



## One-stop-shop agencies provide preventive guidance and employment services to students and young unemployed people

**YOUTH EMPLOYMENT AGENCIES BRING SEVERAL ACTORS IN THE FIELD OF YOUTH UNEMPLOYMENT TOGETHER UNDER ONE ROOF AND PROVIDE A COMBINATION OF PREVENTIVE AND INTERVENTION MEASURES**

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### GERMANY

Youth Employment Agencies (YEA) address the challenge of facilitating young people's transition from school to the labour market by combining the forces of several actors: youth work, career guidance counselling, youth welfare services and PES.

They all reside in one office to facilitate seamless service delivery ('one-stop-shop') to meet the needs of students during the transition from school to work, and the needs of young unemployed people. Specific emphasis is put on preventive measures – i.e. addressing young people while they are still in school – to make sure that school leavers are well prepared for their first step into the labour market. Those who do not succeed in finding a job or an apprenticeship, are offered a training place through an active labour market policy (ALMP). Intervention measures such as career guidance and job counselling are also used. Close collaboration enables the different actors to make an offer to everybody – so that no one is left behind.

The main lesson learnt has been that coordinated and preventive actions can provide customised and diversified services to young unemployed people, while at the same time make efficient use of public resources.

The practice was started as a pilot in Hamburg. The pilot was evaluated and then implemented at national level. The evaluation results from Hamburg show a high level of satisfaction among young people and their families.

Name of the PES	Bundesagentur für Arbeit – German Federal Employment Agency (German PES)
When was the practice implemented?	2010 (pilot); 2012 (national level) – on-going
Which organisation was involved in its implementation?	Municipal Youth Welfare Service Organisation; Employment Agencies; Job Centres; Ministry of Education
Which groups were targeted by the practice?	The target group is young people between 15 and 24 years old who are students and/or jobseekers. YEA provide guidance and preventive measures to young people still in school, as well as counselling to young jobseekers. YEA services target youth at all education levels, meaning early school leavers without a degree as well as school leavers with university entrance degrees.
What were the practice's main objectives?	The practice aims to enhance and improve the collaboration of different organisations to ensure young people at the transition from school to work receive targeted support and are made an individualised offer (e.g. further education, youth welfare services, training, professional and job counselling). One-stop-shop centres were created to offer a range of different services. The practice is supported by collaboration agreements between the different organisations involved at local level. While in the short-term the objective of the practice can be summarised as supporting the transition between education and employment, the long-term objectives are to: reduce unemployment, improve the skills of young people, and generally increase the wealth and well-being of young people.
What activities were carried out?	Young people between 15 and 25 years old are reached in schools and after leaving education. The YEA concept is based on a combination of outreach and activation measures. Close collaboration with schools enables YEA to get in contact with young people early on. For instance, YEA staff implement job orientation measures, which are compulsory in many German regions. To this end, YEA go to schools, provide information about jobs and careers, and carry out individual profiling. YEA also use schools' student registers to reach out to those who left education and became NEETs (not in employment, education or training).

	<p>When young people come to the YEA – either for information or because they need a concrete offer – their personal data is collected and they are informed about the diversity of services on offer. Each young person is then signposted to the relevant contact person within the YEA, depending on his/her profile, status and needs. Special counselling and measures are offered for disadvantaged young people, in order to provide them with the most appropriate services.</p> <p>Cooperation agreements are concluded at local level between the different organisations and authorities: the Federal Employment Agency, Job Centres and the Youth Welfare Services. The legal status of the different organisations is however still separated as it was before the YEA. Indeed, while the agency is physically in one place, the staff coming from the different organisations still operate according to their own mandate, and possibly at different points of the transition period.</p>
<p>What resources and other relevant organisational aspects were involved?</p>	<p>The Youth Welfare Service Organisation, the Job Centres, and in many cases also the Ministry for Education, are involved in implementing the practice.</p>
<p>What were the source(s) of funding?</p>	<p>National</p>
<p>What were the outputs of the practice: people reached and products?</p>	<p><b>People reached:</b></p> <p>The outreach activities implemented in collaboration with schools and the use of data from the educational system allows a very high coverage among young people (15-24-year olds). In the case of the pilot YEA in Hamburg, all students in high school are contacted by the German PES. If they haven't registered for further education or an apprenticeship they are supported until they have a professional plan. After graduation, follow-up contacts are then carried out to offer YEA services. Furthermore, between October 2013 and September 2014, the YEA supported 9221 young people who wanted to start an apprenticeship. In addition, there were 9330 people looking for support with further education. Out of the 9221 people looking for an apprenticeship, 4031 started an apprenticeship, 531 took up employment, 878 went into further education and 162 started university.</p> <p><b>Products:</b></p> <p>Across Germany, up to September 2014, 186 Youth Employment Agencies have been established where the Youth Welfare Service Organisation, the Job Centres, and in many cases also the Ministry for Education are represented and provide their services to young people under one roof. By end of July 2015, across Germany, 218 collaboration agreements had been drafted which formalise agreements of YEA partners across labour market programmes and legal frameworks (e.g. the Education Act and Labour Act). Moreover, the organisations cooperating in the practice signed agreements on how to deal with intersection and crossover points.</p>
<p>What outcomes have been identified?</p>	<p>One of the institutional outcomes identified was the optimisation of public resources. The integration of the services of different organisations under the same roof has avoided duplications. Moreover, the organisations involved are learning to work as a team and pursue common objectives.</p> <p>The implementation of the practice has allowed the PES to offer a large spectrum of services to young people: profiling, educational counselling, career and professional counselling, and registration in order to have access to social benefits. The high diversity of services provided ensures better results addressing young peoples' needs and expectations.</p> <p>Customer satisfaction is generally measured among young people, but also from their families. The services provided received very positive feedback.</p> <p>In Hamburg, as a result of YEA action and the cooperation with schools, the number of school leavers who started an apprenticeship immediately after leaving school has risen continuously from 2012 onwards (1 338 out of 5 307 school leavers in total in 2012, 1 443 out of 3 731 in 2013 and 1 893 out of 5 059 school leavers in 2014).</p>

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

One of the main success factors identified is the creation of a unified point of access for young people. This requires the coordination of different actors to ensure an efficient use of the available resources. In addition, a common understanding and common quality criteria on how to deliver the services needed to be developed between the different organisations involved. This facilitated the organisations' ability to work together and provide the necessary services to young people in a coherent manner.

To guarantee trust and positive results, the collaboration in YEA requires a high level of communication between the different public partners and at different levels. To this end, regular meetings are organised between staff members to develop solutions to new barriers in the implementation and to improve coordination. Moreover, at a strategic level different structures are created (Advisory Council, Board of Directors) to ensure a smooth implementation of the practice.

An identified success factor of the practice is having a clearly structured list of responsibilities for each partner. Stakeholders involved agreed on it to facilitate a fluent collaboration among partners.

Another success factor is the cooperation with schools, which allows the YEA to get in touch with young people early on, receive all necessary data and be able to track early school leavers and inform them about the services offered.



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