



**WAGE SUBSIDIES FOR EMPLOYERS WHO OFFER DISADVANTAGED YOUNG PEOPLE A JOB.**

# Jobs for the Future

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## FRANCE

The practice helps unemployed, low- or un-qualified young people living in disadvantaged areas enter the labour market and gain training and qualifications.

A training plan is personalised so that it fits the sector, employer and young person's needs. Each young person and employer receive tailored support throughout the process from the French PES (Pôle emploi) and the Mission Locale network. Personalising the training requires intensive efforts from all parties in order to ensure the success of the scheme. In this framework the French PES has counsellors dedicated to employers to support both parties. Employer engagement at the local level is critical to the success of the project.

Employers receive a wage subsidy for each young person they hire for up to three years, along with support to integrate and guide the young person. Since the programme's implementation after a law was approved in November 2012, a total of 225 295 contracts have been signed (by the end of June 2015).

Name of the PES	Pôle emploi
When was the practice implemented?	November 2012 – on-going
Which organisation was involved in its implementation?	French PES (Pôle emploi) Various Mission Locales who specialise in working with young people CAP Emploi who specialise in working with disabled young people
Which groups were targeted by the practice?	Young people that meet the following eligibility criteria: <ul style="list-style-type: none"> <li>▶ They are between 16 and 25 years old, or up to 30 years old if they are disabled</li> <li>▶ They have a qualification level that is below, or equal to, lower secondary level</li> <li>▶ They reside in disadvantaged urban and rural areas, or in overseas territories</li> </ul> All employers are also targeted. This includes large, medium and small companies and public employers.
What were the practice's main objectives?	The practice's objective is to help unemployed or unqualified young people enter the labour market and gain training and qualifications. The practice combines career guidance with opportunities for training and qualification for young people, as well as offering financial support and counselling for employers.
What activities were carried out?	Young people are recruited by employers and they are offered training and qualifications to equip them with sector-specific skills, as specified in their contract. Contracts can last for a minimum of one year and a maximum of three years. During which, the employer receives a wage subsidy for the young person and guidance and support from the PES. The level of the subsidy is equal to 75 % of the minimum wage in the non-profit sector and 35 % in the private sector. The process follows four stages: <ol style="list-style-type: none"> <li>1 Identifying employers and candidates – information is delivered to young people and employers, along with counselling and publishing and matching of vacancies. This is mainly undertaken by the French PES in relation with its partners.</li> <li>2 Commitment of all stakeholders – the employer, young person and relevant training providers sign the necessary administrative forms and the young person and employer sign the work contract. This is undertaken by CAP Emploi and the relevant Mission Locale.</li> <li>3 Follow up – support is offered to the employer and young person to ensure that both parties are satisfied and any problems can be overcome during the contract period. This is undertaken by CAP Emploi and the relevant Mission Locale.</li> </ol>

	<p>4 Preparation for the end of the contract – an assessment is undertaken of the young person’s work experience, skills and career options. This helps the young person smoothly integrate into the labour market after the contract end date. This support takes place two months prior to the end of the contract and it is undertaken by CAP Emploi and the relevant Mission Locale.</p> <p>If a contract is breached or terminated, the Mission Locale and CAP Emploi report to the French PES and the PES steps in.</p> <p>Most positions are conceived as a full-time job. It is expected that the young person is integrated into the labour market either with the same employer, or by another employer, at the end of the contract.</p>
<p>What resources and other relevant organisational aspects were involved?</p>	<p>The practice was created by law on 1 November 2012, and is implemented locally by specialised Mission Locale agencies in charge of youth inclusion, or those working with disabled young people (CAP Emploi), working in close cooperation with the PES. The law states the different roles for each partner and there is a wider formal agreement between the French PES and many Mission Locales.</p> <p>Various national and local agreements were signed between the government and different public and private bodies to promote and engage with this scheme.</p> <p>This helped the French PES to develop communication campaigns targeted at specific sectors to raise awareness with employers.</p> <p>The French PES was responsible for engaging with employers and informing them about the practice. They used their dedicated team of employer counsellors to contact employers. The approach to employers was tailored according to size and sector.</p>
<p>What were the source(s) of funding?</p>	<p>National funding</p>
<p>What were the outputs of the practice: people reached and products?</p>	<p><b>People reached:</b></p> <ul style="list-style-type: none"> <li>▶ By the end of June 2015, 225 295 contracts were signed in total.</li> <li>▶ In April 2015 there were still more than 122 000 live contracts.</li> <li>▶ In October 2015, 67% of job offers registered at the French PES (Pôle emploi) found the right candidate.</li> </ul> <p><b>Products:</b></p> <ul style="list-style-type: none"> <li>▶ National website;</li> <li>▶ Flyers and other communication materials tailored to employers and young people;</li> <li>▶ Press, radio and online communication campaigns;</li> <li>▶ Mailshots for employers and candidates;</li> <li>▶ Sector-specific communication materials.</li> </ul>
<p>What outcomes have been identified?</p>	<p>As of May 2015, the outcomes include a high number of long duration contracts offered to young people. Over 47% of signed contracts are for three years, or they are open-ended. Nearly 91% are full-time contracts and nearly a quarter of them (22%) are in the private, for-profit sector and 68% of these contracts are for a long duration.</p> <p>Vocational training is included in 99% of the contracts signed under ‘Jobs for the Future.’ This breaks down to 96% in the non-profit sector and 89% in the for-profit sector. After four months from the start of the contract, 93% of young people are engaged in training with 31% working towards a qualification. This helps young people develop their social and vocational skills.</p> <p>In addition, of the young people who have participated, 74% were registered jobseekers at the French PES with 42% of them being long-term unemployed.</p>
<p>What are the lessons learnt and success factors?</p>	<p>The national ambition of the practice has contributed to its success. The law and its subsequent implementation has gathered together all of the main stakeholders related to the integration of young people (French PES, Mission Locale, CAP Emploi, the state and employers). They have clear roles and responsibilities within the process and are working together to implement the practice on a local level.</p> <p>In addition to this, a significant communication campaign was undertaken to raise awareness.</p> <p>A key component of ‘Jobs for the Future’ is that each young person has a comprehensive training plan secured for up to three years. Training is personalised so that it fits the sector, employer and young person’s needs. Support is also provided from beginning to end to all employers, employees and young people through counselling provided by the relevant Mission Locale.</p>

While training is a large part of the practice, ensuring that the training is appropriate to the needs of the young person, and can take place locally, does take considerable time and effort from the different actors. Fostering close cooperation with employers in local situations can be challenging. The French PES uses their specialist team of employer counsellors to engage with small, large, public or private employers. Small employers often require more information and support throughout the process. Inviting smaller companies to visit the French PES and talk with young people about their opportunities has been a successful approach within the practice. On the other hand, the recruitment process has been tailored to large companies' organisation and needs.

For all employers, the French PES would like the employer to maintain the young person in the company so that it is a win-win relationship. However, this can be difficult for some employers as they may not have the resources to do so.



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