources.</p>	<p>Yes (with conditions)</p> <p>Japan also has a similar platform, led by regional labor bureaus, to discuss how to practically implement national career development policies in regional communities and how to effectively deliver measures to underserved groups by setting numerical targets, creating service-delivery collaborative schemes, and conducting performance evaluations. While these platforms work well, preparing to implement these opportunities requires more cost, time, and workforce as the scale of stakeholders widens.</p> <p>Carefully considering cost-effectiveness might be vital for maintaining this ideal platform regularly.</p>
<p>3. Provision of public employment services based on the nationwide and cross-sectional employment information platforms</p> <p>(Mentioned in 5 in the DOLE's sheet)</p>	<p>The DOLE has been overseeing the Public Employment Information System (PEIS) and PhilJobNet as the national platforms for digital employment services.</p> <p>These digital platforms are used to enhance functionality, user experience, and data integration across PESOs and partner institutions.</p> <p>Regarding the integration of AI into these platforms, enhancement of the need-matching service, improvement of efficiency, and expansion of</p>	<p>Yes (with conditions)</p> <p>Japan also has the same policy and vision, by operating a nationwide cross-sectional employment information platform called 'Hello Work System' under the comprehensive responsibility of MHLW.</p> <p>Regardless of the differences of the legislative-based responsible operators, such as making public employment policy, running PESO, and providing vocational training, the role of overseeing all PES-related services with a digital</p>

Measure	Review	Transferable: Yes/No The reason the measure is transferable or not
	<p>access to more users are expected.</p> <p>Struggling with several challenges related to infrastructure, uneven digital literacy among PESO staff, and system functionality limitations, maintaining and enhancing these nationwide platforms' capacity efficiently and steadily, led by the central government, should be critical to provide high-quality services evenly to all users.</p>	<p>service platform should be more effective and efficient to maintain service quality and equity based on the vision 'No one is left behind'.</p> <p>Of course, we need to carefully and comprehensively consider the basic national system (centralized or decentralized) and various resource gaps, including budget capacity and human resources at the local level.</p>

d. Conclusion and Recommendations for WAPES members

- **The conclusion** highlights key findings and learnings through activities and suggests future plans to improve each PES.
- **Recommendations for WAPES members** include sharing practical insights with them that are considered effective and efficient for improving PES.

<DOLE>



Conclusion
<p>The Japan–Philippines peer learning process affirms that the effectiveness of public employment services is not determined by organizational form or the pace of reform, but by the degree of full institutionalization achieved over time. In the Philippine context, institutionalization under Republic Act No. 10691 goes beyond formal structures to encompass stable mandates, professional staffing, predictable and sustainable funding, and clear administrative supervision by local governments alongside continuous technical guidance and standards-setting by the Department of Labor and Employment.</p> <p>While funding responsibilities for PESOs are clearly established in law, variations in local fiscal capacity and administrative readiness mean that institutionalization necessarily proceeds in phases. This phased approach does not weaken reform outcomes; rather, it reflects a managed system development process that allows capacity, partnerships, and digital tools to be absorbed and sustained effectively.</p> <p>Across WAPES member countries with differing governance arrangements and levels of digital maturity, full institutionalization—understood as functionally resourced, professionally managed, and accountable public employment service systems—emerges as the common foundation that enables professional capacity development, sustained partnerships with employers and education and training institutions, and phased, human-centered digitalization to deliver comparable and sustainable impact in diverse national contexts.</p> <p>Progress in these areas can be observed through institutionalization milestones, professional capacity outcomes, formalized partnerships, and improvements in system utilization and quality of service delivery.</p>

Recommendations for WAPES members

WAPES members, regardless of their level of system maturity, are encouraged to ensure that public employment services remain anchored on strong institutional arrangements, sustained partnerships with employers and education and training institutions, and digitalization strategies that are phased, interoperable, and human-centered. Digital transformation should be implemented in ways that enhance staff capacity, support quality service delivery, and complement—rather than replace—professional employment facilitation.

Prepared by: ↵

↵

SHERYL U. JOAQUIN ↵
Supervising Labor and Employment Officer ↵
DOLE Regional Office IX ↵

↵

SHEILA MERL Q. LANTACA ↵
Senior Labor and Employment Officer ↵
Program Management Division ↵

↵

EREL E. LIM ↵
Labor and Employment Officer III ↵
DOLE Regional Office VI ↵

<MHLW>



Conclusion

We can observe that both countries have solid governance over Public Employment Services based on legislative and strategic frameworks, despite differences in the responsible structures for implementing these services (Japan: run by the national government, Philippines: managed by the local government).

To achieve quantitative or qualitative targets, respective countries' labour ministries play a leading role by providing services focused on equity, need-based programs, and social safety nets through various employment programs, capacity building of PESO staff, and enhancing digitalization. Our common challenges lie in the gap between the ideal PES and the budget/manpower capacity, especially across regional disparities.

A nationwide review focused on financial capacity, human resources, and efficient service delivery might be necessary to approach our ideal service level, considering the use of advanced digital tools.

Recommendations for WAPES members

This self-assessment and peer-learning method was unique compared to the typical approach because all review and discussion processes followed the PESO five-point agenda, which is the DOLE's core strategic policy for improving PES in the Philippines.

On Japan's side, we can evaluate ourselves and obtain practical insights from the DOLE not only on our overall employment policy but also on practical activities at PESO, comparing the PESO five-point agenda with Hello Work's basic strategy. We are confident that this approach helps us identify our best practices and challenges more clearly and enables us to share more actionable insights with our peers.

Through these bilateral peer learning sessions focused on either country's primary PES strategy, we can mutually identify strengths and weaknesses and develop a perspective to enhance both overall employment initiatives and daily activities at PESOs.

This unique comparative learning opportunity could be more effective in finding better solutions to address challenges.

(Prepared by)

杉森 貴志

Takashi SUGIMORI,

Deputy Director, Public Employment Security Bureau

長南 春史

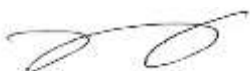
Harufumi CHONAN,

Section Chief, Public Employment Security Bureau

大竹 翔大

Shota OTAKE,

Officer, Public Employment Security Bureau



Minako TAKASAKI,

Project Coordinator, Executive Secretariat, WAPES

Deputy Director, Public Employment Security Bureau, MHLW

Peer-learning members



Part 5. Grand Recommendations for future development

This final part presents the key recommendations for all WAPES members, based on various activities and insightful discussions from a series of peer-learning sessions during the project between 2025 and 2026.

This peer-learning method consists of more unique approaches than the typical way, as follows;

1. All discussions, activities, and review processes **focus on the one-member country's core strategic policy** (the Philippines' PESO five-point agenda)
2. Partner country (Japan) presents **its corresponding policies and measures equivalent to the partner's strategy** to stimulate reality and similarity in mutual discussions
3. All Peer-learning members are **familiar not only with the overall policy of PES but also with practical operations in PESO**, including numerical performance and systematic capabilities for finding feasible improvement plans.
4. Peers mutually provide **lively discussion opportunities with respective program practitioners, such as PESO staff**, through study visits and events.
5. All discussions and deliverables creation activities are implemented **on an equal basis** (not an international cooperation approach)

The above conditions make this peer-learning result a more substantial and impactful project. We are confident that this approach helps us identify our best practices and challenges more clearly and objectively, and gives us confidence to share more actionable insights with WAPES members.

Moreover, we hope this toolkit serves as a guidebook for other WAPES members, especially those planning to review their PES activities through peer learning, and that the WAPES network supports the sharing of accumulated learning methodologies alongside member countries' needs.