



INCREASING THE PARTICIPATION OF COMPANIES IN FURTHER TRAINING AND OFFERING OPPORTUNITIES FOR GATHERING WORK EXPERIENCE TO JOBSEEKERS.

# Job Rotation Scheme

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## DENMARK

The practice addresses two main challenges. Firstly, it addresses employer demand for further training of employed workers in order to adapt to a changing labour market. Secondly, it provides a solution for a lack of work experience among jobseekers which is essential in the process of searching/applying for a job.

This takes place by incentivising companies to let their employees participate in further training by providing a subsidy for expenses in the period where the training takes place and at the same time allowing an unemployed person to substitute this employee for the duration of the training.

Name of the PES	STAR
Scope of measure (a pilot project or a national reform)	National reform
When was the practice implemented?	The implementation period started in 2007. Preceding this, there was a pilot job rotation scheme from 2001-2006.
What was the driver for introducing the practice? Was it internal or external?	The scheme was introduced to increase the use of further training and adult education together with several other initiatives, all with the overall goal of reducing unemployment.
Which organisation was involved in its implementation?	Job centres, social partners, public and private education institutions/training providers.
Which groups were targeted by the practice?	<ul style="list-style-type: none"> <li>► Companies (can get a subsidy from the job centre and strengthen the qualifications of their employee)</li> <li>► Employed people (who attend further training, must have been in ordinary employment in the company for at least 3 months and whose educational level is below a master's degree)</li> <li>► Unemployed people (who work as a substitute for at least 10 hours weekly for up to 6 months, must have at least 6 months of prior unemployment)</li> </ul>
What were the practice's main objectives?	To increase the participation of companies in further training and to offer opportunities for gathering work experience to jobseekers.

What activities were carried out?	Under this measure the company pays normal wages to both the employed (participating in training) and the unemployed person (the substitute) as well as potential expenses concerning the training programme. As a subsidy to these expenses, the company can receive job rotation benefits from the job centre. In 2021, a one-year trial period of the job rotation scheme will be carried out, in which the required prior unemployment period for the substitute is reduced to 3 months, and the allowed length of the job rotation is extended to 9 months.
What resources and other relevant organisational aspects were involved?	The companies themselves decide upon the upskilling activities of their employees. They also pay the expenses related to the further training of their employees.
What were the source(s) of funding?	Participating companies receive job rotation subsidies from the job centre. This subsidy is paid on an hour-to-hour principle, meaning for each hour the employee is in training and an unemployed person simultaneously works as their substitute.
What were the outputs of the practice: people reached and products?	<a href="http://www.jobindsats.dk">www.jobindsats.dk</a> provides data on numbers of unemployed persons participating in a job rotation scheme on a monthly basis and across municipalities.
What outcomes have been identified?	None yet. Two evaluations are currently on their way and their results are expected to be available in the first half of 2021.
What are the lessons learnt and success factors?	It is important that all parties involved – companies, job centres, employed, unemployed – have a proper understanding of the opportunities provided by the programme. Otherwise, the job rotation scheme would likely not be used. Furthermore, the administration of the scheme proved to require considerable resources.



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