HoPES Catalogue of Measures for implementation of the Youth Guarantee

November 2013

A response from the European network of **Heads of Public Employment Services (HoPES)** to calls for action agreed at the Berlin Conference on Youth Employment on 3rd July 2013



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HoPES Catalogue of Measures - Concluding statement, November 2013

At the high-level Youth Conference held on 3rd of July 2013 in Berlin the European Network of Heads of Public Employment Services (HoPES) was invited to produce 1) a "HoPES Assessment Report on PES capacities to implement the Youth Guarantee" for EPSCO and 2) a "HoPES Catalogue of Measures for the implementation of the Youth Guarantee" for the Youth Conference in November in Paris. The Catalogue of Measures follows up the commitment given in the HoPES Contribution to the Berlin Youth Conference to produce guidance. It contains a description of key features for a well-functioning PES service illustrated by a presentation of planned or current PES activities to further improve service capacities. Both contributions feed into the preparation of the National Youth Guarantee Implementation Plans to be elaborated by Member States in 2013 and 2014.

On this basis the European network of Heads of PES concludes:

Public Employment Services across Europe are planning concrete measures to develop their service capacity for the implementation of Youth Guarantee schemes.

The number and scope of measures planned by individual HoPES members vary in relation to their existing state of implementation and the national context. A number of PES already have well developed concepts and measures in place according to the HoPES Assessment Report. Overall, most PES intend to make further improvements in several areas in order to make their PES more customer and activation-oriented and more focused on the needs of young people.

Highest priority is given to stronger cooperation with employers to create employment and training opportunities for young people. Strengthening PES counselling services, in particular through the introduction or further development of online platforms and self-help tools for both jobseekers and employers, also ranks highly.

Two out of three PES are planning additional steps to improve career guidance provision in cooperation with schools and other providers and to initiate or to contribute to alliances for training, above all through stronger cooperation and networking at all levels.

HoPES will continue to monitor the implementation of PES relevant parts of the Youth Guarantees, particularly in critical areas, taking into account that institutional arrangements vary across Member States.

The HoPES Assessment Report identified at European level the need for further investment in preventative services including youth at risk. However, only a few PES plan to develop their outreach strategies to engage with vulnerable young people facing multiple barriers and those at risk of dropping out of the system. This may be due to a lack of coordination between actors intervening in the delivery of Youth Guarantees combined with the absence of clearly defined responsibilities: according to the PES own assessment, primary responsibility for inactive / at risk youth is shared or lies with other organisations in six out of ten Member States and one in ten PES has no capacity in this area.

Other points for future monitoring include enhancing guidance services for jobseekers with special needs (e.g. young people with multiple obstacles, disabled) - either by PES or in cooperation with partners, services to ensure the sustainability of placement after training and, in general, a more systematic use of customer feedback in quality assurance and the involvement of young people in service design.

To achieve the objectives set in the <u>PES 2020 strategy</u> and the <u>HoPES concept paper</u> for the implementation of the Youth Guarantee, in accordance with the Council Recommendation and with the support of the Commission, evidence-based mutual learning activities at European level will contribute to strengthen PES capacities for the implementation of the Youth Guarantee at national level. Regular monitoring of PES capacities, measures and outcomes, both at European and at national level, contributes to continuous improvement. This process could go beyond the current focus on sustainable activation and include, for example, the caseload of employment counsellors or the quality of jobs, apprenticeships, traineeships or internships offered to a young jobseeker.

PES can also make use of ESF, in line with its strategic priorities 2014-2020, to achieve improvement in areas where considerable need for further investment has been identified, including the use of EURES to support the mobility of young jobseekers in Europe.

Table 1 - Summary of planned measures by area

	No. PES	Main areas of planned measures
1. Restructuring PES	30	
Transparency of supply and demand Databases youth &vacancies, analysis		Main focus on web-based access to CV and vacancy databases and related tools; coverage of traineeships. Little evidence of improving vacancy exchange with private agencies.
Comprehensive counselling services E- and face to face services for jobseekers and employers	27	Overwhelming focus on jobseeker services (e-services, profiling); little attention to broader range of more specific employer services.
Efficient integration / placement of jobseekers Early intervention, youth at risk, inactive, involvement of users	20	Emphasis on improving capacity to support existing clients (profiling, IAP process); less focus on identifying or working with youth at risk / inactive and feedback from users.
Effective and efficient allocation of ALMP Funding, processes, supply	17	Fostering cooperation with service providers and other relevant actors; some increased monitoring/evaluation; fewer developments to increase sustainability of placement.
2. Career guidance structures and coordination with school based services Careers platform, guidance provision including young persons with special needs	25	Focus on developing online tools and enhancing partnerships for coordinated service provision; fewer developments in guidance for special needs and use of customer feedback.
3. Services for employers Vacancy handling, private agencies, recruitment and automated matching, entrepreneurship etc.	29	Clear focus on customer-oriented restructuring of employer services and digitalisation; less consideration of customer feedback;
4. Initiating alliances for basic and further training Shaping training, company-based training, funding, shared delivery etc.	22	Widespread initiatives to develop and/or extend cooperation. Little attention to signposting role or promoting investment in training.

Introduction

The European Council meeting of 27-28 June 2013 stressed that combatting youth unemployment is a particular and immediate objective. In a concerted effort to address this concern, a high level "Conference on the promotion of youth employment in Europe" held in Berlin on 3rd of July 2013 brought together numerous heads of state or government, high-level representatives from the European Commission, labour ministers and the European network of Heads of Public Employment Services (HoPES).

The concluding statement of the conference acknowledged the key role of Public Employment Services (PES) in tackling youth unemployment and implementing the Council Recommendation on "Establishing a Youth Guarantee", which was adopted on 22nd April 2013. It further underlined that, in addition to short-term incentives and relief measures for the benefit of young jobseekers (e.g. funding ALMPs and training) there should be a simultaneous focus on structural reforms, in particular on enhancing the operational and support capacities of employment services and on adjusting training systems to the needs of the labour market.

Taking into account the <u>HoPES contribution to the Berlin Youth Conference</u> and the <u>HoPES concept for the delivery of the Youth Guarantee</u> the European Network of Heads of PES confirms its intention to:

- 1. Restructure the PES wherever necessary with a focus on young people, to ensure i) transparency of supply and demand in the labour market, ii) a comprehensive range of counselling services to jobseekers and employers, iii) efficient labour market integration and placement, iv) an effective allocation of resources for ALMP measures.
- 2. **Enhance career guidance services** in PES, coordinating these with other service providers to ensure that young people make informed decisions at all key stages of their career path.
- 3. **Further deploy and develop employers' services** to create employment and training opportunities directed at young people and to promote youth entrepreneurship.
- 4. **Contribute to and initiate alliances for training and apprenticeship** to facilitate the transition from school to the labour market.

At this Youth Conference the European network of Heads of PES was invited to produce: 1) a "HoPES Assessment Report on PES capacities to implement the Youth Guarantee" for EPSCO, 2) a "HoPES Catalogue of Measures for the implementation of the Youth Guarantee" for the next informal youth conference in Paris. The *Catalogue of Measures* follows up the commitment given in the HoPES contribution to the Berlin Youth Conference to produce guidance. Both contributions will feed into the preparation of the National Youth Guarantee Implementation Plans to be elaborated by Member States in 2013 and 2014.

In line with the HoPES (self-) Assessment Report, this Catalogue of Measures briefly outlines the key elements of capacity required for effective service delivery in each area, lists the measures currently planned or recently implemented by PES to develop their service offer and describes a number of examples from different PES. On this basis, the HoPES network identifies current priorities for action at a European level and also areas deserving particular attention within the future monitoring process. The catalogue of planned measures is based on information provided by PES as part of the self-assessment undertaken by European PES in August 2013.

Area 1: Restructuring PES to better service young people

Modernisation of Public Employment Services (PES) has been an essential element of the European Employment Strategy since its launch in 1997, when the European network of Heads of PES was also established. This restructuring is an on-going process aimed at enhancing the range and the quality of services in order to respond to the needs of both jobseekers and employers in changing labour markets.

The first transition from education or training to work is crucial and can shape a whole career. The introduction of Youth Guarantee schemes represents a major initiative to ensure that all young people get a positive start through early access to a meaningful opportunity for work or training. The successful delivery of Youth Guarantee schemes will depend on building effective partnerships between public employment services and a range of other actors including schools, youth organisations, training institutions, social partners, employers, local authorities and private employment services. In order to assume this central role it is essential – as noted in the HoPES concept paper - that PES are able to fulfil four key functions and that where necessary they undertake restructuring to achieve this capacity:

- Establish transparency of supply and demand in the labour market, define determinants of unemployment;
- Provide a comprehensive range of advisory services on labour market issues for jobseekers and employers;
- Organise efficient placement of jobs and training;
- Ensure effective and efficient allocation of active labour market policy measures

Area 1.1: Transparency of supply and demand

Improving transparency of supply and demand is a priority for a significant number of European PES: two out of three PES (20) within the HoPES network are planning measures in this area, with a focus on further developing databases. Several PES are taking steps to improve client access to jobseeker and vacancy databases through the introduction or further development of web portals and user tools. HoPES members are also working on improving the coverage of databases with a focus on the integration of traineeship offers.

The HoPES network will further analyse the situation with regard to collaboration with private employment agencies in order to increase the number of vacancies on offer. Another issue is the specific analysis of youth unemployment to be used in strategic planning. Only a few PES have indicated measures in each area although both scored relatively low in the Assessment Report.

Establishing transparency of supply and demand means getting a full picture of the job market and sharing this with partners, jobseekers and employers in order that all parties are adequately informed. Analysis of the current situation and likely developments is needed for continuous strategic adjustment of services (provided by PES and other bodies) and ALMP measures.

The key elements of establishing transparency are:

- On the supply side, a database of young unemployed registered with the PES including details of qualifications and competences, the education and work biography, as well as of previous interventions. Information should be structured in a way that supports placement (e.g. through automated matching with vacancies) and tracking of individuals through time in order to assess longer term outcomes.
- Analysis of information in the database should be used together with other relevant statistics to develop a differentiated picture of the characteristics of the unemployed and inactive youth population for use in strategic planning.
- On the demand side, a comprehensive database of vacancies is required to provide a complete overview of potential opportunities for young people, including jobs, apprenticeships and traineeships.
- A regular assessment of market conditions using data on vacancies combined with information gathered directly from employers, social partners and sectoral organisations about both the current situation and anticipated developments. This information should be used in strategic planning and to guide the provision of training measures.

PES have existing databases of jobseekers and vacancies but there are three broad areas in which improvements may be necessary to ensure full transparency:

- *Coverage*: having databases that adequately cover the full population of young jobseekers and all the vacancies (for jobs, apprenticeships and traineeships) that may be open to them;
- Quality: ensuring that the information in these databases is of sufficient quality and timeliness, particularly to facilitate matching;
- Access: ensuring that both jobseeker and employer clients have quick and easy access to the information they need and can use this in ways appropriate to their respective needs;

PES in Europe plan to further improve the transparency of the supply and demand side

The HoPES Assessment Report found that PES rate their current capacity to establish transparency in the market equal highest among the areas considered in the exercise (average score 3.6) with nearly 60% of PES rating their information systems and analysis to be strong. The assessment noted, however, that in general PES have a better understanding of the supply side of the market than of the demand side and that within each area their databases are considered to be more developed (in terms of coverage, access and quality) than their use of the data for analysis.

Two out of three PES (20) plan to improve transparency. Most of the measures planned focus on improving access to information by introducing or further developing web portals and the range of tools available through these. However, despite some recognised weakness in analytical capacity, relatively few PES mention this as area for improvement.

A number of PES report plans, or recent initiatives, to integrate training offers into vacancy databases (or to develop a new traineeship database) and/or to improve client access to this information. In the self-assessment, the majority of PES rated their vacancy databases as strong and the fact that a significant number are now planning to address deficits in the coverage of traineeships and apprenticeships suggests that some scores may have been based primarily on capacity to inform about job vacancies rather than the full range of potential opportunities for young people. Ensuring access to information on traineeship/apprenticeship offers as well as jobs is crucial to support effective implementation of youth guarantee schemes and warrants further attention.

An area for further consideration by HoPES relates to the coverage of both jobseeker and vacancy databases. It is fundamental to ensure that PES have information about all the young people needing assistance and the maximum scope for placing them in appropriate opportunities. In general, PES have information only about the jobseekers registered with them and lack information on NEETs, other at risk youngsters, and those about to leave school. However, only two PES mention specific actions to share data with other bodies to ensure better understanding of the wider youth population. On the demand side, a number of PES already exchange some vacancies with private agencies but many do not and yet only four PES indicate that steps to change this are planned (or have been recently implemented).

Table 2 - Overview of planned measures, Area 1.1

Measure	PES	
Supply-side: database of young unemployed and analysis		
Partnership to improve coverage of data on young people and access to it (data exchange)	BE-Actiris (for 15-18 age-group), BE-Forem (warehousing)	
Improve longitudinal data to facilitate follow- up	Romania (cover all graduates for 1 year)	
Enrich skills information on jobseeker profiles to facilitate matching, link to database of all issued training certificates	BD-VDAB ("My career")	
Individualised training accounts for young people	<i>BE-VDAB</i> ("My digital me" - links with database of all issued training certificates), <i>BE-Forem</i> (development of FORMAPass catalogue of training offers).	

Measure	PES
Access/communication strategy targeted at young people	BE-VDAB (smartphone app), Netherlands (various mechanisms including links with other websites for youngsters, self-assessment tools and serious online game "Expedition work")
Develop/improve CV database,	France (labour market transparency project), Lithuania, Slovakia
Supply side analysis , registered and not registered young jobseekers	BE-Forem, Czech Republic (very general statement about statistical analysis), Romania (quarterly reports)
Demand-side: database of vacancies / traineeshi	ps and market analysis
Develop/improve traineeship database (or integrate with vacancy database) / web portal	BE-Actiris, France, Hungary (traineeship information from the chambers of commerce to be added to the vacancy system), Netherlands, Romania (include traineeship and apprenticeship offers in the vacancy database)
Cooperation with private agencies for vacancy exchange	Greece, France, Croatia, Netherlands
Tools for capturing vacancies	BE-Forem
Improve quality of information on vacancy skills requirements to facilitate matching	BE-VDAB ("My career"), Malta (including establishment of unit dedicated to helping employers improve vacancy information)
Develop/improve tools for automated submission of vacancies	Croatia, Slovakia
Develop/improve employer access to CV database to find potential candidates	Lithuania, Slovakia
Demand-side analysis / monitoring	Czech Republic, Romania
General improvements (not specific to supply/demand side)	
Improvement of vacancy database / CV database / job-search tools / jobs portal	Greece, Ireland, Spain, Croatia, Lithuania, Luxembourg, Netherlands (including dedicated website for disabled youth), Slovenia (active promotion of web services), Slovakia
Labour market information	Germany (Individualised Labour Market Monitor), Spain, France, Cyprus, Hungary, Switzerland

Examples of PES measures

Supply side: Database of young unemployed

BE-Actiris: exchange with partners

Young people aged 18-24 have to be registered with our PES so there is comprehensive coverage. A single and common database is shared with 175 partners in the Brussels-Capital region (RPE local network for employment). For young people aged 15-18 there is a problem of compatibility between the databases of the French speaking community and the Brussels-Capital region. Work is ongoing to address this issue.

BE-Forem: data warehousing, exchange with partners

Consolidation of a data warehouse (single clients database) in order to centralise data collected by Le Forem, and other operators and partners and make it available for clients (jobseekers).

BE-VDAB: improving quality of skills information - 'Mijn Loopbaan'/'My Career'

In 2013 VDAB enriched the jobseeker profiles and vacancies with the skills they have or require. This improves the quality of the automatic matching process. It also further enhances the transparency of our labour market because jobseekers will immediately see which skills the employer considers most important and what actions (i.e. vocational training, language training) they can take to make themselves more attractive to employers.

BE-VBAB: individualised training accounts - 'My Digital Me'

The Ministry of Education developed a personal portfolio for every student called 'my digital me'. There is also a single database (LED) that contains all degrees and certificates that are awarded in Flanders. Both these digital information sources communicate with the Mijn Loopbaan system to make sure all educational information in our customers' Mijn Loopbaan profile is correct and up-to-date.

BE-VDAB: communication strategy directed at young people - 'Apps for VDAB'

Since the internet and smartphones have become a way of life for the majority of youngsters we launched a competition for IT-students to develop smartphone-applications that make use of our data in a way that is both appealing to young people and useful in their search for a job. The winners combined data from social networks and geographical data with our open-data to design a good-looking and very user-friendly application that was also very complete in its functions. They were a multidisciplinary team of second year students at the Erasmus High School of Brussels.

France: labour market transparency project

A major project to improve transparency of both supply and demand. On the supply side, efforts are focused on providing more visibility to jobseeker profiles and CVs (using new channels, as pole.emploi.fr, professional social network, employment website, targeted distribution and push for jobseeker profiles). The objective is to increase the "reachability" of young jobseekers.

Lithuania: new national CV database.

Creation of an open national CV database that will include all registered jobseekers available to any employer

Netherlands: serious online game "Expedition work"

UWV Werkbedrijf developed a game for youngsters. By playing this game youngsters set their goals, learn how to make a CV, write a letter of application and prepare themselves for an interview

Romania: longitudinal monitoring of graduates registered in the PES database

Monitoring the situation of graduates of educational institutions registered in the PES database in the first year after graduation (employment, unemployment benefit recipients, enrolment in vocational training programs and other types of active measures).

Supply side: Analysis

Romania: quarterly reports

Work-out quarterly reports on the structure of young unemployed registered in the PES databases in order to identify the causes of unemployment among this category of persons and substantiate the measures for increasing employment, the employment programs and vocational training plans.

Demand side: Database of vacancies including jobs, traineeships and vacancies

BE-Actiris: improving traineeship database

The vacancy database is one of the strategic priorities of Actiris. Over the past 2 years the number of vacancies has been trebled. This is a result of strengthening the employer service, reorganisation of activities by sector (6 key sectors for the Brussels region) and the establishment of dedicated account handling services for major employers.

Our traineeship database is not efficient enough and we develop other applications to work on this situation.

BE-Forem: strategy to increase coverage of vacancies

Le Forem has a tool for handling and disseminating vacancy information. An application for matching jobs with the profile of job seekers has recently been implemented. Le Forem exchanges vacancies with the other Belgian PES (VDAB and Actiris), temporary employment agencies and soon EURES. In addition, the Le Forem's business plan includes actions to:

- Develop tools to capture vacancies:
- Establish integrated short- and medium- term actions to meet the demands of businesses in recruitment, especially for difficult to fill positions as well as vocational training programs tailored to the specific needs of business;
- Develop new processes for handling and filling job offers based on a strategy of dissemination and mediation (including by type of business);
- Expand the range of services offered in order to maximise the collection of job offers and their effective handling and filling.

France: labour market transparency project - vacancies

Gather more job offers and make them more visible (aggregation of offers with different partners – major recruiters, job portals); using new channels for circulation of job offers (job portals, professional social networking, targeted distribution and push for offers); facilitating access to Pôle emploi offers for partners and recruiters.

Malta: improving quality of vacancy information

A vacancy profiling unit has been established to assist employers in filling their vacancies in a standardised way to increase the quality of matching. Each vacancy is made available on the Maltese PES website, job centres and through job banks (touch screen computers made available in selected public places to enable jobseekers to look for jobs of interest).

Romania: integrating traineeship and apprenticeship offers

Including in the vacancies' database also the offers for apprenticeships, traineeships etc. and regularly analysing the areas of activity where jobs are offered.

Labour market information

Germany: Individual Labour Market Monitor

The Labour Market Monitor pools together regional information on the economy and the labour market. Through the Individual monitor, labour market information will be made available to an individual jobseeker in a way that it is tailor made to the individual profile. This is especially relevant for young people as very often a general overview is too daunting for them to deal with.

Area 1.2: Comprehensive range of counselling services

Further strengthening counselling services is an area of priority - most PES (27) within the HoPES network are planning relevant measures. These overwhelmingly focus on further developing jobseeker services, particularly in relation to the implementation or enhancement of e-Services and procedures to ensure an individualised service offer based on profiling. A number of PES also report HRM changes aimed at increasing the number and competences of (youth) employment counsellors.

HoPES will further consider the spectrum of services offered to employers as only a few PES plan measures in this area.

Delivering a comprehensive range of counselling services means providing both jobseekers and employers with a broad spectrum of high quality advice and guidance services delivered according to needs and through a variety of channels in order to offer customer choice. The key elements of these services are:

- A multi-channelled strategy to deliver information and services to jobseekers through a variety of
 different mechanisms online, by phone, face to face in order to ensure effective use of resources
 and provide client choice. The use of e-services should be balanced with personalised support to
 ensure the most appropriate assistance, particularly for vulnerable clients;
- A strategy to provide services to all young jobseekers, irrespective of their entitlement to benefits;
- A high quality and **comprehensive range of employer services** to be provided either in-house or by partners;
- A multi-channelled approach to servicing employers, providing clients with contact mechanisms and ways to access services that suit their business needs.

Efforts focused on further developing services for (young) jobseekers whilst few measures are planned to broaden the range of services for employers.

Most PES (27) indicate plans to improve some areas of counselling. The majority relate to improvements of jobseeker services and focus mainly on the implementation or development of e-Services and procedures to ensure an individualised service offer based on thorough profiling and assessment. A number of PES also report welcome steps to improve the capacity and quality of services through human resource management (i.e. by increasing the numbers and/or competences of specialist youth advisors) and the development of service standards.

The HoPES Assessment Report found that PES rate their capacity to deliver comprehensive counselling services to be medium-strong (average score 3.6). Around 60% of PES consider their multi-channelling strategies strong in relation to both jobseekers and employers (mostly, but not all, the same PES in each case). In relation to jobseeker services, three-quarters of PES (77%) indicate that these services are open to all young people, irrespective of their eligibility to benefits. The only area with more widespread weakness lies in the provision of a wide range of high quality employer services, which scored only 3.1 on average with less than 40% of PES considering their offer to be strong.

Ways to develop the range of employer services on offer is an issue that might be discussed further within the HoPES network as only five PES report any specific plans in this area. Of these, just two of appear to represent a comprehensive overhaul of services previously evaluated as relatively weak in the HoPES Assessment Report.

Table 3 - Overview of planned measures, Area 1.2

Measure	PES	
Supply side: multi-channelled strategy for delivering services to all young jobseekers		
Multi-channelled services for jobseekers: e-services, phone, face-to-face services	BE-Actiris (new integrated holistic service offer for young people, improve online tools), BE-Forem (simplified and universal registration online or by phone), Bulgaria (vacancies by email), Czech Republic, Germany (LernBörse learning platform and virtual classrooms, modernised careers information service), Spain (single employment portal), France (integrated multi-channelling project; pilot of 100% e-services for volunteer jobseekers with a guided action plan), Cyprus (electronic profiling), Netherlands (the online channel is used for all young jobseekers except the disabled who get face-to-face services; regional contact points), Austria (IT standards), Romania (active promotion of PES services), Finland (phone services, interactive information on Youth Guarantee), Sweden (targeted information).	
Personalisation of service offer;	BE-Actiris, BE-Forem, Ireland (full roll-out of Intreo service – new individual casemanagement approach), Spain (new strategy in the Annual Labour Policy Plan 2013 and Youth Entrepreneurship and Employment Strategy 2013-2016 aimed to support young people in their job search, information and counselling about training programs for employment), France (new segmentation of counselling services, reinforced individual support for those most in need), Croatia, Cyprus, Lithuania (motivation for unprepared youth), Luxembourg, Poland (new system of personal advisors for all clients), Switzerland (external providers of case management services).	
Increase capacity / improve service quality	BE-VDAB (subcontracted services for vulnerable 18-25), Greece (staff training), Ireland (increased resources, new systems and processes, sub-contracting of services), Lithuania (ESF funded training of youth coordinators), Hungary (work with chambers of commerce to reinforce national guidance system), Austria (new service standards, directory of contacts in other organisations, training of advisors), Poland (new individual client advisor position in local offices), Slovakia (increase staff), Norway (new standards for follow-up).	
Group activities	Greece (career days), France (youth jobseeker clubs), Croatia, Lithuania, Luxembourg, Malta (various workshops), Slovenia (youth job-search workshops).	
Support for young entrepreneurs	Spain (personalised support at the start of entrepreneurial activities, new support desks), Croatia (self-employment counseling)	
Working with all young people irrespective of entitlement to benefits	<i>BE-VDAB</i> (counselling to students and young graduates), <i>Estonia</i> (extend outreach services, partnership with youth centres, increase resources), <i>Greece</i> (expand careers offices in apprenticeship schools), <i>Malta</i> (motivational seminars, group activities for graduates).	
Demand side: comprehensive range of services for employers with multi-channelled approach		
Comprehensive range of specialised services for employers	BE-Forem (new and segmented approach to employer relations, introduction of employer advisors, individualised employer dossier), <i>Ireland</i> (enhanced engagement with employers through new <i>Intreo</i> service model), <i>France</i> (new segmented approach for the service offer to employers, distinction between "universal" and more specialised/enhanced recruitment support"), <i>Cyprus</i> , <i>Romania</i> (promote services designed for employers offering jobs to young people).	
Multi-channelled approach to employer services	BE-Forem (wide range of different methods to access services), Ireland (new processes and systems).	

Examples of PES measures

Supply side: multi-channelled strategy for delivering services to all young jobseekers

BE-Forem: multi-channelled approach to servicing jobseekers

FOREM currently has several means of contact for its different customers: website, call centre, public access points, face to face interviews, etc. The current business plan envisages a range of improvements including:

- Possibility to register (or re-register) for people who are already employed/self-employed but want to change jobs;
- Simplify the online registration process;
- Develop telephone registration;
- Increase the number of public access points for online registration;
- Develop personalised services that will be available to all jobseekers on registration;
- Improve access and referral to the service offer and raise participation of jobseekers;
- Develop a service strategy tailored to the goals of customer satisfaction and identify the most appropriate channels to deliver the different services;
- Improve and strengthen communication about the available training offer by offering opportunities relevant to individual jobseeker profiles.

BE-VDAB: increasing capacity through collaboration with private service providers

In order to providing the guidance to people aged 18-25 and most in need, VDAB set up a tender to enlarge capacity by an annual 4.050 trajectories and at the same time benefit from the partners' expertise. In this project, motivational training and job-hunting was mandatory for all youngsters. Despite the economic crisis, partners generally succeeded in placing the majority of youngsters they were counselling. In 2013 VDAB intends to improve on this result by extending the use of work experience and internships in the counselling trajectory.

Germany: LernBörse learning platform

Recognising the limitations of classical tutoring instruments, the LernBörse training platform has been updated to offer blended learning. Participants working in virtual classrooms can get support from specially trained e-tutors, network with other participants, etc. Training on offer includes, for example, courses on how to apply to jobs or apprenticeships. The BA would like to attract more young people to use our services and from these online experiences it is hoped they will voluntarily make contact and thereby become known to our advisors so that we can intervene or work together with them.

Ireland: completion of the rollout of the new 'Intreo' service.

A revised case management approach to activation/counselling for unemployed jobseekers involving the profiling of all unemployed jobseekers to prioritise and tailor interventions, enhanced engagement with employers, new systems, new processes, increased resourcing and also contracting of services.

France: youth jobseeker clubs

Job-search clubs for young people without any professional network or access to appropriate job-search tools and who are not able to convince employers of their professional skills. Clubs target young people from underprivileged areas with low or intermediate educational level (less then "BAC+2"). Participants are collectively followed through small groups of 14 people over a period of 3 months. Evaluations indicate a 50% rate of return to sustainable employment. Currently exist in 30 or so local agencies, but it is planned to increase this.

Lithuania: focus on individual needs, strengthening staff competences

The Lithuanian Labour Exchange aims to focus counselling services towards the individual needs of young people:

1. Motivational counselling (measure "Aš galiu" / "I can") for young people unprepared for the labour market or not motivated;

2. Job Clubs for job-ready clients;

3. Training of 20 youth coordinators who will work with vulnerable youth (ESF funded project "Pasitikėk savimi" / "Trust yourself").

Austria: strengthening capacity (Youth ADVISE)

Updating guidelines concerning minimum standards for the counselling process for young people (precise definition of the target group concerning age, services offered etc., definition of substantial offers, contact periods and communication channels); new IT-standards concerning the support agreement, especially for young people not receiving benefits and those looking for an apprenticeship; reference directory for youth advisers (compilation of all existing rules, list of contact persons in other institutions); further specialised training for youth advisers; Job description for youth advisers in combination with competences and skills; periodic exchange of best practices.

Poland: introduction of client advisors

In order to increase effectiveness of advisory services within local labour offices it is intended to introduce a "client adviser" function. The client advisors will be responsible for coordinating the majority of support provided to individual jobseekers, calling on specialised assistance from other office staff as required. Advisors will case-manage each individual jobseeker from registration, thereby providing continuity and increasing client trust in the labour office.

Slovenia: workshops for young jobseekers

Creation of special workshops targeted at young jobseekers and dealing with efficient job-search methods (with a focus on social media and networking), CV creation, etc.

Finland: interactive information on Youth Guarantee

The Ministry of Employment and the Economy has developed and redesigned in cooperation with other Ministries and actors a youth guarantee web page, which includes information and material on the implementation of the youth guarantee scheme in Finland, with access through Twitter and Facebook: http://www.nuorisotakuu.fi/en/youth guarantee/information

Sweden: targeted information services

Arbetsförmedlingen is currently developing a responsive web page for young people. The web page will contain labour market information, movies, games and interest and personality tests.

Demand side: comprehensive range of services for employers with multi-channelled approach

BE-Forem: customised employer services

The business plan outlines a new employer customer strategy based on segmentation and multi-channelling:

- Development of modern and differentiated processes for management of vacancies based on regular interaction with employers;
- Introduction an employer advisor function designed to offer a structured client / advisor relationship organised in portfolios by sector;
- A segmentation based on factors including: sectors of high priority for the economic development of the region, business needs of employers and their size or rate of growth, extent of client relations;
- Identification of the preferred communication channels (face to face with employer advisor, telephone with advisor, website / mobile customer space on the internet, mail, email, sms, ...) for the different types of interaction. For example: Leforem.be site for filing a job vacancy, telephone service for support in filing a job offer, direct contact with an employer advisor for advice and proactive follow-up of customer relationship.
- Establishment of an individual dossier for each employer.

Area 1.3: Efficient labour market integration and placement

Two out of three PES (20) plan measures to improve capacity to deliver an efficient integration and placement service that effectively reaches all young people in need of assistance.

The main focus of planned measures is on further improving capacity to deliver core functions for existing clients with steps to develop profiling and personalisation of the service package and to enhance the professional capacity of employment advisors and youth counsellors to deal with the particular needs of young people.

The HoPES network will consider further analysis of the situation with regards to early intervention in schools and more generally to services for inactive or at risk youth. Relatively few PES report plans in this direction even though the area scored relatively low in the (self-) assessment. This may be due to the fact that many PES do not have primary responsibility for these groups or share responsibility with other services.

An efficient placement and integration service for young people depends on prevention and early intervention, systematic individual profiling (assessment), and the development of an individual action plan agreed between the jobseeker and a PES counsellor. An effective and inclusive approach should ensure that no-one is left behind and that the most vulnerable are given individual attention. This requires regular cooperation of all relevant actors, specialised outreach services, monitoring, evaluation and the involvement of users. Key elements of an efficient service are:

- Early intervention and activation:

- A clear **strategy for early intervention** to be developed as a cooperative venture between the PES, schools, training institutions and any other bodies with responsibility for young people, such as municipalities;
- A service concept that ensures that young people who become unemployed benefit from a rapid
 and thorough profiling (assessment) of needs which feeds into the establishment of a mutually
 agreed individual action plan, which should be continuously monitored and updated as necessary;
- Adequate and appropriately skilled human resources (employment counsellors) with discretion to decide which support path is most appropriate for each young person;
- Systematic **procedures for monitoring** the sustainability of placements, the relevance of training provided and the longer term outcomes for young people;
- Regular collection and evaluation of customer feedback.

- Identification / motivation of inactive / at risk:

- Regular cooperation and exchange of information with schools and other relevant organisations;
- Outreach services to make contact with young people who are not registered with the PES;
- Communication strategy appropriately targeted at young people;
- Involvement of young people / users / youth organisations in service design.

Focus on measures to improve capacity for timely and personalised services for (young) jobseekers, less priority on early intervention or identification of youth at risk

Issues of interest in this area relate to the practices, delivery mechanisms and procedures adopted by PES to identify young people at risk, to ensure that all young people are provided with adequate information before they become unemployed and, for those becoming unemployed, to offer a high quality personalised support that starts at the earliest possible moment and is followed through to sustainable placement. In other words, the focus is on PES service and staffing concepts and their relations with other bodies working with young people, particularly for information exchange, for strategic planning and coordinated service delivery in case more intensive support by several providers is needed.

The HoPES Assessment Report found PES capacity in this area to be the weakest of all areas covered by the self-evaluation exercise (average score 2.8). Although PES report a moderate capacity to deliver an individualised approach for customers once they are registered, there is a need to develop better strategies for early intervention and for working with NEETs. It should be emphasised, however, that only 40% of PES consider that they have primary responsibility for young people who are inactive or at risk of dropping out and that often responsibility is shared or lies elsewhere (one in ten PES report no capacity in this area). In these cases it is essential to ensure good coordination and a clear assignment of responsibilities.

Two out of three PES (20) report planned measures in this area. The majority of these are focused on improving capacity to deal with registered clients by enhancing individualised support processes and developing the competence of staff to deal with the particular needs of young people.

Measures to broaden the scope of PES knowledge of, and interaction with, the wider youth population, including those who are inactive or at risk are less frequent: very few PES plan measures to systematically cooperate with schools to raise awareness of the services available; more, but still not many, are building cooperation with the education system and other actors to identify those at risk and bring them into the support system; and just a few PES are expanding their outreach services to pro-actively contact non-registered youth.

Further, across the area, relatively little focus is placed on the use of customer feedback to ensure the quality and relevance of services or on involving young people in service design. These can be crucial elements in designing services that will effectively engage with clients, particularly those on the periphery of society who may not react well to institutional contact.

The low assessment and general lack of action in this area highlights a need to clarify the extent of the PES role in engaging with inactive and at risk youth, to ensure a clear assignment of responsibilities and good coordination between the different organisations involved.

Table 4 - Overview of planned measures, Area 1.3

Table 4 - Overview of planned measures, Area 1.3		
Measure	PES	
Early intervention and acti	ivation	
Working with schools and other organisations to improve awareness of services	BE-Actiris (strengthen schools information services and training guidance centres), Netherlands (agreement with municipalities, knowledge centres, schools, office for early school leavers)	
Strengthening vocational guidance, work trials to help young people decide on appropriate actions	BE-Forem ("essais-métiers" / "job-trials" – real life experience of 3 occupations in 3 weeks), BE-VDAB (referral to orientation centres to help young unemployed make vocational choices, skills recognition for unqualified school leavers), Croatia (CISOK centres for lifelong career guidance), Latvia (activation in youth workshops – testing of 3 vocational fields for 3 weeks each).	
Individualised service	BE-Actiris (adapt IAP service to 4-month time-frame), BE-Forem (strengthen individualised job support process – personal job-coach and tailor-made follow-up based on profiling), Denmark (extended early intervention and activation), Germany (diagnosis of competences), Ireland (full roll-out of new Intreo service with individualised case management), France (enhanced diagnosis at first interview, immediate individual case management for those most in need, further interview within 4 months of first one), Lithuania (mentoring service for particularly hard-to-place groups), Poland (introduce profiling and use this for appropriate allocation to measures).	
Ensure adequate human resources (employment / youth counsellors)	BE-Actiris (youth department within employer management section to give services better link with business world), BE-Forem (training, allocation of resources), Estonia (in-house training of employment advisors), Croatia (specially trained youth counsellors), Romania (assessment of human resource capacity), Slovenia (training advisors in use of social media), Finland (staff training).	
Monitoring and follow- up	BE-Forem (management indicators - e.g. rate of jobseeker integration after training), Greece (development of special tools for follow-up after placement), Lithuania (methodology for monitoring).	
Collection and evaluation of customer feedback, involvement of users in service design	<i>BE-Actiris</i> (customer follow-up surveys), <i>BE-Forem</i> (customer listening methodology, ongoing evaluation of existing customer satisfaction surveys), <i>Germany</i> (involvement of both customers and employees in the optimisation of existing information and media offers), <i>Romania</i> (customer satisfaction monitor).	
Identification/motivation	of inactive / at risk	
Cooperation for exchange of information about young people at risk	BE-Actiris (partnership with organisations connected with early school leavers), BE-Forem (recognise NEETs are not known to the PES, some ESF projects being undertaken, need to build partnerships to identify and reach NEETs), Cyprus (cooperation with Ministry of Education for early identification and registration of young people), Netherlands (cooperation with municipalities, knowledge centres, schools, office for early school leavers), Romania (partnership with Ministry of Education for exchange of information about graduates and school leavers),	
Communication strategy aimed at young people	<i>BE-Actiris</i> (language for young people), <i>BE-Forem</i> (generation CCC concept: communicate, collaborate, create), <i>Germany</i> (social media strategy), <i>Cyprus</i> (multichannelling to attract young people).	
Outreach services	BE-Forem (partnerships actions to reach and mobilise NEETs), Germany (Young People and Career Work Alliance – new network for disadvantaged youth), Estonia (expanding mobile counselling services), Portugal (greater collaboration to reach NEETs), Finland (outreach youth work and youth workshops extended across the country), Sweden (National roll-out of Unga in project – using young people as ambassadors)	

Examples of PES measures

Strategy for early intervention

BE-Actiris: strengthen schools information services

We will intensify our JEEP and JUMP programmes, which are information programmes at schools about our service offer. In addition, we try to find the best way to gain a presence in high schools and universities and in all big school events.

Profiling and individualised support

BE-Forem: strengthen individualised job support process

Le Forem is considering the use of a specific job-support pathway specifically adapted and designed for young jobseekers within the framework of the "Individualised job-support process", which has been offered to every jobseeker in Wallonia since 2010 (irrespective of age). The "individualised job-support process" consists of a personal job-coach and a tailor-made follow-up based on the characteristics and level of autonomy of each jobseeker. The aim is to give the jobseeker a "boost" and to support him/her into work, as soon as he/she registers. This specific guidance and support can last up to one year. Young jobseekers (18 to 25 year old) who are leaving school and registering with Le Forem are invited to meet their personal job-coach as soon as they register if they are low-qualified (less than secondary school) or within 2 months for others.

Denmark: extended early intervention and activation

A reform of the social security system applicable from 1 January 2014 expands the duty for jobseekers to take up education/training to all young people aged <30 and receiving social security benefits. Unemployed young people will be contacted within one week and will receive an offer within a month.

Latvia: youth workshops - testing of 3 vocational fields for 3 weeks each as part of activation of low-skilled. "Youth workshops" were launched in March 2013 in order to help young unemployed (15-24 years old) with a low level of education or without work experience to make a conscious decision about their future education or job field. Participants get an opportunity to try three different vocational fields (3 weeks for each field or 45 days in total). The majority of training is practical with at most 40% theoretical. At the end of the workshop, participants receive a certificate of participation recording the vocational fields they were familiarised with. During the internship young unemployed people receive a monthly allowance.

Poland: introduce profiling tool for risk identification and use this for appropriate allocation to measures. In order to increase the effectiveness of labour offices it is intended to introduce a profiling concept, on the basis of which the labour office will be obliged to specify an assistance profile based on each unemployed

basis of which the labour office will be obliged to specify an assistance profile based on each unemployed persons' actual situation in the labour market. The profile will take into account two key variables: distance to labour market and willingness to return to labour market. Recipients of social benefits considered to be some distance from the labour market or not available for work will be included in the Activation and Integration Programme (PAI). This approach is optional, depending on the financial capabilities of the local municipality. PAI actions are implemented by poviat (local) labour offices in co-operation with the social welfare office or other organisations carrying out statutory activities in the area of vocational and social integration and reintegration for persons at risk of social exclusion. Unemployed persons directed to PAI will benefit from both vocational activation schemes, including community work, and social integration schemes (delivered on the basis of an agreement between labour office and social welfare office).

Adequate and appropriately skilled human resources

Estonia: staff training

PES in-house training programme on work-focused counselling skills is being further developed to improve the counselling and job mediation skills of employment advisors, including skills to identify employment barriers and most effective and efficient ALMP measures according to individual needs. The training programme will be complemented by systematic coaching at work place (piloting started in summer 2013).

Croatia: youth counsellors

Counsellors for youth, trained specially to work with young people, including group work and workshops. They give support to young jobseeker on all levels of job-search

Procedures for monitoring

Greece: development of special tools for follow-up after placement

Development of special tools ensuring follow-up after placement for VET graduates and ALMP participants, focusing on the sustainability of placements. Development of a systematic assessment tool for placements.

Outreach services

Germany: Young People and Career Work Alliance

The Young People and Career Work Alliance, based at the interface between employers, job centres, municipalities as well as youth welfare, represents a new network approach to support disadvantaged youth.

Estonia: expanding mobile counselling services

PES continues mobile counselling in partnership with local open youth centres in order to reach the NEET group. The PES service/out-reach capacity will be increased by recruiting additional staff (career information specialists).

Sweden: National roll-out of *Unga in* project – using young people as ambassadors

National roll-out of *Unga in* project co-funded by ESF and municipalities and running in Stockholm since 2009. *Unga in* is a motivational project for NEETs aged 16–24 that confronts marginalised young people on their own turf and encourages them to break out of their current situation and take up work or training. Outreach activities are one of the key success factors. Participants in the project are hired as "ambassadors" to recruit new participants, going to public meeting places and approaching young people with information about the possibilities for them within *Unga in*. All "ambassadors" have themselves experienced what it is like to be excluded from society and can use their own experiences when they meet and talk with the young people.

Area 1.4: Effective and efficient allocation of active labour market policy measures

Over half of PES (17) indicate plans to improve the allocation of ALMP with the focus of efforts on the provision and delivery of ALMPs, particularly through fostering cooperation with service providers and other relevant actors.

Some HoPES members report changes in the way that resources for ALMP are allocated but in most cases there is little evidence to suggest that the methods adopted have any direct link to the potential demand implied by the implementation of Youth Guarantee schemes (i.e. to ensure access to ALMPs for all young people that cannot be placed directly into training or work).

A few PES within the HoPES network report steps to improve the systematic monitoring and evaluation of ALMPs to support evidence-based policy making but more could be done.

One issue that warrants further consideration by the HoPES network is the follow-up of participants to ensure sustainable integration and to avoid drop-outs. This scored relatively low according to the HoPES Assessment Report, yet only one PES mentions relevant measures to address this.

For young people that cannot be placed directly into suitable employment or vocational training an appropriate portfolio of active labour market measures (ALMP) should be available. The capacity of PES to refer clients to an appropriate set of measures depends in the first place on adequate funding being available. Thereafter, the PES has to define the portfolio of measures available, decide which types of measures are required, whether they should be delivered in-house or contracted out, organise providers, determine payment mechanisms, and ensure the follow-up of participants. It is also crucial that attention is paid to evaluation of results and that measures are evidence based.

For PES, the key elements for the effective and efficient allocation of active labour market policy measures are:

- Adequate financial resources to deliver appropriate active labour market policy measures to all young people who cannot be integrated directly into employment or vocational training;
- Systematic processes to plan and organise the provision of measures. This starts from regular analysis
 of the market situation and the current determinants of youth unemployment on a national and
 regional/local basis. Thereafter, PES need to organise an appropriate portfolio of measures, allocate
 resources, co-ordinate both in-house and external provision, manage payments, ensure routine
 monitoring, etc.
- **Follow-up mechanisms** to ensure that young people, especially the most vulnerable, do not drop out of the system once placed into a job or after having completed a training placement or ALMP measure;
- An appropriate and flexible supply of suitable training courses and providers in line with the market needs;
- **Systematic monitoring and evaluation** in order to ensure that current programmes are achieving objectives and cost-effective and to provide the evidence base to support the design of new measures.

Focus on the planning and provision of ALMP; follow-up of young people after placement is a challenge for the future

The interest in this area is about how to effectively shape and manage ALMP measures to ensure a good return on investment in terms of integration results. The focus is therefore on the processes and procedures that are used to determine the level of resources available, what programmes should be offered, how they are delivered and how their effectiveness is ensured.

The Assessment Report found that PES consider their overall capacity to efficiently allocate ALMP to be medium (average score 3.4). Adequate funding and procedures for organising the delivery of appropriate measures scored medium-strong (3.6 and 3.7 respectively) whilst ensuring a flexible supply and use of evidence-based design scored medium (3.3 and 3.4) and processes for follow-up scored weakest (2.7).

Over half of PES (17) report planned improvements in this area. The main focus is on processes to plan and organise ALMP with the most common developments related to improving cooperation between PES and other service providers, both to ensure an appropriate and adequate supply and to improve management procedures and thereby the quality and cost-effectiveness of measures.

A number of PES report on mechanisms to ensure adequate funding. Some of these describe practices for funding of ALMP generally. Of particular interest, however, are specific developments to ensure adequate resources to provide appropriate ALMP measures to <u>all</u> young people that cannot be placed in training or work.

Self-assessment scores for the use of systematic monitoring and evaluation of ALMP showed significant differences between PES with most recorded at the extremes (either strong or weak) and few in the mid ground. Evidence-based policy making is crucial to ensure effectiveness and efficiency and a number of PES intend to take steps to improve the routine monitoring and assessment of ALMP, though this group does not cover all of those that assessed their capacity to be weak.

The follow-up of ALMP participants after placement into a job or traineeship is fundamental to ensure sustainable integration and to avoid people being lost from the system. The issue warrants further consideration within the HoPES network. Although the Assessment Report recognised it to be area of weakness only one PES reports any measure to improve capacity.

Table 5 - Overview of planned measures, Area 1.4

Measure	PES
Increase / re-allocation of financial resources.	BE-Actiris (review of resources to meet needs of young people), Bulgaria (increased budget, reallocation of annual budget between regions based on use), Ireland (potential quota of ALMP places reserved for young people), Greece, Spain (new performance related model of budget allocation between regions), Hungary (decentralised planning linked to complex labour market indicators, extensive use of ESF), Romania (improve justification for, and increase resources available for, youth measures).
Processes to plan measures: understanding market needs and better targeting of measures to needs of young people	Greece (use of recent studies to guide ALMP provision, increased targeting of ALMPs), Spain (development of an "occupations observatory" that can input to measure design; modernising PES in order to better respond to client needs), Lithuania (differentiated support following profiling).
Processes to organise provision: improving internal procedures and cooperation with partners	BE-Actiris (working with service providers to ensure appropriate offer), BE-Forem (redefine partnerships with Skills Centres; new cooperation agreement with the education system; establish principles, tools and processes to support the management of partnerships, increase use of partnerships to work with NEETs), Germany (new VET schemes for SMEs, identifying and filling gaps in the market), Spain (framework agreement on public-private collaboration), France (extend cooperation with Missions locales), Netherlands (regional cooperation between municipalities and secondary education system), Austria (comprehensive customer driven approach, review of processes, procurement methods, etc.), Poland (improve management of local labour offices and cooperation between them), Portugal (improve cooperation with relevant partners, particularly for NEETs).
Procedures for follow-up of participants to ensure sustainable outcomes	France (up to 3 years ongoing support for participants placed through emplois d'avenir)
Systematic monitoring and evaluation for an evidence based programming.	BE-Actiris (working with relevant authorities to promote use of measures considered as best practice after a benchmarking exercise; recognise the need for full evaluation but hindered by a lack of data/tools to measure programme impact), Greece (new tools to monitor participants after participation in ALMP), Spain (promote assessment of ALMPs), Cyprus (development of standard monitoring procedures for all ALMPs), Austria (optimisation of programmes based on customer satisfaction and results), Poland (evaluation of the effectiveness of programmes).

Examples of PES measures

Adequate financial resources

Belgium-Actiris: reallocation of resources

We are analysing a complete reallocation of our financial resources available to offer the best appropriate active labour market policy measures for young people.

Ireland: earmarking of ALMP places

Potential earmarking/reservation of a quota of places on ALMPs for young unemployed people.

Processes to plan and organise the provision of measures

BE-Actiris: cooperation with service providers

We are looking how to adjust the offer of the service providers in order to answer better to the principles of the Youth Guarantee.

BE-Forem: improve cooperation and management of partnerships

The business plan of Le Forem includes plans to: organise new cooperation agreements with education institutions; redefine and redeploy partnerships with Skills Centres (public-private partnerships); establish principles, tools and processes to professionalise the management of partnerships in the context of a global strategy based on consistency, trust and transparency; develop methods and tools for the use of others.

Spain: framework agreement on public-private cooperation

The Council of Ministers has approved a national framework agreement (August 2013) with common rules and a shortlist of private employment agencies, which together allow the Autonomous Communities to follow a more streamlined procurement process to achieve effective integration of unemployed based upon result-oriented payment. Fourteen out of the seventeen Autonomous Communities have already signed.

Spain: occupations observatory

Developing an "Occupations Observatory" to adapt employment policies to the real needs of the job market in each region and to identify and anticipate future needs.

France: extend cooperation with Missions locales

In France, a large number of young people contact and receive support from 'local missions for youth insertion' which are associations created by municipalities (or groups of municipalities). Their role complements the action of Pôle emploi and includes the provision of information services, guidance, support to access to education and training opportunities, coaching and intermediation with employers. Currently, there are about 450 local missions across the country. In 2012 they supported close to 1.4 million young people, including 500.000 'new users. Cooperation between local missions and Pole Emploi is to be extended in the context of a Youth Guarantee scheme.

Austria: comprehensive customer-driven approach

Part of the quality programme of the Austrian PES deals with the optimisation of measures in terms of customer needs, efficiency and effectiveness; objectives are to increase the success of the Austrian PES driven labour market support, the improvement of the customers' satisfaction concerning the programmes offered by the PES, the optimisation of the use of the budget available for labour market policy measures; this project covers as well the improvement of the interaction with customers, the revision of process analyses and process design and the procurement of objectives, backgrounds, connections and values as well as the creation and implementation of tools (e.g. profiling, targeting) in order to improve the quality of the measures selected for customers; the optimisation of the measures offered, support, coaching and assessment of the adviser's job by the executive manager; good practice transfer.

Procedures for follow-up of participants

France: up to 3 years ongoing support for participants placed through emplois d'avenir

The ALMP *emplois d'avenir* is a key element in the fight against youth unemployment in France. It provides subsidised work placements for low qualified and particularly disadvantaged young people (including those with disabilities) for a minimum of one year. Counsellors from Pôle Emploi, local missions or CAP employ (for disabled) are the first point of contact and provide on-going guidance for up to 3 years after the start of a placement in order to ensure that the position can be maintained. Employers are also obliged to offer tutoring and access to training, with a view to qualification or later validation of non-formal learning.

Systematic monitoring and evaluation

BE-Actiris: evidence from benchmarking, obstacles for evaluation

We want to convince the authorities to implement some measures which have been identified as best practices during the last benchmarking we did. There is an obstacle in the evaluation of programmes: we have no data tools to measure the impact of the programmes.

Cyprus: introduce standardised monitoring

Develop a coherent methodology for the continuous monitoring and evaluation of ALMP to be applied consistently across the different measures.

Poland: focus on evaluation

The focus will be on evaluations of the actions implemented and evaluations on effectiveness of the programmes implemented by labour offices

Area 2: Career guidance structures and coordination with school based services

Further strengthening of career guidance services is a priority: many PES (25) within the HoPES network report planned measures.

Planned developments are focused on developing partnerships and networks between PES, the education/training system and other relevant actors in order to exchange and share information, and on digitalisation to ensure the widest possible dissemination of that combined knowledge. The partnerships being developed are focused mainly on educational and vocational guidance and less on specialised services for vulnerable groups.

A number of PES are taking steps to improve internal capacity to deliver employment counselling services or to revamp careers centres.

Areas for further consideration by HoPES include partnerships to offer specialised guidance services for vulnerable groups and the use of customer feedback as a means to ensure service quality.

Career guidance has a fundamental role to play in the effective implementation of Youth Guarantee schemes because it represents the vehicle for ensuring that young people are adequately informed in order to make appropriate career choices and access any support they may need.

Career guidance covers a range of individual and collective activities relating to information-giving, counselling, competence assessment, support, and the teaching of decision-making and career management skills. In relation to Youth Guarantee schemes, the key is to ensure the delivery of a career guidance service that reaches all young people and provides not only individualised career advice relevant to market needs, but also adequately signposts young people to potential further support. For PES, the key elements of an effective service are:

- A user-friendly digital careers information platform/portal. Such a portal should provide, or signpost
 users to, information about occupations, training paths and institutions, vacancies and development of
 labour demand, as well as tools for self-assessment, testing and application and information about
 other relevant services;
- The capacity to provide **face-to-face** employment counselling services including **basic career guidance** and employment counselling services to jobseekers of all ages;
- The capacity to deliver, often in cooperation with other appropriate providers, **specialist career guidance** services:
 - **educational and vocational guidance** provided on the basis of an in-depth assessment of individual capacity, interests and needs;
 - specialist guidance for young people with disabilities or multiple barriers (case-management);
- The **regular collection and evaluation of feedback from users** to ensure the quality and the relevance of career guidance services.

Strengthening career guidance services through partnership and digitalisation

Career guidance for young people is vital to help them make that first transition from education/training to work and the delivery of an effective service depends on two things: good communication between all

relevant bodies dealing with education and labour market issues and ensuring that the sum of the knowledge garnered from that cooperation reaches all young people.

The HoPES Assessment Report found that PES have reasonable capacity to provide careers information and basic career guidance services, but more mixed performance in the provision of specialist guidance services for young people with multiple obstacles. It notes also that only two thirds of PES have primary or shared responsibility for providing career guidance services to young people. In the other cases responsibility lies with education ministries, schools or municipalities. Nevertheless, the provision of careers information (portals), general career guidance as part of the work of employment counsellors and in-house provision of, or referral to, specialist career guidance services where needed are basic requirements for PES to help young people making their first move into the labour market.

Many PES (25) report plans to strengthen career guidance services. These are focused on developing partnerships and networks of relevant actors to exchange and share information and to deliver specialised guidance services, and on digitalisation to ensure the widest possible dissemination of that combined knowledge. Fewer PES report steps to improve employment counselling services provided by PES counsellors but where measures are planned these generally relate to staff development or the introduction of quality standards for guidance.

Partnerships between PES and other organisations are being developed to fulfil a range of purposes. Most common is the development of cooperation with the education system, schools, universities and other vocational guidance providers to strengthen educational and vocational guidance services and ensure that these reach young people before they take their first steps into the labour market. A smaller number of PES plan to develop their relations with external providers to provide specialised guidance services for more vulnerable clients. This includes cases where PES are aiming to develop a more holistic approach to working with vulnerable youngsters by involving social workers or psychologists in the guidance process

Only one PES (Romania) mentions any specific plans to improve their use of customer feedback as a means to ensure service quality. This is an area in which half of PES assessed their capacity to be relatively weak - a point for further analysis within the HoPES network.

Table 6 - Overview of planned measures, Area 2

Measure

PES

Develop or enhance digital careers information platform/portal and online tools open to all BE-Actiris (find tools to support counsellors), BE-Forem (FormaPass database – catalogue of guidance and training services available in the region), BE-VDAB ("My Digital me" individual training record, link with database of all training certificates, customised memory stick, downloadable careers lessons for teachers and final-year students), Germany (online services within BIZ career information centres), Spain (new integrated portal), Croatia (Labour market information system, e-counselling tools, self-assessment, defining job-search goals), Cyprus (vocational guidance tool for employment counsellors), Austria ("Picture your job" service for young people, greater use of telephone and e-tools), Poland (increase use of online tools in career planning centres), Portugal (integrated information and guidance system), Slovenia (expand range of information, use of photos and videos), Finland (extend availability of national online and telephone services regardless of time and place, increase use of social media), United Kingdom (specific website for young people),

Measure	PES
Basic career guidance services (employment counselling): strengthening internal capacity	Ireland (new referral protocols), Spain (strengthen staff capacity, expand guidance for people interested in becoming self-employed, dissemination of studies by the Occupational Observatory to employment advisors), Cyprus, Lithuania (increase capacity, introduce quality standards), Austria (Youth ADVISE: comprehensive standards, guidance material for counsellors, staff training, exchange of best practice), Poland (staff training), Romania (staff training)
Specialist career guidance services: establishing or developing partnerships and networks to deliver services, developing internal capacity	BE-Actiris (holistic approach involving social workers, better collaboration with other career guidance providers), BE-Forem (vocational guidance consortium, "cite des metiers" - city of jobs and careers project), Bulgaria (cooperation with social partners, local authorities, education and training bodies, motivational workshops with input from psychologists), Denmark (strengthened dialogue between municipalities and education system), Estonia (strengthen collaboration with specialised youth career centres and schools, workshops in schools and mobile counselling to reach NEETs), Ireland (merger of education and training bodies as new authority – Solas, new online referrals and tracking system between PES and Solas), Spain (proposal for technical collaboration between network of PES Occupational Observatory and network of regional advisors), France (second-chance schools, re-organisation of the guidance service), Croatia (establish National Forum for Lifelong Career Guidance), Cyprus (PES and Ministry of Education, particularly to strengthen school based guidance), Lithuania (mentoring for vulnerable youth), Hungary (develop registration system for external providers, networking with other providers), Malta (cooperation between PES and compulsory education institutions, cultural integration of young refugees), Austria (youth coaching programme to support VET for vulnerable people), Poland (cooperation with university based services, cooperation between career centres and other specialised providers), Romania (cooperation with private providers, contracting out specialist services), Slovenia (strengthen cooperation with career centres in Universities), Finland (cooperation on the basis of national strategic objectives for lifelong guidance, new regional groups), Sweden (PES referrals to folk high-schools for motivational training), Switzerland (strengthening cooperation with specialised providers).
Improving career centres, work-trials to give youngsters a chance to experience real jobs	BE-Forem (CEFO centres), BE-VDAB (72 hours arrangement – opportunities for school students to work on machines in Skills Centres and Centres for Excellence, "Do Days" giving a taster of work to primary school students), Bulgaria, Germany (further development of occupational information (BIZ) centres), Greece (specialist career centres in Special Education Schools, Luxembourg (new BIZ centre), Poland (change terms of reference, more e-services, open to employers and employees for advice on career development), Sweden (PES as employer).
Regular collection and evaluation of client feedback	Romania (system to measure client satisfaction).

Examples of PES measures

Digital careers information platform/portal and online tools open to all

BE-Forem: FormaPass database

New "FormaPass" database is an online catalogue of the vocational guidance and training services available in Wallonia. It enables jobseekers and professional advisors (within Forem or external providers) to get a picture of the available training supply, provides steps to access / register for the services and courses offered, and provides feedback data to counsellors for follow-up.

BE-VDAB: "C-Stick" and downloadable "Start of a career" package

The "C-Stick" was developed by the organisation JES ('youth and city') in close cooperation with the young people they work with on a daily basis and funded by the ESF. The C-Stick is a program on a customised memory stick that helps youngsters to think about their strengths and interests and decide what job suits them. The result of running through the program is a personal development plan that suggests the necessary steps that the youngster should take to find a suitable job. The C-stick is now being used by the VDAB counsellors and integrated with the *Mijn Loopbaan* system.

Teachers and final-grade students are provided with a free "Start of a career" lessons package that is downloadable from the PES website. This package teaches the students, through discussions and brainstorming, about the soft-skills needed to successfully bridge the gap between school and their first job.

Spain: integrated guidance portal

Development of the Integrated System of Professional Guidance and Information designed by the Departments of Education and Employment with the collaboration of the regional PES and social agents. Amongst the measures considered are:

- Development of an integrated portal for guidance and information on training and employment.
- Individualised diagnostics on the profiles, needs and expectations of young unemployed people.
- Design and creation of personalised itineraries for integration into the job market.

Croatia: e-counselling and labour market information system

A new model of e-counselling will provide online access to information relevant for career guidance and career development, an opportunity for self-assessment of competences and interests, a tool helping to define job seeking goals, etc.

A new Labour Market Information System (LMIS) has been in place since July 2013. It combines information on employment, unemployment and wage rates in Croatia. The system includes a combination of data from relevant stakeholders and provides an overview of the labour market at national and county level. It will be accessible to pupils, students, unemployed persons, or any other users who need support in the decision-making process of career choice.

Slovenia: making information more appealing to young people

The website has been recently integrated with photo and video contents to make career information more appealing to young people.

Basic face-to-face career guidance

Spain: improving counsellors knowledge of the market

A series of measures aimed at improving the quality of guidance through a better understanding of the market:

- Employment and education advisers to contribute to the better understanding and transparency of the job market.
- Studies to be undertaken by the Occupational Observatory of the State Public Employment Service (SEPE) and disseminated to vocational guidance counsellors in secondary education Institutions (almost 4,000) and PES employment advisers (5,355).
- Proposal for technical collaboration between the PES Occupational Observatory network and the regional PES advisers' network.

Lithuania: developing internal guidance capacity with quality standards

To build up our internal career guidance services the Lithuanian PES will: introduce a mentoring service to help develop human and social capital in at-risk youth; design and implement career guidance package for young people; ensure quality of service by applying a Quality Standard for information advice and guidance services.

Specialist career guidance

BE-Actiris: improving collaboration with other providers, holistic approach involving social workers

A more accurate and efficient collaboration with the other service providers of professional guidance: we need to have better links and feedbacks in continuum between us. We know the difficulty for young people not to drop out, that's why we need to find a more human, less impersonal follow-up.

We are thinking about engaging social workers in our PES or to improve the offer of the service providers dealing with youth matters in a holistic way. The purpose is to work on both sides: unemployment and other obstacles in their job-hunting, such as problems of accommodation.

Estonia: strengthen collaboration with specialised youth career centres and schools

PES has its own career guidance service (professional career counsellors work in all employment offices), however, cooperation with specialised youth career centres and schools will be strengthened by the following new measures: 1) regular workshops at schools (8-12 form students) on labour market, job search and working life in cooperation with youth career centres and labour inspectorate; 2) mobile counselling in cooperation with open youth centres in local communities to reach out to NEET group or other non-registered young unemployed. These measures form a part of the Estonian youth guarantee programme that is going to be implemented jointly by PES and Ministry of Education (youth work strand), starting in the end of 2014/beginning of 2015.

France: schools of second chance including internships for vocational orientation

Second chance schools are devoted to young people aged 18 to 25 years (occasionally older) who have left school without qualifications. Schools provide training from 9 months to 1 year to develop basic skills: reading, writing, counting, basic computing, notions of a foreign language. During this period, young people are obliged to undertake two or three internships in companies in the region to explore the world of work.

Croatia: National Forum for Lifelong Career Guidance

Establishment of the National Forum for Lifelong Career Guidance under the jurisdiction of the Ministry of Labour and Pension System, as a multi-disciplinary and multi-institutional network with the aim of improving and fostering overall policy and the legal framework of lifelong career guidance in Croatia. The forum will facilitate coordination and co-operation between stakeholders on national, regional and local level.

Malta: cultural integration of young refugees

This exercise is aimed at facilitating the integration of young refugees into Maltese society by making them more aware of the culture, their employment rights and the tools that are available to help them in Malta. It will also help them to learn how to deal with racist behaviour.

Austria: youth coaching with a focus on those at risk

This strategy is orientated towards preventing the exclusion of young people on their way from compulsory schooling to further (vocational) education or training or into the labour market by creating suitable basic conditions and providing offers. In cooperation with the Federal Ministry of Education, the Arts and Culture, a comprehensive network of individual support services and offers is provided to pupils if needed. Youth Coaching is designed to ensure that there is nationwide and integrated advice, guidance and support from the end of compulsory schooling until pupils' integration into the system of further education or training has taken place. Support will be offered to young people from the end of compulsory schooling until they have been sustainability integrated into a further education or training scheme, to prevent them from being excluded or from dropping out of education early. The Federal Social Welfare Office is responsible for the realisation of youth coaching.

Romania: outsourcing specialist guidance for vulnerable groups

Contracting vocational guidance and counselling services, for young people confronted with multiple barriers in accessing employment and for youth with disabilities, to specialised service providers from the private sector.

Sweden: PES referrals to folk high-schools for motivational training

The folk-high school is an initiative that aims at empowering young persons, NEETs, with incomplete leaving certificates from secondary or upper secondary school. Schools provide a three month motivational training programme aimed at facilitating a return to the regular education system. Success rate is around 40%. The Swedish PES identifies young people who could benefit from this assistance and helps them complete the application process.

Improving career centres, work-trials

BE-VDAB: giving young people a taster of work - "72-hours arrangement" and "Do-days"

Our partnership with schools includes the '72 hours'-arrangement, that provides schools the opportunity to let their students work for 72 hours on the best machines and equipment in our Skills Centres and Centres of Excellence. Primary school students can also come to VDAB competence centres for a 'Do-Day', to get a realistic taste of what it is like working as i.e. a builder, a technician or a carpenter.

Poland: strengthening career advice centres

It is planned to change the terms of reference of Information and Career Planning Centres acting within Voivodeship (regional) Labour Offices. Centres will remain open to adults interested in obtaining assistance in the area of vocational guidance and career planning, but they will use tele- and IT tools to a greater extent, including distance advisory services. Centres' clients will also be employers and their employees, who could obtain assistance in professional development. Centres will co-operate with Academic Career Offices in the area of preparation, update and promotion of information on occupational issues at the local and regional level and contribute information to the national level as required. Due to organisational changes of labour market services, Centres will implement training and methodical actions in the area of labour market services for the staff of poviat and voivodeship labour offices. There should be at least one Centre in each Voivodeship.

Sweden: PES as employer

Arbetsförmedlingen, as an employer, assumes its share of the responsibility to cut youth unemployment and give young people a glimpse of working life and experience that can be referred to in future job applications. Arbetsförmedlingen regularly offers young people short, four-week contracts, particularly those at risk of becoming long-term unemployed. The placements are kept short to maximise throughput and reach as many young people as possible. In 2012, 911 young adults had a short-term contract with Arbetsförmedlingen.

Regular collection and evaluation of feedback from users

Romania: new system for assessing customer satisfaction

Creating and implementing a system for measuring the satisfaction of young people benefiting from PES services.

Area 3: Services for employers

Further developing capacity to service employers is a priority for most PES within the HoPES network: 29 PES report planned measures in this area in order to engage more effectively with employers through a customer-focused restructuring process.

Planned measures vary considerably depending on the different starting point of each PES with some taking the first steps to build up a dedicated employer service whilst others with well-established services are developing a sophisticated approach designed to offer each employer a highly professional service tailored to individual needs.

There is also widespread activity to develop and improve online services, particularly the vacancy databases and automated matching tools that are crucial to the credibility of PES as professional actors in the modern vacancy/recruitment market.

Areas requiring further analysis by the HoPES network include strategies for vacancy handling, appropriate allocation of human resources and use of customer feedback. Fewer developments are planned in these areas even though more PES reported relatively low scores in the self-assessment.

Closer relationships with employers will allow PES to secure more and better employment opportunities for jobseekers and to understand better the current and future skills needs in the market. In order to strengthen PES services for employers it is necessary to have a clear strategy for identifying and engaging with employers coupled with a range of high quality services that establish PES as a respected professional partner for recruitment and workforce development. Key elements of employer services are:

- A clear strategy for identifying and engaging with employers to create more job and traineeship opportunities for young people, raise awareness and increase openness towards workplace training and apprenticeships;
- An **effective system for handling vacancies** for both jobs and apprenticeship/training opportunities, including cooperation with private agencies;
- The capacity to offer **pro-active matching services** such as the pre-selection of candidates or the arrangement of work trials;
- User-friendly digital tools to improve access to services and to reduce costs;
- Capacity to provide advice and guidance to entrepreneurs and people willing to start a new business;
- Appropriate allocation of **human resources and regular use of customer feedback** to ensure the quality and relevance of the services offered.

Engaging more effectively with employers ranks highly on the PES agenda; customer-focused restructuring of services and improving e-Services

European public employment services (PES) recognised in their <u>2020 strategic vision paper</u> that they need to engage more with the demand side of the job market. This is particularly relevant to the implementation of Youth Guarantee schemes because cooperation with employers is fundamental to ensure an adequate supply of jobs and in-work training opportunities for young people.

In the HoPES self-assessment exercise, PES rated their employers services as moderate (average score 3.2). There was little variation in the scores assigned to different elements of employer services, though slightly

stronger scores were associated with delivery of matching services and slightly lower scores for strategies for vacancy handling and collaborating with private employment agencies to promote vacancy exchange.

The catalogue of measures planned to improve services in this area indicate that PES have almost universally taken note of the need to improve employer services with most (29 of 31) planning actions in this area. In particular, many PES are restructuring their employer services in order to treat employers as individual customers and provide services tailored to needs. There is also widespread activity to develop and improve the IT infrastructure and online services to support the collection and dissemination of vacancies and facilitate automated matching. Such tools are crucial in the modern vacancy/recruitment market and will enable PES not only to deliver a more credible service to employers but also form the basis for increased digital cooperation with private agencies to increase transparency in the market.

Whilst e-services are fundamental elements of an efficient employer service, skilled human resources are a precondition for PES to provide employers with professional and appropriately informed individualised advice and guidance. The changes planned in this direction vary considerably with some PES taking the first steps to build up a dedicated employer service whilst others with well-established services are investing in staff development and new customer-focused strategies to improve the quality of and professionalism of their service.

Restructuring and digitisation are clearly the main focus of PES activities at the current time. Few developments are reported in terms of pro-active matching services, support for young entrepreneurs, or the use of customer feedback to ensure quality services. In the latter case, however, the reported measures suggest that a small number of PES are initiating employer customer satisfaction surveys or similar feedback mechanisms for the first time, showing progress in an area that deserves further attention within the HoPES network.

Table 7 - Overview of planned measures, Area 3

Strategy to
identify and

engage with

employers

Measure

PES

BE-Actiris (strengthen agreements with major employers of the region, look at ways to get job offers from big companies, increase cooperation with local company help desks), BE-Forem (new customer-focused employer unit with clearly defined responsibilities, procedures and standards; rationalisation of contacts with employers – single contact approach, profiling and implementation of tailored services, differentiation of contact channels, individualised management tools, quality follow-up), BE-VDAB (segmented approach for mediation, guidance and training – service adjusted to needs of different sectors), Denmark (new strategy in preparation at government level - aimed at improving cooperation with employers in order to focus training of low skilled youth more towards employer needs), Germany (further development of employer services with customer focused approach; support individual needs through customised strategies balancing e-services with individualised support; key account management), Estonia (cooperation agreements with large companies), Ireland (increase resourcing of employer engagement functions), Greece (better identification of employers' needs and improvement of communication channels, establish agreements with employers and employer associations regarding apprenticeship positions), France (differentiation of the service offer, services for SMEs), Croatia (one-stop job shop for employers, organise various information events, mobile units to support companies planning redundancies), Cyprus (introduce tailored services, employer help-line, develop communication tools), Lithuania (enhance systematic partnerships with employers to get better understanding of labour market needs), Luxembourg (establish an employer service - centralise vacancy service then build relations), Hungary (development of service package for employers), Malta (new services aimed at reducing the administrative burden for employers), [continued on next page]

Measure	PES
Strategy to identify and engage with employers (continued)	Netherlands (joint approach towards employers through regional service points: cooperation with municipalities, knowledge centres, schools), Poland (new position of "institutional client advisor" in each local office will give employers a single point of contact to access services), Romania (system of regular meetings with employers), Slovenia (one-stop shop type service), Finland (streamline enterprise and employer services, increase cooperation with regional business services), Sweden (national customers).
Improvement of vacancy databases and automated matching services and related tools	BE-Actiris (priority to improve matching capacity: improve trade directory, analyse criteria that support effective matching, research existing technology to support automated matching; automated transmission of vacancies; develop new traineeship database), BE-Forem (integrated system of vacancies, strategy for dissemination of vacancies), Bulgaria (online vacancy system, group referral when large number of vacancies is announced), Czech Republic (vacancy database on PES portal), Germany (strengthen e-services: individual employer accounts, more user-friendly services), Ireland (new jobs portal, greater use of indirect channels), Lithuania (improve employer access to e-services), Hungary (further development of virtual labour market system), Netherlands (online services for employers, automated matching tools), Austria (strengthen IT matching system), Portugal (improve information tools, promote available services), Slovenia (re-organisation of e-services into new employer portal with individual accounts), Finland (strengthen cooperation with private employment services to improve matching and availability of job offers), Switzerland (improve job matching tools).
Pro-active matching services	BE-VDAB (organisation of job-dating and job-fair events to bring employers and jobseekers together), Czech Republic (recruitment assistance), France (pilot project to provide in-company work trials), Latvia (strengthening cooperation with private providers of services to jobseekers), Malta (vacancy profiling unit assists employers in filling vacancies), Austria.
Involve employers in training design; promote internships	<i>BE-VDAB</i> (promote use of IBO: Individual vocational training on the work floor – 3-6 month internships with obligation for durable employment afterwards), <i>Estonia</i> (courses prepared in cooperation with employers and professional organisations), <i>Lithuania</i> (involve employers in voucher training service), <i>Slovakia</i> (involvement of employers in regional employment committees which determine priorities for ALMP).
Increase support for young entrepreneurs	Spain (new specialist support desks in local PES offices, training and technical support for entrepreneurs taking the option to capitalise unemployment benefits), Croatia (youth business incubators offering mentoring, business and financial training/advice, access to micro-credit; self-employment counsellors), Poland (task of administering loans for unemployed taking up self-employment transferred from poviat offices to National Economic Bank), Romania (consultancy and advice services for young people starting a business), Finland (IT tools providing advice on business creation).
Quality assurance: human resources and customer feedback	Bulgaria (new questionnaire to get feedback from the employers regarding satisfaction with candidates offered), Germany (focus on customer-oriented services), Greece, Malta (strengthen employer service unit: additional human resources focused on growth areas), Austria, Portugal (user satisfaction surveys), Romania (new system to assess the satisfaction of employer clients), Slovenia (training of employer advisors to deliver one-stop shop type service),

Examples of PES measures

Engaging with employers

BE-Forem: comprehensive overhaul of employer services, new employer unit

The business plan of Le Forem envisages a comprehensive overhaul of employer services. The objective is to provide employers with a unified, personalised and lasting relationship in order to meet recruitment needs, whilst streamlining the number of different PES contacts and ensuring access to the entire range of services offered by Le Forem. To this end, Le Forem will:

- Set up an Employers Directorate, define the scope of work, terms and operational processes (including interactions with management jobs and other services), standards and production targets;
- Develop mechanisms for capturing jobs;
- Continue the development of matching tools;
- Establish integrated short and medium term actions designed to meet the demands of businesses in recruitment, especially for difficult to fill positions;
- Improve the labour market knowledge of employer advisers;
- To maintain the available budget but increase the share of resources allocated to users / customer-oriented activities;
- Define and implement a policy for training of workers in accordance with the guidelines set by the Management Agreement (respect of competition rules, self-sufficiency, no impact on the resources allocated to training for jobseekers) and meet specific needs for which Forem has the tools / equipment and expertise required;
- To develop alternate training for job seekers to improve their working experience and respond to staffing needs of employers;
- Improve workplace training for the benefit of jobseekers

Germany: further development of employer services with customer focused approach

Improvement of customer differentiation, the professionalism of labour market counselling, optimisation of the eservices provided for enterprises:

We will expand the services of the employer's service and develop it in a more employer-oriented way. Furthermore we will reinforce the employee-oriented approach for certain groups and position ourselves as a stronger and more definite strategic partner for enterprises. To increase the efficiency of our operations we will implement new methods to offer those services that are required from employers. Therefore it is necessary to further develop our business system. Similar to the employee-oriented approach we want to support the individual needs of employers via customised strategies - such as counselling on qualifications within the placement process, assisted placement or e-services. Services and product range are determined according to individual counselling and support needs. For those employers who need less support (because the labour market can meet their needs) as well as for temporary agency work/personnel service providers we will reinforce the development of electronic platforms including efficient processes of interaction. With the help of this platform potential employees can be found and matched in a quick and easy way.

With this readjustment the BA can employ more staff to focus on intense and personal support for employers and thus be able to increase our value for the society and the economy.

Luxembourg: establish an employer service

The "employer service" is being built up for the moment, with a first step being the centralisation of job vacancies. After organising the recruitment service, the unit will work on enhancing collaboration with employers.

Malta: strengthen employer service unit

The Maltese PES has an Employers Services Unit which works closely with employers to understand their needs and fulfil their requirements. Given that companies are growing and employment issues are more complex the Maltese PES is planning to provide more services to employers to reduce unnecessary administrative burdens. To continue to strengthen the unit the Maltese PES will allocate human resources focusing on specialised areas, especially in sectors of economic growth.

Poland: new position of "institutional client advisor"

It is planned to introduce a new position of "institutional client advisor" in poviat labour offices. Each employer in contact with the office will then have a single point of contact who can provide assistance based on needs. This may be through referral to specialised assistance from other labour office staff or with the use of labour market instruments. Institutional client advisors will be required to maintain regular contacts with employers.

Slovenia: training of employer advisors to deliver one-stop service

Training for employment advisors has been organised in order to develop their competences for better cooperation with employers. The aim of the training is to enhance services to employers in the form of a one-stop shop offering all information and advice related to our services and ALMP possibilities, as well as basic information about services of other institutions related to the legal aspects of employment issues.

Finland: streamlining services, improve cooperation with regional business units

Two areas of planned improvement are:

- to streamline the service processes of the enterprise and employer services and to develop the monitoring system;
- to further develop the cooperation and the different roles and tasks within the regional business services, which is a network of actors providing business advice and services, committed by common agreement to providing services that meet nationally defined minimum criteria.

Sweden: National customers

In order to improve employer relationships Arbetsförmedlingen has established a working structure whereby large employers are treated as customers at a national level. This provides a single point of access to PES services for these employers. The national strategy aims to develop and adapt our methods in order to better harness and match the skill sets that can be found among, for example, young adults. Documented agreements focusing on priority groups of jobseekers organised with major employers at national level facilitate the matching process at local level.

Vacancy databases, matching and other online tools

Austria: skill matching project

One of the most important projects of the Austrian PES is the development of a modern IT matching system for jobseekers and vacancies which includes also proactive matching.

Portugal: strengthening online services for employers

Updating and improving the existing information systems and advertising the available online services; improving information interfaces at various levels.

Slovenia: new employers' portal

We plan to design an Employers' Portal which will allow each employer to: create an individual e-account, with all data and details about past cooperation with our PES; post applications for participation in employment measures on the basis of public invitations or tenders; follow up the handling of applications; exchange data on the participants in the measures; send financial requirements related to the measure; post job vacancies, etc. The Employers' Portal will reorganise the existing e-Services into the logic of individual e-accounts.

Pro-active matching services

BE-VDAB: employer-jobseeker events

Organising job dating, job fairs and other kinds of events where groups of (pre-screened) job seekers and employers can meet directly.

Malta: vacancy profiling unit

The vacancy profiling unit assists employers in filing a vacancy. The team of advisors match the vacancy with registered jobseekers and will then send an e-mail, fax or letter with a list of suitable candidates to call for an interview.

Involve employers in training design, promoting internships

BE-VDAB: promoting internships

VDAB believes that the best way to give employers confidence to hire a young jobseeker is to let the youngster prove his or her skills in a real working experience. Consequently VDAB strongly promotes the integration of different types of internships in our own vocational training and the use of IBO (Individual Vocational Training on the Workfloor). The IBO is an in-company training of 3 to 6 months after which the company is legally obliged to durably employ the trainee. Young people are overrepresented in such training and the measure has proven to be very effective in getting them employed. During the training an IBO-counsellor follows up the IBO training plan.

Estonia: tailor made training

Increasingly our training programmes for unemployed are tailor-made to meet employers' specific labour needs. The courses are often prepared and designed in close cooperation with employers or professional organisations.

Supporting entrepreneurship

Spain: new specialist support desks in PES offices, training and technical support

Creation of support desks in PES offices which specialise in advice and support for new entrepreneurs. In conjunction with the autonomous regions, monitoring and support initiatives will be set up for entrepreneurs who have chosen capitalisation of unemployment benefit. Support will include technical assistance and training designed to contribute to the greatest possible success of the business project.

Finland: Online tools to support entrepreneurship

Further development of the online tools related to establishing and running a business, including for instance entrepreneur test and electronic business plan.

Regular collection and evaluation of customer feedback

Bulgaria: new questionnaire for recruitment satisfaction

New questionnaire designed to get feedback from employers about their satisfaction with candidates referred to them during the recruitment process.

Portugal: user satisfaction surveys

Regular assessment of the services provided and of the impact of some employment measures by conducting satisfaction surveys and other user feedback.

Area 4: Initiating alliances for basic and further training

Many members of the network of Heads of PES (22) report initiatives to develop and/or extend cooperation between employment services, education and training bodies, social partners, chambers of commerce and others in order to promote and improve training for young people.

There are some efforts to strengthen company-based training, mainly through increasing the availability of apprenticeships and other forms of traineeship, but few indications of developments aimed at encouraging companies to invest in training.

The HoPES network will further analyse PES capacity to signpost interested parties to relevant services or funding opportunities as these are not explicitly addressed, though taking into account that this capacity may develop implicitly through increased cooperation.

Young people without basic qualifications from school are the group most at risk of becoming long-term unemployed. In order to tackle youth unemployment effectively it is therefore a precondition to ensure that all young people are guaranteed access to high quality vocational training. Every step in the transition from school to vocational training or work has to be accompanied by an adequate support scheme that ensures that no one is missed and that everyone is given information, advice and guidance that is appropriate to their individual circumstances. Young people may need support to achieve a school leaving certificate, to change to a vocational training scheme that is relevant to their interests and competences, to finish their professional education, or to find an appropriate job and develop a sustainable career perspective.

Such a comprehensive support scheme requires combined efforts at all levels and the establishment of alliances is necessary to ensure that these are coordinated effectively. The range of stakeholders that may potentially be involved is broad: public authorities responsible for education, vocational training and employment services, employers, social partners and sectoral bodies etc. A national strategy and a clear regulatory framework should define the respective roles and responsibilities of all partners involved in the alliance.

For PES, the key elements for initiating alliances for basic and further training are:

- Systematic cooperation with social partners, sectoral bodies, chambers of commerce and employers at all levels to support the collection and analysis of labour market information and its use in the design of education and training programmes (including ALMP) corresponding to the needs of the labour market;
- To act as a universal point of contact for employers, social partners and sectoral bodies of all types and to use these relationships to strengthen company-based elements of vocational education and training at all levels;
- A strategy to engage with social partners and employers to promote investment in the training of young people;
- Capacity to signpost social partners, chambers of commerce, and employer associations to relevant advice and guidance related to the upgrading of skills/work experience/employment of youth and to relevant sources of funding.

Many PES plan to develop training alliances; fewer activities to strengthen signposting functions

PES assess their capacity in relation to training alliances as medium (average score 3.1), with slightly stronger elements in relation to cooperation to design courses relevant to market needs (3.5) and to strengthen in-work training (3.3). Lower scores (2.7 - 2.9) were attached to activities to engage stakeholders to promote investment in training and to signpost interested parties to appropriate services or funding.

Reports of planned or recent developments indicate that a large number of PES are involved in initiatives (not necessarily launched by the PES) to develop and/or extend cooperation between employment services, education and training bodies, social partners, chambers of commerce and others. The extent of these is perhaps indicative of a widespread recognition that the services have for too long operated on unconnected paths in a way that has contributed to persistent skills mismatches in the labour market. It is welcome, therefore, to see that so many countries are taking steps to address the issue.

A significant, but smaller, proportion of PES are also committed to enhance cooperation with relevant stakeholders to strengthen company based elements of vocational education and training, which is already established on a routine basis in many cases. In general, efforts are focused on increasing the availability of apprenticeships and other forms of traineeship but there are also measures to improve quality of the training provided.

Despite some acknowledged weakness in signposting capacity, relatively few PES report any specific activities in this area and it is an area that warrants further consideration within HoPES. However, to some extent the role of PES as a central contact point between the education/training system on the one hand and the world of work (employers, social partners and chambers of commerce) on the other, may well develop almost by default as PES participate more and more in alliances for training. The exchange of information that results from these alliances will increase PES knowledge of the system and the range of services and funding available and thereby implicitly increase PES capacity to deliver a signposting function.

Table 8 - Overview of planned measures, Area 4

Measure PES

Systematic cooperation at all levels to support the design of training to meet market needs

BE-Actiris (cooperation with observatory and training and education institutions), BE-Forem (cooperation agreements throughout the education/training system, partnership with training providers to train the trainers), BE-VDAB (Centres of excellence), Bulgaria (partnership agreement with relevant ministries and social partners), Germany (constant exchange in the context of the Dual system, reinforced by the National Pact for Career Training and Skilled Manpower Development), Estonia (cooperation with training institutions), Greece (MoU with social partners), Spain (revitalising the General Council for Vocational Training, cooperation with social partners to update the national catalogue of VET), France (partnerships with social partners and regional councils), Croatia (development and dissemination of analysis and surveys to identify training needs), Lithuania (cooperation with schools and VET institutions), Hungary (cooperation with chambers of commerce), Netherlands (partner in regional employment plans), Poland (joint initiative of VET institutions and social partners), Romania (cooperation with social partners to define training programmes), Slovenia (establishing links between training providers and employers to prepare tailor made programmes for the unemployed), Finland (involvement of stakeholders in the national working group to combine work based learning and academic training).

Measure	PES
Systematic cooperation to strengthen company- based elements of vocational education and training and to promote investment in training of young people at all levels	BE-VDAB (work experience for youth), Germany (qualification networks of several companies to provide joint in-house training), Ireland (further development of traineeships), Greece (MoU with social partners to provide more Work Practice positions), Spain (improving the quality of training and in-company training), Croatia (support to the Croatian Qualification Framework sectoral councils), Cyprus (strengthening role as coordinator), Malta (consultation with stakeholders to reform the apprenticeship system), Lithuania (cooperation agreements with employers), Portugal (joint initiative between the PES and business organisations to provide internships for higher qualified unemployed youth, collaboration with key national employers involved in work related training employers to ensure adequate apprenticeship positions), Sweden (introduction to the industrial sector).
Signposting to relevant advice and guidance and to sources of funding	France (support to access training programs), Cyprus (support the development of services to SMEs also in cooperation with private providers), Poland (signposting to activation providers, national training fund), Romania (regular provision of information to social partners on VET opportunities and funding), Finland (youth guarantee campaign in cooperation with all stakeholders).

Examples of PES measures

Cooperation to support the design of education and training programmes

BE-Actiris: review of the training concept; agreement with training providers

Cooperation with the PES observatory (responsible for labour market monitoring) and *Bruxelles Formation* (responsible for training programmes in the French-speaking part of the region) to review the whole training concept in order to implement more efficient training programmes.

An agreement between PES and education and training providers envisage four new measures:

- Improvement of information and guidance;
- Follow-up after training;
- Informative watch assured by the PES observatory;
- Partnership of joint training providers.

BE-Forem: 2013 Year of skills – full reform of the education and training system; action to address deficits in teaching supply (train the trainers)

The governments of the French speaking regions of Belgium designated 2013 as the Year of Skills and have launched a wide ranging series of initiatives to improve the functioning of what is currently a complex education and training system. The driving force for this has been a recognition that the future prosperity of Wallonia is dependent on reindustrialising the economy and a skilled workforce. Plans for change are based on a transfer of responsibility from the national to regional level and the widespread development of partnerships to ensure a high quality service and common approach. Thematic discussions have been organised throughout the year, with the last dealing with lifelong management of skills. This should be a precursor to the development of a coherent plan and shared vision for all actors involved in lifelong learning. Le Forem (the PES of Wallonia) is one of the key partners in the project. Further information is available on a dedicated website: http://pro.anneedescompetences.be/.

One of the issues that has been widely recognised is a deficit in the supply of suitably qualified teachers. Amongst a number of initiatives to address this problem, BE-Forem in partnership with *Bruxelles Formation* and IFAPME (training provider) is developing the *Formaform* device (www.formaform.be), which is a system designed to support the development of educational and technical skills of their trainers.

BE-VDAB: centres of excellence

VDAB teams up with other training partners, schools, economic sectors and companies to form 'Centres of Excellence'. In these centres infrastructure and expertise are shared to provide the best possible training for the jobseekers (and employees) and to provide companies with the best trained professionals.

Bulgaria: new cooperation agreement

Mechanisms for coordinating the activities of MLSP, PES, Ministry of Education, Ministry of Economy and Ministry of Youth and Sports, social partners, higher schools and academics for better management of active labour market active policy will be reinforced with the signing of a new cooperation agreement. The agreement will establish the areas for active cooperation in relation to active labour market policy and define the mechanisms for exchange of information and feedback.

Greece: MoU with social partners

Signing of a strategic Memorandum of Understanding with social partners, employer associations and chambers, which will ensure: (i) an optimal selection of training specialties/areas; (ii) that they will offer more Work Practice positions.

Croatia: new employer survey, involving social partners in sectoral councils

Development and dissemination of evidence-base for occupational standards, via research involving employers, counsellors and academics, leading to identification of training needs. Collaboration with social partners on the development and implementation of a national employer survey, which can be used to identify recruitment, service and skill gaps.

Croatian Qualification Framework (CQF) sectoral councils - representatives of the Croatian Employment Service are about to facilitate activities of social partners in sectoral councils, tasked with assessment and development of occupational standards, competence sets, as well as learning outcomes and qualification standards.

Strengthen company-based elements of vocational education and training

BE-VDAB: work experience projects for youth

In 2013 VDAB launched a work experience project for youth (WIJ!) in partnership with the ESF-agency of Flanders. The goal of the project is to provide school-leavers with work experience under guidance of one of the elected partners. For the Youth Guarantee, BE-VDAB has further increased targets for the number of places available in the cities most in need.

Germany: regional networks for training in SMEs

Creation of regional networks with different actors to accelerate in-house training activities: The employer's service of the BA supports small and medium-sized enterprises (SMEs) by providing advice on skills needs and in doing so may identify deficits that may be solved through in-house training. The employer's service plays a conducting role within these modular designed services, arranging contacts (where necessary) with existing network structures. Relevant stakeholders are identified and involved as partners in a decentralised responsibility. This leads to cooperative services for SMEs without duplicating or replacing existing structures from existing services and the extended service range of the BA. With the incorporation of the "Initiative New Quality of Work" (www.inqa.de) of the Federal Ministry of Labour and Social Affairs, employers receive instructions and guidelines to design employee-oriented culture within their companies. The evaluation results of the tested models have shown that the BA is capable to meet the demands of the SMEs close to the market. This is possible because of its labour market knowledge, competences, and local infrastructure.

Malta: reform of the apprenticeship system – PES as one stakeholder

A reform to the Apprenticeship Scheme is under discussion to increase and strengthen the apprenticeships being offered and to provide trained human resources to meet the needs of emerging sectors. A consultation process with stakeholders on this reform is underway. The working group includes the PES, education providers at different levels, trade unions, and the Chamber of Commerce.

Portugal: increase availability of internships and apprenticeships

Joint initiative of IEFP (PES), Cotec Portugal (business association for innovation), and Fundação Calouste Gulbenkian (private institution in the field of arts, charity, education and science) supported by a cooperation protocol. The initiative aims to involve companies, social institutions and civil society to provide in 2013-2014 up to 5000 professional internships for young unemployed who have completed the university path.

Collaboration protocols with main national employers (public and private sector) involved in work-linked training and in close cooperation with the training entities to promote practical on-the-job training of young people in work-linked training programmes, namely in apprenticeship courses. At the same time, to support the classroom based elements of these programmes, there are collaboration protocols, based on a knowledge sharing and resource optimisation strategy, with basic, intermediate and professional schools, polytechnic and higher education establishments, research and technological centres and qualification partner entities. These cover the provisioning of physical, logistic (training spaces, e.g. rooms, laboratories, workshops, among others) and/or human resources (teachers/trainers) for the development of initial youth training and lifelong learning in work-linked training programs.

Sweden: Pilot project - introduction to the industrial sector

Following an agreement between employer organisations, trade unions and Arbetsförmedlingen a pilot project has been set to encourage young people to apply for jobs in the industrial sector. Young adults between 16 and 24 are offered a one year employment in the industrial sector combined with labour market training. Participants receive a trainee-salary during the placement.

Signposting to relevant advice and guidance and to sources of funding

Cyprus: consultancy services for SMEs to facilitate and promote training

Support the development of Consultancy Services for SMEs aiming to use consultancy firms as partners of the PES and as facilitators to promote the use of training/traineeships/ALMP etc. in SMEs.

Romania: informing social partners

Regularly informing the social partners on opportunities for vocational training and funding of the training programs organized by PES and employers.