



THE JOB-VEU-MODEL AIMS TO IMPROVE THE SUPPLY OF QUALIFIED WORKERS BY PROVIDING A MORE FLEXIBLE APPROACH TO ADULT AND CONTINUING TRAINING WITH THE INVOLVEMENT OF SOCIAL PARTNERS, EDUCATIONAL INSTITUTIONS, FIRMS AND JOBCENTRES AT THE LOCAL LEVEL.

# Flexible job-related adult and continuous training (Job-VEU-Model)

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## DENMARK

There was a need to provide opportunities for continuing training for persons in employment, self-employed and unemployed persons to ensure the supply of qualified workforce for employers. To this end, relevant courses are offered to persons in employment while also paying compensation of up to 600 € for the potential salary loss during their participation in a training programme.

Name of the PES	STAR
Scope of measure (a pilot project or a national reform)	National.
When was the practice implemented? (including start and end date for pilot projects)	The new Job-VEU-Model was implemented from the beginning of 2019. During the COVID-19 pandemic, certain adjustments had to be made to address the challenges to training posed by this new situation. The practice is still being implemented with no anticipated end.
What was the driver for introducing the practice? Was it internal or external?	The overall driver of the practice was the general development of the labour market which requires persons in employment to participate in further training to keep up with the changing needs of their jobs and employers. The development of the practice was initiated by the Regional Labour Market Councils and STAR and thus included the PES along with a broad range of stakeholders such as social partners, local jobcentres and educational institutions.
Which organisation was involved in its implementation?	STAR, social partners, local jobcentres, vocational institutions and employers.
Which groups were targeted by the practice?	<ul style="list-style-type: none"> <li>▶ Persons in employment and unemployment can participate in training while receiving financial compensation from the state.</li> <li>▶ Employers benefit from more qualified employees.</li> </ul>
What were the practice's main objectives?	To provide a suitable model to increase the participation of persons in employment in further training by offering relevant training programmes and financial compensation to employees for a potential salary loss during their participation. This way, both employees and employers benefit from upskilling.
What activities were carried out?	<ul style="list-style-type: none"> <li>▶ Agreements on the exact approach to the model and its implementation were reached among all stakeholders.</li> <li>▶ The model was implemented and adjusted when the COVID-19 pandemic hit.</li> <li>▶ An evaluation was carried out to determine the outcomes of the practice.</li> </ul>
What resources and other relevant organisational aspects were involved?	Nationwide, there are approx. 35 coordinators to drive the Job-VEU-Model and other national recruitment and upskilling services.
What were the source(s) of funding?	The budget for the Job-VEU-Model is a part of several political agreements between employer organisations, trade unions and the state.

**What were the outputs of the practice: people reached and products?**

In the 4-year period of the model's implementation, the following outputs have been achieved:

- ▶ 622 projects have been completed. (Of these, 140 projects are related to COVID-19 in 2020-2021.)
- ▶ 21 598 people have been trained through the projects (14 290 employees and 3 508 unemployed. Furthermore, 3 800 have participated in upskilling training courses which were directed to both employed as well as unemployed).
- ▶ 1 090 private and public companies have participated in the projects.
- ▶ The Job-VEU projects have been carried out primarily within sectors with a shortage of labour. The majority of the projects have been carried out within the hotels and restaurants sector, different industrial sectors (such as food, metal, pharmaceutical industry), the transport sector, the construction sector and the social and health sector.

**What outcomes have been identified?**

In 2021 the Job-VEU-Model was evaluated. The conclusions are that:

- ▶ The Job-VEU model has been implemented as intended.
- ▶ The Job-VEU model contributes to strengthening the skills of unskilled workers and expanding the unskilled workers' path to becoming adult apprentices.
- ▶ There is high satisfaction and broad support for the model among the relevant actors involved: educational institutions, jobcentres, companies and labour market partners.
- ▶ The Job-VEU model has resulted in a new and improved collaboration on upskilling across actors in the employment and education system.
- ▶ The Job-VEU model has built-in flexibility that has enabled a rapid adjustment of the model in connection with COVID-19 towards an upskilling process with a focus on retaining employees and thus mitigating the effects of COVID-19.
- ▶ The Job-VEU model requires a lot of resources, partly because collaboration among the relevant actors requires significant time prioritisation and because the model focuses on shortage areas where skilled labour is difficult to obtain.

**What are the lessons learnt and success factors?**

The programme was flexible enough to be adapted during the COVID-19 pandemic. It focused on company workers at risk of losing their jobs by supporting companies to retain their staff - who were receiving short-time-work scheme support - by offering them distance learning programmes. The programme was forward-looking by retraining employees and equipping them with skills in shortage areas in preparation for the post-COVID-19 labour market.



**Contact details for further information**

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