



# **Catalogue of PES measures for the implementation of the Youth Guarantee**

A contribution of the  
European Network of Public Employment Services

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## **Table of Contents**

Introduction .....	2
Area 1. Examples of PES measures to improve transparency of supply and demand in the labour market.....	3
Area 2: Examples of PES employment counselling and guidance services for young people.....	5
Area 3. Examples of improved PES services for employers .....	9
Area 4: Examples on PES measures on activation and placement .....	11
Annex - Catalogue of measures for the implementation of the youth guarantee, as identified by the members of the European Network of Public Employment Services ..	19

## Introduction

The implementation of the Youth Guarantee (YG) is leading to a raft of reforms in most Member States. Even where it builds mostly on existing services for young people, it is the unique Youth Guarantee approach – the way in which the services and programmes are ‘packaged’ (made available in a more coherent structure), delivered and guaranteed within a shorter, specified period of time and through more systematic collaboration between key stakeholders – that is a driver behind many reforms. In many Public Employment Services (PES) this has led to the reorganisation or strengthening of youth specific employment, counselling and careers services and/or introduction of new or expansion of existing ALMPs<sup>1</sup>.

Given the scale and scope of reform it is worthwhile taking stock of experiences and share information on promising practices. This is promoted by the Council Recommendation of 22 April 2013 on the Youth Guarantee<sup>2</sup> which calls the European Network of PES<sup>3</sup> to monitor and report regularly on developments concerning the design, implementation and results of Youth Guarantee schemes. More recently, following the Decision of the European Parliament and of the Council on enhanced cooperation between PES<sup>4</sup>, the PES Network reiterated and strengthened its commitment to contribute to the monitoring and delivery of the Youth Guarantee, including by exchanging information and best practices.

This Catalogue of Measures updates and complement the 2013 *HoPES Catalogue of Measures for implementation of the Youth Guarantee*, which listed the measures planned or recently implemented by PES to develop their service offer<sup>5</sup>. It provides a collection of evaluated and promising measures on the implementation of the Youth Guarantee identified and presented by the members of the Network. The goal is not to establish a comprehensive overview of activities across Member States but to shed light on trends and key features of the selected measures. PES is either a leading partner or a contributor in the practices presented.

The examples were submitted as part of the questionnaire on the PES capacity to implement the Youth Guarantee sent to 30 PES in 28 Member States in September 2014. 25 PES submitted 30 examples on the implementation of the YG, along with 27 examples of the outreach and activation of NEETs. A detailed analysis of the examples on outreach and activation of NEETs can be found in the ‘PES practices for outreach work and activation of NEETs’ report.

The grouping of the measures echoes the areas highlighted in the Second Assessment Report and the associated questionnaire, including:

- Area 1: Transparency of supply and demand in the labour market
- Area 2: A comprehensive range of services for young people
- Area 3: Services for employers
- Area 4: Activation and placement

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<sup>1</sup> EEPO 2014 Small Scale Study on PES Business Models, <http://ec.europa.eu/social/BlobServlet?docId=11972&langId=en>

<sup>2</sup> [http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.C\\_.2013.120.01.0001.01.ENG](http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.C_.2013.120.01.0001.01.ENG)

<sup>3</sup> Hereafter referred to as Network

<sup>4</sup> [http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.L\\_.2014.159.01.0032.01.ENG](http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.L_.2014.159.01.0032.01.ENG)

<sup>5</sup> <http://ec.europa.eu/social/main.jsp?catId=105&langId=en>

## **Area 1. Examples of PES measures to improve transparency of supply and demand in the labour market**

To ensure transparency of supply in the labour market, it is important that clear, well-functioning databases of unemployed and inactive youth are in place to bring data from different parties together and that it is used for strategic planning. Transparency on the demand side refers to the availability of vacancy databases which gather not only traditional job vacancies but information on apprenticeship and traineeship positions. Collection of labour market intelligence directly from employers and social partners to allow regular assessment of market conditions and collaboration with private employment agencies also contribute to a more transparent labour market.

### ***PES measures to improve transparency of supply***

PES rank their capacity to establish transparency in the market as 'medium'<sup>6</sup> highlighting strengths and shortcomings in both supply and demand sides. On the supply side, the main capacity shortage concerns collection and use of data on inactive youth. Some PES are not involved in data collection in this field as they have no capacity to do so or such information is gathered through inter-ministerial collaboration (e.g. Bulgaria, Estonia, Spain). Others indicated that the responsibility for such data collection and analysis rests primarily with other partners (e.g. *L'Action Locale pour Jeunes* in Luxembourg, Youth Guidance Centres in Denmark). A small number of PES however indicated that they are planning improvements in this area. In Romania for example, the Youth Guarantee Implementation Plan foresees a set-up of a comprehensive database which includes information also on inactive, unregistered youth.

The analysis and use of data on unemployed youth is a regular practice across most PES but the YG preparatory 'process' has intensified the use of such data for strategic planning. This is the case of Le Forem in Belgium and Estonia for example. Actiris, one of the PES in Belgium is developing a new monitoring tool to observe movements and actions related to the Youth Guarantee client group on an individual basis.

### ***PES improvements on the demand side***

On the demand side, vacancy exchange with private agencies is an area of weakness for many PES and only a small number have undertaken work recently to improve the situation. In Bulgaria, a unified platform of vacancies has been developed together with private employment agencies. The Estonian PES shares vacancies published on its website with 14 private agencies.

For most PES the main strength on the demand side relates to having a national vacancies database. Furthermore, a number of PES are taking steps to improve client access to such databases through development of new web portals and user tools (see examples from Hungary and France below).

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<sup>6</sup> With an average score of 3.6 in 2013 and 3.4 in 2014, on the basis of the Second assessment report on the PES capacity to implement the Youth Guarantee; A contribution of the European Network of Public Employment Services

### **Hungary – Virtual Labour Market**

The online job portal aims to provide jobseekers and employers with an easier method to find suitable matches. It will help to make the Hungarian labour market more transparent. The expected impact and outcomes are that more job vacancies will be submitted to the PES, quicker and more effective ways to submit CVs and job vacancies are developed and better cooperation between public and private employment agencies is facilitated. The portal was established in July 2013 and it targets registered and non-registered jobseekers, registered and non-registered employers and private recruitment agencies. PES is the main implementing body.

It provides functions for jobseekers and employers. For jobseekers, they can upload CVs, search for suitable vacancies and match vacancies to their own CV. For employers, they can submit job vacancies, search through uploaded CVs and match suitable CVs to their own vacancy.

The number of published job vacancies on the portal is 17 000 (to September 2014) and 41 000 CVs have been published (up to September 2014). On average, there are between 1 000 and 1 100 unique visitors per day and there has been 5 200 users aged 15 – 24 years old (up to September 2014).

Traineeship and apprenticeship vacancies are not always integrated with job vacancy databases, in part due to overall responsibility resting with another agency or organisation. However, a number of PES report plans, or recent efforts, to A) incorporate traineeship and apprenticeship positions into existing vacancy databases, B) develop a new training database, and/or C) improve young people's awareness of or access to training offers. The Box below presents some recent measures in this field. Despite of promising developments in a small number of countries, overall the integration of training offers with job vacancies remains an area with room for further development.

### **Recent and upcoming developments related to promoting traineeships and apprenticeships for NEETs**

www.jobnet.dk is a Danish online database, where everybody registered with the PES has a CV stored and where companies can register vacancies. It is expected that traineeships will also be registered at site as of 2015.

PES in Luxembourg is working on an electronic job-board that will contain vacancies (jobs, traineeships, apprenticeships) for young jobseekers. Currently, job vacancies are accessible via all Adem agencies while training positions are advertised by the Centres for Guidance.

In the UK, the 'Universal Jobmatch' site advertises job and training positions, but a dedicated apprenticeships website is also available.

Dedicated websites for advertising traineeships and/or apprenticeships are available in Ireland, Hungary and the Netherlands

## **Area 2: Examples of PES employment counselling and guidance services for young people**

The provision of employment counselling and guidance services for Youth Guarantee clients tends to rest heavily on PES and their partner organisations<sup>7</sup>. PES provide a range of employment counselling through face-to-face services and increasingly also through e-services, covering information and advisory matters but also individualised support, matching and action planning.

PES rank their capacity to offer employment counselling and career guidance as medium<sup>8</sup>. They indicated particular strengths in ensuring a multi-channel strategy in the provision of both counselling and guidance services and in the capacity to offer individualised services for young clients – even if at the same time many PES have highlighted concerns over high ‘case loads’ caused by the combination of high unemployment rates (and consequent high numbers of jobseekers) and budgetary constraints.

### ***Improvements to the personalisation of counselling for young jobseekers***

Two PES (Belgium - Le Forem and Latvia) submitted examples focusing on the increased individualisation of employment counselling for young jobseekers. The measures are largely designed to better guide young jobseekers through the process from initial registration and skill assessment, to individual action planning, matching and placement.

Both measures rely on a case management approach. This approach involves designated employment counsellors taking the role of case managers to work with a defined number of young jobseekers until they have received the help they need or completed a successful transition to the next phase of their life – instead of facing a more complicated pathway through numerous different employment counsellors, services and professionals. Case managers offer continuity in terms of being able to work with the jobseeker over an extended period of time.

#### **Belgium - Le Forem - Individual guidance (*Accompagnement individualisé*)**

Le Forem introduced this practice in 2010 to address the individual needs of those registered with the PES and improve their chances of finding a job through a more individualised, joined-up guidance service based on a case management method. PES is the main implementing body but it works in close collaboration with providers of specialist services, such as training providers, agencies providing social support services and municipalities.

Individual guidance is provided based on a unique guidance pathway: regardless of the demand from a client, one coach will offer support to them throughout the process rather than being served by a range of counsellors. The coach is responsible for a portfolio of clients. Following PES registration, a coach will contact the participant to set up a meeting, during which the coach will propose a plan of action. The coach is then responsible to oversee the plan’s implementation. At risk groups are prioritised in terms of urgency of the initial contact.

In 2012, 108 741 individual coaching sessions were conducted, which was an increase of 14.6 % on the previous year. However, it had been intended for 130 000 sessions to be carried out in 2012. The economic context was, in part, to blame for not as many participants being supported, as it prevented some of the unemployed from returning to work and thereby requiring more support for a longer period of time than anticipated. This meant that the case load of coaches was higher than planned (166 actual per coach vs. 160 planned).

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<sup>7</sup> This role is recognised by the Council Recommendation on the Youth Guarantee which urges PES, together with other partners supporting young people, to provide personalised guidance and individual action planning. The PES Network has also identified ‘individual counselling and action planning’ as the one of the key priority areas within the YG context.

<sup>8</sup> on the basis of the Second assessment report on the PES capacity to implement the Youth Guarantee; A contribution of the European Network of Public Employment Services;

### **Latvia - Comprehensive individual counselling of registered unemployed persons**

This practice, implemented by the State Employment Agency, is expected to run from 2014 to 2018 and is intended to help with the integration of unemployed people, aged 15-29, into the labour market. Each registered young unemployed person is individually guided and provided counselling according to their skills, needs and profile. The supporting counsellor, who will monitor and guide the young participant throughout, will help to prepare a career plan and define and identify necessary training and ALMPs.

The Youth Employment Initiative funding has enabled this practice to become a 'mainstream' practice available for all young jobseekers falling into the remit of the YG.

PES is not the lead organisation in the measure but it is involved in most aspects, including career guidance, job-search assistance and implementation of ALMPs. It collaborates closely with employers, education and training providers, sectorial expert councils and other labour market actors. The practice will be evaluated at the start of 2015.

### **Expanding the multi-channel counselling and guidance offer**

The examples provided by three PES (Belgium VDAB, France and Germany) demonstrate how e-services can be tailored to specific groups of young people to complement office-hour services.

The Belgian example (VDAB) is aimed at highly educated jobseekers and it was introduced as a way of modernising the PES service and responding to a demand to provide a faster, 24-hour service. This is a comprehensive and ambitious service improvement plan, which seeks to offer the same level and quality of counselling services online as is provided for other jobseekers in person. The first evaluation concluded that the service provided has been at least of same quality than face-to-face service and nearly nine out of ten beneficiaries would recommend the service to their peers.

#### **Belgium-VDAB - Online guidance for highly educated jobseekers**

The service began in November 2013 and following a successful pilot phase, it was agreed to introduce it to all highly educated jobseekers under the age of 25. It is funded and implemented by VDAB.

The service consists of obligatory guidance delivered by a dedicated team of e-coaches. The service comprises four steps: **mail**, **phone call**, **first conversation** and **guidance**. In the first step, the participant receives an **e-mail** explaining the online guidance process and what is required for setting up the first appointment with a counsellor (an e-coach) – importantly, the jobseeker can choose the date and time of the first e-appointment by using an interactive online calendar; the second step is a **phone call** to schedule the first appointment if the jobseeker has not set one up; in the third step, the e-coach will contact the client at an appropriate time through an agreed channel for their **first conversation** (note: the jobseeker can choose the main channel of communication such as phone, video chat, email); and, finally, participants are provided advice on the job seeking process. This includes same advice than is given for jobseekers who attend such guidance session in person.

The evaluation in June 2014 agreed that the measure meets the needs and expectation of the highly-skilled, young target group. Of the participants that used the pilot service, 85 % would recommend it to their friends. The online calendar which gives a possibility for jobseekers to choose the date and time of the first meeting has been regarded as a big success and a new project has established to introduce this system more widely. The service allows VDAB to advise jobseekers swiftly (e.g. 1 minute response time for a text chat) and to reach a large audience with a relative small team. The service provided has been found to be at least of same quality than face-to-face service but there is still no evidence about the efficiency of the service in comparison to mainstream channels.

#### **France – 100% Web Support**

This measure builds on the exclusive use of digital channels between jobseekers and counsellors: chat, video, interviews through webcam, web call-back and email with a job counsellor. All emails are responded to within 48 hours. All correspondence is tracked through the jobseekers' account, which they can access. It also includes e-counselling modules about job search techniques and presenting occupational sectors with high recruitment prospects.

Over 100 specifically trained voluntary counsellors are dedicated to this support. It has resulted in over 4 500 video interviews. The first qualitative evaluation shows that 96% of jobseekers are satisfied. The measure is seen as time and cost-saving, practical and can be adapted to the needs, while the rate of absenteeism seems lower than in face to face interviews.

This pilot began in February 2014 in 11 local agencies across seven regions and it is being progressively rolled out on a national basis.



### **Germany – COBI: Chat for online counselling and online information career guidance**

The German Federal Employment Agency (BA) will implement this practice from December 2015. It will give the target group a method for immediate advice and information. The target group includes people interested in training and studying, as well as students. PES is the main implementing body but it is expected to collaborate with training providers.

COBI includes an anonymous advice chat during service hours. Outside of service hour, the target group can e-mail about individual issues and the PES will send a guaranteed response within 48 hours. The consultation aims to cover all aspects of young people's search for suitable training.

As COBI is planned for 2015, results are not available yet. However, it is expected to contribute to the development of new, modern channels of service delivery, targeting young people who are often reluctant to visit PES or do not want the whole raft of services but answers to simple questions.

### ***PES offer of career guidance and counselling to improve labour market preparedness of young jobseekers***

Careers guidance is particularly important in the context of the Youth Guarantee as it can help young people to make informed choices and structure their long-term career goals. The Estonian PES uses group methods to address the career information and advice needs of young people. Job Clubs are intended for those who are unsure of their career directions or ill-prepared to engage in job search and need additional support.

#### **Estonia – Job Clubs**

Job clubs were set up by the Estonian PES, in 2009, in order to provide a service for the unemployed and employees who have just been made redundant. Since 2010, the clubs have been organised for specific groups of jobseekers, including young people who have different information, guidance and counselling needs in comparison to older jobseekers due to their lack of experience in the labour market. Job clubs are counselling services that help to prepare users for job search and working life by preparing their job search skills, confidence and networks, while also providing an overview of job opportunities. PES is the lead organisation in the measure although the delivery is mostly outsourced.

Generally, job club sessions last three hours and participants will meet ten times. In the sessions, participants learn how to find, prepare themselves for and approach different types of work, through activities such as preparation of documents needed for applying for a job and training job interview skills through role play. The intended outcome of these sessions is a better understanding of the desired profession and an action plan for the future, for each participant.

In 2013, 344 young people aged 16-24 participated in job clubs.

#### ***Recruiting and training dedicated Youth Guarantee employment counsellors***

PES in Luxembourg focuses the recruiting on multi-professional teams to serve the Youth Guarantee beneficiaries. The teams include social workers, psychologists and employment counsellors. To date, a dedicated team of 15 specifically trained youth counsellors has been recruited, 6 of whom are psychologists and social workers. PES in Lithuania has delivered training for advisers from 80 local PES offices on counselling skills to help them work with young people with complex needs. In addition, the PES in France has established dedicated counsellors to supporting young people.

#### **France – Dedicated Teams for Intensive Support for Young Jobseekers**

In order to implement the Youth Guarantee, the PES has redefined its service provision towards young unemployed people who are under 26 years of age and who are difficult to integrate. This approach is going to be rolled out to all regions by the end of 2014.

In every jobcentre, a specialised counsellor is dedicated to supporting young people, with an average caseload between 50 and 70. The support is offered through a combination of face to face interviews and collective support. This is coupled with intensive group support based on the methodology of jobseekers clubs, including individual interviews.

A minimum of 120 young people are expected to be supported by specialised counsellors each year in each Jobcentre. The intensive group support is expected to support at least 60 young jobseekers each year in each jobcentre.

#### **Luxembourg – Creation of dedicated teams for Youth Guarantee**

Dedicated teams were set up by the PES three months prior to the launch of the Youth Guarantee in June

2014. The aim is to meet the special needs of young people under the age of 25. The multi-disciplinary teams have been convened with a common aim in order to work more effectively and efficiently in the personal guidance of the target population. A new Youth Guarantee coordinator has been introduced to oversee all of the related activities.

The teams, which are made up of social workers, psychologists and job consultants maintain good internal communication in order to provide beneficiaries with the best opportunities. The Youth Guarantee has been centralised in three Adem agencies, where other internal services are present, so that actions can be organised and offered quicker. Every young claimant is immediately directed to a Youth Guarantee Agent in charge of profiling and registration. During this stage, the Youth Guarantee procedure is explained to them. According to the profiling outcomes, a follow-up meeting is held with an advisor (psychologist or job-counsellor) within two weeks, who will oversee their support throughout the service. A bilateral contract is signed and a dedicated action plan is established.

To date, a dedicated team of 15 specifically trained youth counsellors has been recruited, six of whom are psychologists and social workers. A project coordinator with considerable youth experience has also been recruited.

At present, the staff to client ratio within Adem's youth department is 1/150.

#### **Lithuania – Certified Youth Workers and trained staff to work with youth at-risk**

Twenty-three PES employees working with youth received certificates after participating in the "Development of Integrated Youth Policy" project and activities of the "Implementation of the Youth Worker certification system", which was implemented by the Department of Youth Affairs under the Ministry of Social Security and Labour. The purpose of the Youth Worker certification system is to establish and maintain high-quality work with young people, and ensure effective cooperation between experts from public institutions and non-governmental organizations.

In Autumn 2014, the Lithuanian Labour Exchange in cooperation with a partner – Education Exchanges Support Foundation - organized training for 80 local labour exchanges and youth job centres specialists to enhance their counselling skills quality in working with complex and unmotivated target groups and assessing their competencies. The training programme was elaborated focusing more on the content relevance and competence development of staff working with young people, new methodological tools assimilation and practical client's skills assessment tool management.

One of the new methodological tools – "Labyrinth of Professions" (2013) - was created by the Lithuanian Youth Centre. This vocational guidance board game helps young people to learn more about themselves and what they want to do in a friendly and non-formal way. The game "Labyrinth of Professions" aims at providing an interactive, fun and educational experience for people of all ages. Young people can play and learn more about the different professions and career paths available for them. Youth specialists at job centres have tested this game and use this guidance tool in advising young people.

### **Area 3. Examples of improved PES services for employers**

Within the context of the Youth Guarantee, working with employers is important to secure sustainable placements and real-life work experience opportunities for young people. It can also lead to the PES developing a greater knowledge of employers' current and future needs.

PES have assessed their capacity to deliver services for employers (in the YG context) as medium, but positively year on year results show improvements in a range of areas of service delivery. Multi-channelled employer services available online, in person and over telephone and overall, proactive approaches such as pre-selection of candidates, arranging work trials, recruitment support are regarded as particular strengths while the offer of employer counselling could be improved.

#### **Measures to encourage employers to create employment or training opportunities for young people**

Four PES (Czech Republic, Portugal, Slovenia, and Spain) have submitted examples of practices involving incentives for employers to hire young people from the Youth Guarantee target group. In one measure (Czech Republic) the subsidy is accompanied by further support to employers during the recruitment process, including candidate pre-selection and re-training of candidates.

##### **Portugal – Employment Stimulus**

The rationale for the PES to introduce Employment Stimulus (previously known as Stimulus 2013) is to support hiring and stimulate job creation by reducing wage costs and thereby reducing the risk associated with hiring new staff. The practice is targeted at under 30 year old jobseekers.

The Employment Stimulus provides financial support to employers that hire young unemployed people who are registered with the PES. They have to hire the person for a minimum of six months and the contract may be a full- or part-time contract. Employers must provide training to all workers that they hire under the scheme.

The project, under Stimulus 2013, supported 5 042 participants under the age of 30.

PES is the main implementing body and responsible for the dissemination of information about the measure, management and approval of applications, payments of support, monitoring and evaluation.

##### **Spain - Permanent contract: Young rate**

The aim is to provide incentives for employers to recruit young people who are under 25 years of age (or unemployed, disabled youth until the age of 30) and are registered in the National System of the Youth Guarantee, unemployed and not in any type of training. This measure was introduced in 2014. Employers who employ a young person, who fits the criteria, on a permanent contract can receive a monthly benefit in social contributions of up to €300. The contracts must be made between 6 July 2014 and 30 June 2016.

PES is not the main implementing body; they are involved in the monitoring and control of the allowances.

##### **Czech Republic – Professional internships for young people under the age of 30**

This practice was introduced by the Labour Office within the context of the YG to boost youth employment nationally, following the success of its piloting in regions with high rates of youth unemployment. It is aimed at people under 30, who have little or no work experience (max 2 years), and who, at the same time, have been registered with PES for at least four months. The initiative was introduced in 2013 and will run until August 2015. PES is the main implementing body and running all aspects of the practice, apart from re-training which is delivered by training providers.

The professional internships provide employers with increased incentives to hire young people in spite of their inexperience. The incentives include: wage subsidies are granted for interns (for 6-12 months) and mentors (for up to 7 months); candidate search and pre-selection of suitable candidates; and, retraining of candidates, where an employer deems it necessary.

Data from July 2014 shows that the total number of vacancies offered by employers was 8 304; 7 458 young unemployed jobseekers have applied to take part in the project; 4 140 agreements have been signed for internships; and, 1 483 agreements have been signed for mentors.

##### **Slovakia – Support to youth employment enhancement**

The aim of the practice, started in 2012, is to support the integration of unemployed youth into sustainable employment within the private sector. It has since been implemented in regions - apart from

Bratislava - for anyone up to the age of 29, who has been unemployed for a minimum of three months. PES is the main implementation body.

The main delivery of the initiative is subsidised employment, where local labour offices cover 90% of total costs of work (up to a maximum EUR 456.57) for a maximum duration of 12 months, where employers (from private sector) are obliged to sustain the employment of a subsidised youth employee for another six months.

Between November 2012, when the project began, and September 2013, 9 000 new jobs for young beneficiaries were created. Contributions in support of this project amounted to EUR 48.7 million (4 641 agreements were concluded).

### ***Provision of automated matching tools***

Many PES report strong capacity in the area of automatic vacancy matching tools which, with the help of data matching, bring together vacancies with individual job-seekers' profiles. These typically cover all age and target groups rather than being youth specific. PES in Bulgaria, Cyprus, Estonia, Luxembourg and the Netherlands report using such tools in the context of the Youth Guarantee clients. PES in Czech Republic and Ireland foresee developments in this field in the next few years, with the Irish PES already having published a tender for a new vacancy-matching tool. Other PES concentrate on addressing reported challenges such as poor quality information (e.g. the tools have information on professional codes rather than skills).

## Area 4: Examples on PES measures on activation and placement

Early intervention and activation together with supportive labour market integration measures are central to the Youth Guarantee<sup>9</sup>. Central PES tasks in this role include profiling jobseekers, drafting individual action plans, facilitating effective placement of young people in employment or training, and effective allocation of ALMPs<sup>10</sup>.

With the score of 3.2, PES evaluated their capacity as medium. They have identified individual action planning, supply of approved education and training providers and sufficient funding for ALMPs as the strongest areas. There are capacity issues in ensuring sufficient resources and tools for capturing client satisfaction with the services provided and ensuring PES involvement in early intervention - referring to provision of PES services before young people leave school or training, or before losing their job in case of a dismissal, so that they can be supported (back) into 'active options' as soon as possible.

In total 16 measures focussing on activation and placement were submitted and they are discussed here under 6 themes. PES outreach and youth communication strategies are not considered as they are described in the report 'PES practices for the outreach and activation of NEETs'.

### **Improvements to profiling and engagement services for youth**

Four PES presented examples of measures aiming to improve profiling in the context of the Youth Guarantee (Denmark, Italy), or more broadly for all jobseekers (Ireland, Poland). In general terms, these improvements consist of recording and analysing the characteristics of unemployed youth with a view to categorising them and providing them with tailored support and a personalised action plan.

In Ireland, a profiling system provides each job-seeker who registers with the PES with a 'PEX score' which indicates the probability of that person exiting the unemployment register within 12 months. The intensity and the nature of engagement with any individual jobseekers is differentiated on the basis of the score, with more intensive support being given to those with a lower PEX score.

#### **Ireland – Revised Engagement Process for Young People**

The aim is to refine the engagement process for young people, particularly 18 – 24 year olds, to ensure that the PES use resources more efficiently and effectively and minimise the deadweight cost of intervention. The measure is aimed at young people who are on the PES Register aged under 25. It is being introduced in October 2014 and will run to at least 2015. PES is the main implementing body but it collaborates with education and training providers in particular.

For the 18-24 group the engagement process will begin when they register for welfare/employment supports at their local PES office and are awarded a job-seeker's payment. At registration they will be profiled using the PES profiling system. The engagement process will then differ depending on the person's probability of exiting unemployment (PEX score). The PEX score is calculated on the basis of a number of individual characteristics, including gender, age, marital status, spousal income, number of dependent children, motivation, access to transport, education, literary/numeracy, number of claims, unemployment history, proficiency in English language, location, health status, and payment type.

Based on this profiling exercise, clients are categorised into three bands of low, medium, high PEX score. The intensity and the nature of engagement with any individual jobseekers is differentiated on the basis of the score, with more intensive support being given to those with a lower PEX score. For under 25s with a low-to-medium PEX, they will attend a Group Engagement session within two weeks, followed immediately (within days) by a one-to one interview with a case officer. This differs from the current approach where persons with a medium PEX may have to wait two-three weeks for a one-to-one interview. Young Jobseekers with a high PEX (i.e. they are more likely to become employed) will also receive Group Engagement within two weeks of registration (subject to there being sufficient numbers in the relevant area). They will then have a follow-up one-to-one meeting if still unemployed after four months –

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<sup>9</sup> Council Recommendations on establishing a Youth Guarantee; [http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.C\\_.2013.120.01.0001.01.ENG](http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.C_.2013.120.01.0001.01.ENG).

<sup>10</sup> Second assessment report on the PES capacity to implement the Youth Guarantee; A contribution of the European Network of Public Employment Services.

currently the waiting period for a one-to-one interview for jobseekers categorised as high-PEX is six months.

A personal progression plan is agreed between the young person and case officer during one to one interviews. In addition, a Record of Mutual Undertaking will be in place to ensure that an offer of work, training or education is made to the young person within four months of the initial one to one interview. The young person also commits to accept any reasonable referral to employment, internships, training or education.

Lastly, the follow up process will involve one to one monthly meetings from the registration stage to exiting unemployment records. This differs from the standard process where there is a two month interval between one to one meetings for those classed as high risk and three month interval for those who are lower risk of exiting employment. No outcomes are available as yet.

In broad terms, the Danish and Polish reforms of their profiling practices group young jobseekers into three broad groups: those who are ready for employment, those who are ready for education or another upskilling or preparatory measure, and those requiring participation in a higher threshold activation service before being ready for labour market integration. In addition, in the case of Denmark, the benefit system has been reformed to ensure that all young people under 30, and who receive cash or education benefit, have a structured process to go through before they are referred to an ALMP. An important factor is that there is a relatively short lead in time between registering with the PES and entering into an ALMP, which can mean that jobseekers are less likely to become inactive and demotivated. The priority is to guide unqualified youth towards education/training offers, and qualified youth towards employment related options.

#### **Denmark - The reform of cash benefit system (*køntanhjælpsreformen*)**

The major reform of the benefit system was introduced on 1 January 2014. While this reform covers a broad age group, it was introduced in line with a special focus of Danish policy towards activation and upskilling of unemployed people aged under 30. Specifically, the under 30 year old jobseekers are divided into three broad groups: those categorised as 'clearly ready for an education', those who are 'ready for an education within one year' and those who are 'ready for activation'. One of the most significant changes brought about by the reform is the obligation for unqualified young jobseekers to return to (qualification-leading) education or training in order to improve their chances of labour market integration. Their welfare benefits are now linked to participation in E&T too. PES - which are run by municipalities - are responsible for the initiative but they work closely with education and training providers.

All young unemployed below 30 years of age, who receive cash or education benefit, will have their first interview at the job centre within the first seven days from asking the job centre for support. Young people eligible for education have the right to an educational activation no later than 1 month. Those who are qualified and ready for employment are obliged to search for employment. If employment is not obtained within three months, the unemployed will be guided for either a so-called usefulness job (*nyttejob*), job training or to a wage subsidy job.

An early evaluation report, published in August 2014, on the reform has shown that the practice has had a positive effect on access to employment and retention, especially among people aged 25-29. Furthermore, the number of recipients of cash and educational benefits has decreased since the reform took effect, especially for young people under 30 years of age

#### **Poland - Profiling the assistance provided to unemployed, depending on the type of unemployed people's need**

The initiative was introduced to improve PES efficiency and improve the support to unemployed people, including young people. The profiling will help to provide individual forms of support. It is targeted at all unemployed people who are registered with the district employment office and it is implemented by the PES.

The profiling is provided immediately after the person has registered with the employment office. It establishes their situation, their needs and their chances of integration and readiness to enter / return to the labour market. Three profiles are used: 1<sup>st</sup> support profile is for those who are suitable for job placement, 2<sup>nd</sup> support profile is for those who are referred to labour market services, instruments and employment advice, and 3<sup>rd</sup> support profile is for those who are referred to activation and integration programmes.

Between May and August, 746 5000 unemployed people were subject to profiling; 274 333 were under 30. For those under 30, 22 449 people fit into the 1<sup>st</sup> support profile; 214 253 to the 2<sup>nd</sup> support profile and 37 361 to the 3<sup>rd</sup> support profile. 44% of profiled young people required some support.

The examples given above focus on early assessment and profiling, typically with PES having deadlines for different stages of activation. In Denmark for instance, young jobseekers' first assessment interview should be held within seven days of registration with the PES. In Ireland, the PES is expected to hold a group interview session within the first two weeks of registration of a Youth Guarantee client. In all three cases, the profiling leads to a drafting of an individual action plan for labour market integration.

#### **Italy – Youth Corners**

The Italian PES set up this practice to provide a network of contact points or 'operating units' enabling NEETs to access the services provided within the Youth Guarantee. The priority groups are young people aged 15-18 and 19-24 but they also serve young people up to the age of 29. They are being set up all over the country.

Youth Corners are established in places such as schools, universities, private employment agencies and local PES offices, and provide beneficiaries with an access point to register and activate their entitlement to the full range of services available with Youth Guarantee, including guidance and advisory services.

Implementation is most advanced in three regions: Piedmont, Lombardy and Veneto. As an example, in Piedmont, 65 Youth Corners have been activated (with common layout and visual identity), to which 13 000 young jobseekers have registered: 1 300 have received services of which 600 have already received a placement. In Lombardy, 747 Youth Corner and 843 Youth Centre training locations have been set up.

PES is the main actor in the Youth Corner network. Regional administrations in charge of PES manage the accreditation of private providers. Key partners include private employment agencies, training providers, universities and municipalities. The management of the Corners is based on a result oriented approach with the funding increasing on the basis of the number of young people engaged and supported.

Limited information is available on the outcomes related to profiling and early activation but early Danish experiences suggest that linking social benefits with participation in education/training, together with early assessment and activation, has had a positive effect on access to employment, especially among people aged 25-29. The number of recipients of benefits has decreased since the reform took effect.

The Italian PES, together with partners, has also sought to strengthen early activation and profiling services for unemployed and inactive youth by setting up so-called Youth Corners. As shown by the box below, Youth Corners, are established in places such as schools, universities, private employment agencies and local PES offices – by the PES – to provide unemployed youth and NEETs with more localised and accessible access points to register with the

Youth Guarantee.

#### ***First professional experience for qualified but inexperienced young jobseekers***

PES in Bulgaria, Croatia, Germany and Lithuania have identified qualified jobseekers with low work experience as one of their target groups. By offering them a first professional experience through subsidised employment or internships, PES are expecting to improve labour market integration rates of this 'nearly-job-ready' group. The evaluation of the Croatian measure shows that three out of five participants found a job within 12 months while more than two-thirds of the Bulgarian participants were kept on by their employers or they obtained work elsewhere, thanks to the contact, skills and knowledge acquired during their internship.

#### **Bulgaria – New beginning – from education to employment**

This project was introduced by the National Employment Agency of Bulgaria in October 2010 and will run until the end of December 2014. It provides secondary and higher education graduates (aged up to 29), who have no relevant work experience, a six month internship opportunity with an employer in a position/field relevant to their education and/or qualifications. During the placement, they will receive training from mentors within the workplace.

Participants first receive information and counselling services. They are then allocated a first job in a specialist area relevant to their qualifications. Once they have been allocated a job, they are provided with training by a workplace mentor for six months. Mentors are responsible for between one and seven young people. They provide young people with preparation training before commencing work on work culture and habits, the contents of which are determined by the employer. A subsidy is paid for the remuneration of

the trainee and the mentor and social security contributions paid by the employer.

During the project, 8 955 young people have been placed into subsidised employment. It was found in a study of the employment attainment of participants, that 2 775 (31 %) were kept on by their project employers, while 3 401 (38 %) obtained work elsewhere. PES is the main implementing body.

#### **Croatia – Occupational training without commencing employment**

This programme was introduced in 2010 by the Croatian Employment Service (CES), in order to ensure internships, traineeships and work practice for young unemployed people who have little or no work experience in the occupation they are trained in and who have been registered with PES for at least 30 days. In particular, the measure focused on highly educated young people or young people who are unemployed from occupations that require a specific licensing or exam. PES is the lead organisation in the measure, but the host employer also plays a large role.

Occupational training is conducted at the employer`s premise. The employer provides apprenticeship training and direct work-place based mentoring for the participant. They also receive reimbursement of contributions for pension and health insurance that they are obliged to pay each month, while the participant receives financial aid and travel expenses from the PES. The training lasts 12-36 months.

Participant data show that of those who finished their occupational training in 2012, 61.3 % were employed within 12 months. At the moment, the programme is intended to continue given its success.

#### **Germany - PWE Online ("LERNBÖRSE exclusive" special learning exchange)**

BA introduced this practice in 2013 for people wishing to return to work (i.e. after a career break due to family responsibilities), by providing an online learning service: the virtual classrooms and blended learning measures are relevant to the Youth Guarantee and subsequent young people wishing to re-enter the labour market. The practice is run in cooperation with BMFSJ (Federal Ministry of Family Affairs, Senior Citizens, Women and Youth)

*Blended learning* consists of tailored measures for the individual participant that allow for family reconciliation and education. The learning scenarios offer supervised online courses that take place in 'real time' in virtual classrooms, through self-study modules, which can be work through at the individual's own pace. There is also a forum that allows participants to interact. E-tutors are available to contact throughout the course. This consists of topics such as: time for re-entry; application measures and strategies; and, the application letter. Further, it delivers courses for office programmes, accounting, social media and basic knowledge for business management.

An evaluation of the practice is not complete yet, but previous evaluation results show that acceptance amongst participants is very good. PWE Online has won several awards and the service will be extended.

#### **Lithuania – two new types of contracts introduced: working skills acquisition agreement and voluntary practice**

Two new measures have been introduced for equipping young people with work experience and prepare them for work: work under skills acquisition agreement (since 1 September, 2014) and voluntary practice agreement (since 1 January, 2015). Job skills acquisition agreement is a supported employment measure for registered persons. Young people working under this agreement maintain their status and rights of an unemployed person. Under the voluntary practice agreement, a young person does voluntary work at an enterprise in order to gain employment skills. Wages under these contracts are not being paid. Persons aged 16 to 29 years and registered with a local labour exchange can take advantage of these options.

To avoid abuse by employers and prevent illegal work, it is determined that the number of working skills acquisition contracts in a company, an institution or an organisation should not exceed 10 per cent of total jobs.

### ***PES have made changes to the structure and delivery of services to more effectively use resources in placing young people in the labour market***

Two PES (Belgium-ACTIRIS, UK) have introduced different levels of changes to their structures and service delivery to ensure that young people can be more efficiently placed in the labour market. This involves creating a dedicated Youth Guarantee service which guarantees and packages a set of support for unemployed young jobseekers. The Belgian example targets young unemployed who have been out of work for more than six months and who have been identified as requiring additional support with labour market integration (see below).

#### **Belgium: ACTIRIS – Creation of a dedicated Youth Guarantee Service (SYG)**

In September 2013, ACTIRIS introduced SYG as an in-house service. The aim is to provide specific support to young people (under 30 years old) officially registered as jobseekers. SYG offers a dedicated service with a specific methodology adapted to user needs and works to improve the matching with a pre-selection of candidates. Actiris is the main and only implementing body but it does work in collaboration with



training providers.

The SYG is targeted at young jobseekers who have been registered with Actiris for six months and who have been identified as requiring additional support with labour market integration. The SYG benefits from the collection of job vacancies made directly by the counsellors working within the Employers Directorate. The SYG offers traineeships within companies (STE) and first employment opportunities (CPE). It also provides guidance to the participant during each step of the process (i.e. help in tailoring the CV and covering letter to the position applied, interview preparation, contact and potential problem solving during placement). By the end of 2014, SYG will employ a total of 23 specialist counsellors.

The SYG service was in contact with over 2 700 young jobseekers in its first 10 months. Between October 2013 and July 2014, the SYG received 693 STE offers and satisfied 453 offers employing 465 young jobseekers. In 2015, the SYG aims to fill 1 000 STE, while it expects to fill around 650 STE in 2014.

#### **UK – The Youth Contract**

To tackle rising unemployment, the PES introduced this practice as a flexible support package for young people aged 16-24. The package is intended to help them prepare for work by giving them the necessary skills to compete in a global economy, by encouraging employers to inspire young people and recruit them into real, long term jobs; and by promoting claimants' personal responsibility.

The practice includes: additional adviser support and job-search reviews in jobcentres for all 18-24 year olds; additional work experience and sector-based work academy places, where training is provided, as well as a guaranteed job or apprenticeship interview; apprenticeship grants to employers; and, wage incentives for employers who recruit a young person. It also includes pilots testing support to NEETs aged 16 and 17 and support for 18 to 21 year olds.

Between April 2012 and May 2014, around 147 670 young people began work experience via the Youth Contract and around 60 790 have begun sector-based work academy pre-employment training at the same time. The Youth Contract is a joint programme between DWP, BIS and DfE. The PES plays an important role in its running.

### ***PES involvement in motivational work***

The Maltese PES is involved in supporting at risk youth before they leave compulsory education. This 'preventative' approach provides young people with the additional support and training to help make a successful transition into employment or further education or training.

The Swedish PES funds motivation training in an adult learning setting in so-called 'folk high schools' where NEETs and unemployed youth spend three months taking lessons in mainly

Swedish, English and mathematics. They also receive counselling.

#### **Malta – Alternative learning programme**

The Alternative Learning Programmes was introduced in January 2014 for young people at risk of becoming early school leavers because they do not apply to sit their Form 5 examinations. The programme will run for the 2014-2015 academic year. The PES is one of the key institutions involved in the implementation of this programme. Through the training centre, ETC is delivering a course to a number of students who have registered for this programme.

The programme is a six month course that will assist the young people in their transition from compulsory schooling to further education or employment in equipping them with necessary labour market skills. In facilitating reintegration into education, training or employment, the programme provides users with Maltese and English literacy training, numeracy training and modules to develop IT skills in areas of particular interest and use for young people, such as web design, programming, coding and gaming. The major component of the programme is vocational education, which will include orientation visits and work placements.

The original plan targeted 350 fifth formers who had not applied to sit for the O Level exams. So far, 144 have signed up.

#### **Sweden – Folk high school for motivational training**

This practice was introduced in 2010 to motivate and assist unqualified, young jobseekers (under 25 years old) to pursue a higher level of education, in order to equip them with skills that employers will find attractive. The target group has not completed their compulsory school education and often has social medical or psychological problems. It is expected that the motivational course will encourage participants to eventually start new studies, or pick up from where they left off. Folk high schools provide non-formal education which does not give formal merits in form of grades.

Students spend three months taking lessons in mainly Swedish, English and mathematics at a Folk high school, where they will also receive counselling. Folk high schools differ from regular Swedish schools in

that they are better tailored to working with adult learners and the teachers have more time with each student.

Results show that 25 % of participants have taken up studies within the regular school system; and, 14 % have obtained work, largely due to the coaching within the motivational training.

PES is the lead organisation in the measure in terms of promotion and funding but the Swedish National Council of Adult Education has the responsibility to secure the quality of the education and the distribution of available places at the Folk high school.

### **Measures to improve effective and efficient allocation of ALMPs**

A number of PES have put in place measures to improve the allocation of ALMPs in terms of their delivery and resources to ensure that they are relevant, up-to-date and avoid 'deadweight' effect.

Four key aspects need to be in place to ensure effective and efficient ALMPs. Firstly, PES should have access to appropriate funding so that they can resource innovative and appropriate delivery (particularly if delivered by external partners). Secondly, processes need to be in place to monitor the labour market situation to ensure that ALMPs reflect current labour market and jobseekers' needs. Thirdly, processes and procedures need to be in place to monitor the delivery, performance and related payments for ALMPs particularly those that are delivered by specialist external providers. Lastly, a sufficient pool of training providers should be established for the PES to tap into to deliver high quality services and appropriate monitoring and evaluation mechanisms need to be in place to oversee this.

Four PES examples are included in the box below. They include a variety of different approaches, including higher threshold labour market integration work in the case of the Swedish PES, followed by a new entrepreneurship support offer in Finland and subsidy/traineeship schemes from PES in Hungary and Poland.

#### **Sweden – Youth to Work (*Unga til Arbete*)**

The Swedish PES first introduced this practice in 2012 in order to bridge the gap between young unemployed people who suffer from mental illness, neuropsychiatric problems or learning difficulties and the public authorities involved. The practice is expected to improve their chances of being included in work or education. In the project PES was the main implementing body working with municipalities, education and training providers, social institutions and private employment services. The ESF-project ended in 2012 and was later implemented in the region of Gävle.

There are two main activities: the first consists of a multi-disciplinary team of professionals, including employment advisers, occupational therapists, vocational rehabilitation specialists and psychologists collaborating and consulting one and another in order to provide a more coherent and holistic service for young people who require a higher threshold services. The second consists of innovative activities for the participants, which include, inter alia: working memory training with a special software training programme over a five week period, classes as well as study and work place visits.

200 participants have been involved thereby meeting the original target, of which 66 (33 %) have or have had work during the project (exceeding the target of 30 %) and 157 (78.5 %) have or have had job training (again, exceeding the target of 50 %). Of the number of participants who have not had work, 70 % now feel that they stand a better chance of obtaining it.

#### **Finland – Start-up workshops for young entrepreneurs**

The entrepreneurial workshops were originally coined by young people themselves, for themselves (young people/jobseekers interested in starting their own business): the first of which was held by PES at the end of 2013, with a third planned for the end of 2014. The workshops are intended to provide young entrepreneurs with expert advice and mentor support from an experienced entrepreneur in the first phase of business planning and set up. In the start-up workshop the business ideas of the young entrepreneurs are developed and worked up further. The practice includes teaching, guiding and supporting the young entrepreneurs. PES is the main implementing body but it collaborates with education / training providers.

Around 30 % of the first workshop participants have received a start-up grant for their business. The plan is to introduce the model at a national level.

#### **Hungary - Active labour market programmes to improve the employability of the disadvantaged with increased focus on young unemployed**

The programmes, including ESF funded programmes and First Job Guarantee, address the needs of young people who are looking to enter the labour market for the first time who may need support or necessary work experience. The target group is young unemployed people aged under 25, or 30 in the case of new graduates. The PES is working with NGOs, youth organisations, social partners and education and training institutions. The ESF funded programmes have been in place since 2011, and they have focused on young people since 2012-2013. They will come to an end in 2014 and 2015. The First Job Guarantee Programme ran in 2012 and 2013. 2013 and July 2014 (4 800 and 6 000 in 2013 and 2014 respectively). PES is the main implementing body.

The programmes provide the target group with personalised and tailor-made programmes that included labour market services, subsidies and training. They include general and vocational training, wage subsidies, support for self-employment, mobility support and housing allowance. They also included the provision of information, advice, job search assistance and mentoring.

Under the ESF programmes, over 45 000 young people have been involved (up to July 2014). The First Job Guarantee Programme involved 7 600 young people in 2012 and 10 800 young people between March National and ESF funding

**Poland – Additional instruments for young unemployed people: training, traineeship, employment and accommodation voucher**

A voucher system was introduced in 2014 to help young people to acquire the practical skills needed to undertake a job and develop work experience, enable them to take up a job, increase their job search activity, support high school graduates to begin their careers and support geographical mobility. The target group is those who are registered with the unemployment office as unemployed and who are under 30 years old. PES is the main implementing body.

Four voucher schemes are in place. Firstly, training vouchers are available to cover the cost of training (vocational courses and those providing professional qualifications), any required medical or psychological examinations and the costs of travel and accommodation (if the course takes place far from where the person lives). Secondly, traineeship vouchers are in place to help an unemployed person undertake a traineeship with an employer for a period of six months. Employers who hire an unemployed person after the six month traineeship will receive a bonus. These vouchers also cover the costs of travel to the placement and the costs of any necessary medical or psychological assessments. Thirdly, an employment voucher provides employers with funding towards the remuneration costs of employing an unemployed person aged under 30. The employer must employ the person for at least six months after the funding period. Lastly, the voucher for settlement providers an unemployed person with funding to cover housing costs required to take up employment, other paid work or business activity outside of their current home.

***Measures to improve the quality or the range of VET***

High quality vocational training is important in equipping young people with work-related skills that can then make them more attractive to potential employers. Two PES presented practices in which PES are working with a range of stakeholders, from social partners, chambers of commerce and VET providers to youth organisations, to put in place suitable basic and further VET programmes.

**Greece – Experimental Apprenticeship Schools (PSEK)**

The Greek VET system has undergone significant reform in recent years, with apprenticeships having been extended to cover the whole spectrum of VET qualifications. In addition to the PES having 51 Apprenticeship Schools across the country, it has recently opened two Experimental Apprenticeship Schools (PSEKs), both focusing on tourism. They are intended to facilitate labour-market integration of young high school graduates, aged 18-20, oriented toward technical and vocational education and training, namely in tourism.

The PSEKs offer three year programmes that lead to qualifications recognised in Greece and Germany in three different areas: cooks, hotel employees, and food and beverage managers. Four months each year is dedicated on theoretical training. This is conducted during the tourism off-season, so that the students can put theory into practice throughout the sector's high-season months. The scheme pertains to a Dual System of Education, whereby personal and field skills are developed through the effective involvement of students in their specialty area. PES is the main implementing body but it works in collaboration with social partners, businesses and experts

In its first year of implementation, 75 students enrolled. In its second academic year (2014-2015), 120 students have been admitted. The practice will be evaluated at the end of the first three year programme.

**Spain – Vocational training for employment**

This measure is being introduced and it will provide participants with the skills needed for young people to adapt to the labour market, prioritising certain occupations and the corresponding high-priority certificates

/ qualifications. It is targeted to young people under 30, with particular emphasis on those who are unemployed and low-skilled. The PES works in partnership with social partners.

Activities funded under this measure will focus on three areas. Firstly, training activities leading to recruitment and respond to specific qualification requirements. Secondly, class-room based training that is linked to high-priority areas. Thirdly, training activities aimed at equipping the participants with foreign language and ITC skills. No outcomes are available yet as the measure is just being introduced.

## Annex - Catalogue of measures for the implementation of the youth guarantee, as identified by the members of the European Network of Public Employment Services

### Area 1: Transparency of supply and demand in the labour market

Country	Name and background	Practical description of the measure	Role of PES	Funding	Outputs and outcomes
HU	<p><b>Virtual Labour Market</b></p> <p>The online job portal aims to provide jobseekers and employers with an easier method to find suitable matches. The expected impact and outcomes are that more job vacancies will be submitted to the PES, quicker and more effective ways to submit CVs and job vacancies and to facilitate better cooperation between public and private employment agencies. The portal was established in July 2013 and it targets registered and non-registered jobseekers, registered and non-registered employers and private recruitment agencies.</p>	<p>It provides functions for jobseekers and employers. For jobseekers, they can upload CVs, search for suitable vacancies and match vacancies to their own CV. For employers, they can submit job vacancies, search through uploaded CVs and match suitable CVs to their own vacancy.</p>	<p>PES is the main implementing body</p>	<p>National ESF</p>	<p>The number of published job vacancies on the portal is 17 000 (to September 2014) and 41 000 CVs have been published (up to September 2014). On average, there are between 1 000 and 1100 unique visitors per day and there has been 5 200 users aged 15 – 24 years old (up to September 2014).</p>

### Area 2: The provision of a comprehensive range of services for young people – counselling and career guidance

Country	Name and background	Practical description of the measure	Role of PES	Funding	Outputs and outcomes
BE Le Forem	<p><b>Individual guidance</b></p> <p>Le Forem introduced this practice in 2010 to address the individual needs of those registered with the PES and improve their chances of finding a job through a more</p>	<p>Individual guidance is provided based on a unique guidance pathway: regardless of the demand from a client, one coach will offer support to them throughout the process rather than being served by a range of counsellors. The coach is responsible for a portfolio of clients. Following PES registration, a</p>	<p>PES is the main implementing body but it works in close collaboration with providers of specialist services, such as</p>	<p>National ESF YEI</p>	<p>In 2012, 108 741 individual coaching sessions were conducted, which was an increase of 14.6 % on the previous year. However, it had been intended for 130 000 sessions to be carried out in 2012. The economic context was, in</p>

*Catalogue of PES measures for the implementation of the Youth Guarantee*

Country	Name and background	Practical description of the measure	Role of PES	Funding	Outputs and outcomes
	individualised, joined-up guidance service based on a case management method.	coach will contact the participant to set up a meeting, during which the coach will propose a plan of action. The coach is then responsible to oversee the plan's implementation. At risk groups are prioritised in terms of urgency of the initial contact.	training providers, agencies providing social support services and municipalities		part, to blame for not as many participants being supported, as it prevented some of the unemployed from returning to work and thereby requiring more support for a longer period of time than anticipated. This meant that the case load of coaches was higher than planned (166 actual per coach vs. 160 planned).
BE VDAB	<p><b>Online guidance for highly educated jobseekers</b></p> <p>The service began in November 2013 and following a successful pilot phase, it was agreed to introduce it to all highly educated jobseekers under the age of 25. The service was introduced as a way of modernising the PES service and responding to a demand to provide a faster, more modern, 24-hour service. It is funded and implemented by VDAB.</p>	The service consists of obligatory guidance delivered by a dedicated team of e-coaches. In practice, the service comprises four steps: mail, phone call, first conversation and guidance. In the first step, the participant receives an <b>e-mail</b> explaining the online guidance process and what is required of them in setting up the first appointment with a counsellor (an e-coach) – importantly, the jobseeker can choose the date and time of the first e-appointment by using an interactive online calendar; the second step is a <b>phone call</b> to schedule the first appointment if the jobseeker has not set one up; in the third step, the e-coach will contact the client at an appropriate time through an agreed channel for their <b>first conversation</b> (note: the jobseeker can choose the main channel of communication such as phone, video chat, email); and, finally, participants are provided advice on the job seeking process. This includes same advice than is given for jobseekers who attend such guidance session in person.	PES is the main implementing body; no other partners involved	Regional PES	The evaluation in June 2014 agreed with the expected aims and outcomes and that the service meets the needs and expectation of this highly-skilled, young target group. Of the participants that used the pilot service, 85 % would recommend it to their friends. The online calendar which gives a possibility for jobseekers to choose the date and time of the first meeting has been regarded as a big success and a new project has established to introduce this system more widely. The service allows VDAB to advise jobseekers swiftly (e.g. 1 minute response time for a text chat) and to reach a large audience with a relative small team. The service provided has been found to be at least of same quality than face-to-face service but it has been too early to make conclusions about the efficiency of the service in comparison to mainstream channels.
FR	<b>100% Web Support</b>	This measure builds on the exclusive use of digital	PES is the main		Over 100 specifically trained voluntary

*Catalogue of PES measures for the implementation of the Youth Guarantee*

Country	Name and background	Practical description of the measure	Role of PES	Funding	Outputs and outcomes
	This pilot began in February 2014 in 11 local agencies across seven regions and it is being progressively rolled out on a national basis.	channels between jobseekers and counsellors: chat, video, interviews through webcam, web call-back as well as email with a job counsellor. All emails are responded to within 48 hours. All correspondence is tracked through the jobseekers' account, which they can access. It also includes e-counselling modules about job search techniques and presenting occupational sectors with high recruitment prospects.	implementing body		counsellors are dedicated to this support. It has resulted in over 4 500 video interviews. The first qualitative evaluation shows that 96% of jobseekers are satisfied. The measure is seen as time and cost-saving, practical and can be adapted to the needs, while the rate of absenteeism seems lower than in face to face interviews.
DE	<b>COBI (chat for online counselling and online information career guidance)</b>  The German Federal Employment Agency (BA) will implement this practice as from December 2015. It will give the target group a method for immediate advice and information. The target groups includes people interested in training and studying, as well as students.	COBI includes an anonymous advice chat during service hours. Outside of service hour, the target group can e-mail about individual issues and the PES will guarantee a response within 48 hours. The consultation aims to cover all aspects of young people's search for suitable training.	PES is the main implementing body but it is expecting to collaborate with training providers	Social contributions	As COBI is planned for 2015, results are not available yet. However, it is expected to contribute to the development of new, modern channels of service delivery, targeting young people who are often reluctant to visit PES or do not want the whole raft of services but answers to simple questions.
EE	<b>Job clubs</b>  Job clubs were set up by the PES in 2009, in order to provide a service for the unemployed and employees who have just been made redundant. Since 2010, the clubs have been organised for specific groups of jobseekers, including young people who have different information, guidance and	Job clubs are counselling services that help to prepare users for job search and working life by preparing their job search skills, confidence and networks, while also providing an overview of job opportunities.  Generally, job club sessions last three hours and participants will meet ten times. In the sessions, participants learn how to find, prepare themselves and approach different types of work, through activities such as preparation of documents needed	PES is the lead organisation in the measure although the delivery is mostly outsourced.	National	In 2013, 344 young people aged 16-24 participated in job clubs.

*Catalogue of PES measures for the implementation of the Youth Guarantee*

Country	Name and background	Practical description of the measure	Role of PES	Funding	Outputs and outcomes
	counselling needs in comparison to older jobseekers due to their lack of experience in the labour market.	for applying for a job and training job interview skills through role play. The intended outcome of these sessions is a better understanding of the desired profession and an action plan for the future, for each participant.			
FI	<p><b>Start-up workshop for young entrepreneurs</b></p> <p>The entrepreneurial workshops were originally coined by young people themselves, for themselves (young people/jobseekers interested in starting their own business): the first of which was held by local PES at the end of 2013, with a third planned for the end of 2014. The workshops are intended to provide young entrepreneurs with expert advice and mentor support from an experienced entrepreneur in the first phase of business planning and set up.</p>	In the start-up workshop the business ideas of the young entrepreneurs are developed and worked up further. The practice includes teaching, guiding and supporting the young entrepreneurs.	PES is the main implementing body but it collaborates with education / training providers.	National	Around 30 % of the first workshop participants have received a start-up grant for their business. The idea is to introduce the model at a national level.
LV	<p><b>Comprehensive individual counselling of registered unemployed persons</b></p> <p>This practice, implemented by the State Employment Agency, is expected to run from 2014 to 2018 and is intended to help with the integration of unemployed people, aged 15-29, into the labour market.</p>	<p>Each registered young unemployed person is individually guided and provided counselling according to their skills, needs and profile. The supporting counsellor, who will monitor and guide the young participant throughout, will help to prepare a career plan and define and identify necessary training and ALMPs.</p> <p>Previous studies have confirmed this approach as being most effective at supporting labour market integration of unemployed youth. It has been</p>	PES is not the lead organisation but is involved in most aspects, including career guidance, job-search assistance and implementation of ALMPs. It collaborates closely with employers, education and training providers, sectorial	Other (Youth Employment Initiative funding)	The practice will be evaluated at the start of 2015.



Country	Name and background	Practical description of the measure	Role of PES	Funding	Outputs and outcomes
		available before but the Youth Guarantee funding has enabled it to become a 'mainstream' practice available for all young jobseekers falling into the remit of the YG.	expert councils and other labour market actors.		

### Area 3: Services for employers

Country	Name and background	Practical description of the measure	Role of PES	Funding	Outputs and outcomes
BE ACTIRIS	<p><b>Creation of a dedicated Youth Guarantee service (SYG)</b></p> <p>In September 2013, ACTIRIS implemented SYG as an in-house service. The aim is to provide specific support to young people (under 30 years old) officially registered as jobseekers. SYG offers a dedicated service with a specific methodology adapted to user needs and works to improve the matching with a pre-selection of candidates.</p>	The SYG is targeted at young jobseekers who have been registered with Actiris for six months and who have been identified as requiring additional support with labour market integration (the low qualified are one of the target groups). The SYG benefits from the collection of job vacancies made directly by the counsellors working within the Employers Directorate. The SYG offers traineeships within companies (STE) and first employment opportunities (CPE). It also provides guidance to the participant during each step of the process (i.e. help in tailoring the CV and covering letter to the position applied, interview preparation, contact and potential problem solving during placement). By the end of 2014, SYG will employ a total of 23 specialist counsellors.	PES is the main implementing body but it works in collaboration with training providers	Regional ESF	The SYG service was in contact with over 2 700 young jobseekers in its first 10 months. Between October 2013 and July 2014, the SYG received 693 STE offers and satisfied 453 offers employing 465 young jobseekers. In 2015, the SYG aims to fill 1 000 STE, while it expects to fill around 650 STE in 2014.
CZ	<p><b>Professional internships for young people under the age of 30</b></p> <p>This practice was introduced by the Labour Office within the context of the YG to boost youth employment nationally, following the success of its piloting in regions with high</p>	Professional internships are aimed at people under 30, who have little or no work experience (max 2 years), or who have been registered with PES for at least four months. They provide employers with increased incentives to hire young people in spite of their inexperience. The incentives include: wage subsidies are granted for interns (for 6-12 months) and mentors (for up to 7 months); candidate search	PES is the main implementation body and running all aspects of the practice, apart from re-training which is delivered by training providers.	National ESF	Data from July 2014 shows that the total number of vacancies offered by employers was 8 304; 7 458 young unemployed jobseekers have applied to take part in the project; 4 140 agreements have been signed for internships; and, 1 483 agreements have been signed for mentors.

	rates of youth unemployment. The initiative was introduced in 2013 and will run until August 2015.	and pre-selection of suitable candidates; and, retraining of candidates, where an employer deems it necessary.			
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#### Area 4: Activation and placement

Country	Name and background	Practical description of the measure	Role of PES	Funding	Outputs and outcomes
<b>BG</b>	<p><b>New beginning – from education to employment</b></p> <p>This project was introduced by the National Employment Agency of Bulgaria in October 2010 and will run until the end of December 2014. It provides secondary and higher education graduates (aged up to 29), who have no relevant work experience, a six month internship opportunity with an employer in a position/field relevant to their education and/or qualifications. During the placement, they will receive training from mentors within the workplace.</p>	<p>Participants first receive information and counselling services. They are then allocated a first job in a specialist area relevant to them. Once they have been allocated a job, they are provided with training by a workplace mentor for six months. Mentors are responsible for between one and seven young people. They provide young people with preparation training before commencing work on work culture and habits, the contents of which are determined by the employer. A subsidy is paid for the remuneration of the trainee and the mentor and social security contributions paid by the employer.</p>	<p>PES is the main implementing body</p>	<p>National ESF</p>	<p>During the project, 8 955 young people have been placed into subsidised employment. It was found in a study of the employment attainment of participants, that 2 775 (30.99 %) were kept on by their project employers, while 3 401 (37. 98 %) obtained work elsewhere, which is thought to be facilitated by the skills and knowledge acquired during their internship.</p>
<b>DE</b>	<p><b>PWE Online (“LERNBÖRSE exclusive” special learning exchange)</b></p> <p>BA introduced this practice in 2013 for people wishing to return to work (i.e. after a career break due to family responsibilities), by providing an online learning service: the virtual classrooms and blended learning measures are relevant to the Youth Guarantee and</p>	<p><i>Blended learning</i> consists of tailored measures for the individual participant that allow for family reconciliation and education. The learning scenarios offer supervised online courses that take place in ‘real time’ in virtual classrooms, through self-study modules, which can followed at the individual’s own pace. There is also a forum that allows participants to interact. E-tutors are available to contact throughout the course. This consists of topics such as: time for re-entry; application measures and strategies; and, the application letter. Further, it</p>	<p>The practice is run in cooperation with BMFSJ (Federal Ministry of Family Affairs, Senior Citizens, Women and Youth)</p>	<p>PES ESF</p>	<p>An evaluation of the practice is not complete yet, but previous evaluation results show that acceptance amongst participants is very good. PWE Online has won several awards and the service will be extended.</p>

Country	Name and background	Practical description of the measure	Role of PES	Funding	Outputs and outcomes
	subsequent young people wishing to re-enter the labour market.	delivers courses for office programmes, accounting, social media and basic knowledge for business management.			
<b>DK</b>	<p><b>The reform of cash benefit system (<i>kontanthjælpsreformen</i>)</b></p> <p>The major reform of the benefit system was introduced on 1 January 2014. While this reform covers a broad age group, it was introduced in line with a special focus of Danish policy towards activation and upskilling of unemployed people aged under 30.</p>	<p>Specifically, the under 30 year old jobseekers are divided into three broad groups: those categorised as 'clearly ready for an education', those who are 'ready for an education within one year' and those who are 'ready for activation'. One of the most significant changes brought about by the reform is the obligation for unqualified young jobseekers to return to (qualification-leading) education or training in order to improve their chances of labour market integration. Their welfare benefits are now linked to participation in E&amp;T too.</p> <p>All young unemployed below 30 years of age, who receive cash or education benefit, will have their first interview at the job centre within the first seven days from asking the job centre for support. Young people eligible for education have the right to an educational activation no later than 1 month. Those who are qualified and ready for employment are obliged to search for employment. If employment is not obtained within three months, the unemployed will be guided for either a so-called usefulness job (<i>nyttejob</i>), job training or to a wage subsidy job.</p>	PES which are run by municipalities, are responsible for the employment/educational effort towards young people who receive cash benefit and has the duty to offer support. The initiative is run in close collaboration with education and training providers.	National	An early evaluation report, published in August 2014, on the reform has shown that the practice has had a positive effect on access to employment, especially among people aged 25-29. Furthermore, the number of recipients of cash benefit and educational benefit has decreased since the reform took effect, especially for young people under 30 years of age
<b>EL</b>	<p><b>Experimental Apprenticeship Schools (PSEK)</b></p> <p>The Greek VET system has undergone significant reform in recent years, with apprenticeships having been extended to cover the</p>	<p>Offering students the necessary theoretical knowledge and work experience is thought to be the most appropriate method in facilitating young people's transition into work.</p> <p>The PSEKs offer three year programmes that lead to qualifications recognised in Greece and Germany</p>	PES is the main implementing body but it works in collaboration with social partners, businesses and	National Private (participating companies) Other (German)	In its first year of implementation, 75 students enrolled. In its second academic year (2014-2015), 120 students have been admitted. The practice will be evaluated at the end of the first three year programme

Country	Name and background	Practical description of the measure	Role of PES	Funding	Outputs and outcomes
	whole spectrum of VET qualifications. In addition to the Manpower Employment Organisation (OAED) having 51 Apprenticeship Schools across the country, it has recently opened two Experimental Apprenticeship Schools (PSEKs): one in Kalamaki (Athens) and one in Heraklion (Crete), both focusing on tourism. They are intended to facilitate labour-market integration of young high school graduates, aged 18-20, oriented toward VET, namely in tourism.	in three different areas: cooks, hotel employees, and food and beverage managers. Four months each year is dedicated on theoretical training. This is conducted during the tourism off-season, so that the students can put theory into practice throughout the sector's high-season months. The scheme pertains to a Dual System of Education, whereby personal and field skills are developed through the effective involvement of students in their specialty area.		ministry for education)	
ES	<b>Vocational training for employment</b> This measure is being introduced and it will provide participants with the skills needed for young people to adapt to the labour market, prioritising certain occupations and the corresponding high-priority certificates / qualifications. It is targeted to young people under 30, with particular emphasis on those who are unemployed and low-skilled. The PES works in partnership with social partners.	Activities funded under this measure will focus on three areas. Firstly, training activities leading to recruitment and respond to specific qualification requirements. Secondly, class-room based training that is linked to high-priority areas. Thirdly, training activities aimed at equipping the participants with foreign language and ITC skills.	PES is the main implementing body but it is working closely with social partners	National ESF	No outcomes are available yet as the measure is just being introduced.
ES	<b>Permanent contract: Young rate</b> The aim is provide incentives for employers to recruit young people	Employers who employ a young person, who fits the criteria, on a permanent contract, can receive a monthly benefit in social contributions of up to €300. The contracts must be made between 6 July	PES is not the main implementing body; It is involved in the monitoring and control	National ESF	No outcomes are available

Country	Name and background	Practical description of the measure	Role of PES	Funding	Outputs and outcomes
	who are under 25 years of age (or unemployed, disabled youth until the age of 30) and are registered in the National System of the Youth Guarantee, unemployed and not in any type of training. This measure was introduced in 2014.	2014 and 30 June 2016.	of the allowances		
FR	<p><b>Dedicated Teams for Intensive Support for Young Jobseekers</b></p> <p>In order to implement the Youth Guarantee, the PES has redefined its service provision towards young unemployed people who are under 26 years of age and who are difficult to integrate. This approach is going to be rolled out to all regions by the end of 2014.</p>	In every jobcentre, a specialised counsellor is dedicated to supporting young people, with an average caseload between 50 and 70. The support is through a combination of face to face interviews and collective support. This is coupled with intensive group support based on the methodology of jobseekers clubs, including individual interviews.	PES is the implementing body	National ESF	A minimum of 120 young people are expected to be supported by specialised counsellors each year in each Jobcentre. The intensive group support is also expected to support at least 60 young jobseekers each year in each jobcentre.
HU	<p><b>Active labour market programmes to improve the employability of the disadvantaged with increased focus on young unemployed</b></p> <p>The programmes, including ESF funded programmes and First Job Guarantee, address the needs of young people who are looking to enter the labour market for the first time who may need support or necessary work experience. The target group is young unemployed people aged under 25, or 30 in the</p>	The programmes provide the target group with personalised and tailor-made programmes that included labour market services, subsidies and training. They include general and vocational training, wage subsidies, support for self-employment, mobility support and housing allowance. They also included the provision of information, advice, job search assistance and mentoring.	PES is the main implementing body but it works with NGOs, youth organisations, social partners and education and training institutions.	National ESF	<p>Under the ESF programmes, over 45 000 young people have been involved (up to July 2014).</p> <p>The First Job Guarantee Programme involved 7 600 young people in 2012 and 10 800 young people between March 2013 and July 2014 (4 800 and 6 000 in 2013 and 2014 respectively).</p>

Country	Name and background	Practical description of the measure	Role of PES	Funding	Outputs and outcomes
	case of new graduates. The ESF funded programmes have been in place since 2011, and they have focused on young people since 2012-2013. They will come to an end in 2014 and 2015. The First Job Guarantee Programme ran in 2012 and 2013.				
<b>HR</b>	<p><b>Occupational training without commencing employment</b></p> <p>This programme was introduced in 2010 by the Croatian Employment Service (CES), in order to ensure internships, traineeships and work practice for young unemployed people who have little or no work experience in the occupation they are trained in and who have been registered with PES for at least 30 days: namely those that are highly educated or who are unemployed from occupations that require a specific licensing or exam.</p>	Occupational training is conducted at the employer's premise. The employer provides apprenticeship training and direct work-place based mentoring for the participant. They also receive reimbursement of contributions for pension and health insurance that they are obliged to pay each month, while the participant receives financial aid and travel expenses from the PES. The training lasts 12-36 months.	PES is the lead organisation in the measure, but the host employer also plays a large role.	National (Funding is expected to soon be received from ESF and YEI)	Participant data show that of those who finished their occupational training in 2012, 61 % were employed within 12 months. At the moment, the programme is intended to continue given its success.
<b>IE</b>	<p><b>Revised Engagement Process for Young People</b></p> <p>The aim is to refine the engagement process for young people, particularly 18 – 24 year olds, to ensure that the PES use resources more efficiently and effectively and minimise the deadweight cost of intervention. The measure is aimed</p>	For the 18-24 group the engagement process will begin when they register at their local PES office. At registration they will be profiled using the PES profiling system. The engagement process will then differ depending on the person's probability of exiting unemployment (PEX score). For under 25s with a low-to-medium PEX, they will attend a Group Engagement session within two weeks, followed immediately (within days) by a one-to one interview with a case officer. Young Jobseekers	PES is the main implementing body but it collaborates with education and training providers	National	No outcomes are available as yet

Country	Name and background	Practical description of the measure	Role of PES	Funding	Outputs and outcomes
	<p>at young people who are on the PES Register aged under 25. It is being introduced in October 2014 and will run to at least 2015.</p>	<p>with a high PEX (i.e. they are more likely to become employed) will also receive Group Engagement within two weeks of registration (subject to there being sufficient numbers in the relevant area). They will then have a follow-up one-to-one meeting if still unemployed after four months.</p> <p>A personal progression plan is agreed between the young person and case officer during one to one interviews.</p> <p>In addition, a Record of Mutual Undertaking will be in place to ensure that an offer of work, training or education is made to the young person within four months of the initial one to one interview engagement. The young person also commits to accept any reasonable referral to employment, internships, training or education. Lastly, the follow up process will involve one to one monthly meetings from the registration stage to exiting unemployment records. This differs from the standard process where there is a two month interval between one to one meetings for those classed as high risk and three month interval for those who are lower risk of exiting employment.</p>			
<b>IE</b>	<p><b>JobBridge</b></p> <p>The aim of the National Internship Scheme is to assist in breaking the cycle where jobseekers are unable to get a job without experience, either as new entrants to the labour market after education or training or as unemployed workers wishing to learn new skills. The Scheme will</p>	<p>Creation of 6-9 month internship placements for unemployed jobseekers. Placements are provided voluntarily by organisations in the public private, community and voluntary sectors. The placements are advertised and jobseekers apply to the organisation. If selected, and if eligible, the jobseeker commences their internship, retains their current social welfare entitlements and also receives a weekly €50 top up payment for the</p>	<p>PES is the main implementing body</p>	<p>NA</p>	<p>Over 6 500 people are currently benefitting from the scheme.</p> <p>The 20-24 and 25-34 year olds have accounted for 27% and 45% of interns, respectively. The majority (67.5%) were unemployed for periods of six months or more.</p> <p>61% of participants moved into</p>

Country	Name and background	Practical description of the measure	Role of PES	Funding	Outputs and outcomes
	also give people a real opportunity to gain valuable experience to bridge the gap between study and the beginning of their working lives. The scheme has been included in the Programme for Government 2011-2016.	duration of the internship. Provision of website www.jobbridge.ie as a portal for host organisations to advertise internship opportunities.			employment 5 months or more after completing internship. A positive net benefit to the Exchequer if participants secure employment and remain off the Live Register for a minimum period of about 5 ½ months.
<b>IT</b>	<b>Youth corners</b> The Italian PES set up this practice to run in unison with the Youth Guarantee programme, as a way of providing a network of contact points or 'operating units' enabling NEETs to access the Youth Guarantee. The priority groups are young people aged 15-18 and 19-24 but they also serve young people up to the age of 29.	Youth Corners, which are located throughout the country, in places such as schools, universities, private employment agencies and local PES offices, provide beneficiaries with an access point to register and activate their entitlement to the full range of services available with Youth Guarantee, including guidance and advisory services. PES manage the accreditation process for Youth Corners managed by other bodies but the PES. The management of the Corners is based on a result orientated approach with the funding increasing on the basis of the number of young people engaged and supported.	PES are the main actors; regional administrations in charge of PES manage and accredit public and private providers who host Youth Corners. Key partners include private employment agencies, training providers, universities and municipalities.	National ESF YEI	Implementation is most advanced in three regions: Piedmont, Lombardy and Veneto. As an example, in Piedmont, 65 Youth Corners have been activated (with common layout and visual identity), to which 13 000 young jobseekers have registered: 1 300 have received services of which 600 have already received a placement. In Lombardy, 747 Youth Corner and 843 Youth Centre training locations have been set up.
<b>LT</b>	<b>Lithuania - Certified Youth Workers and trained staff to work with youth at-risk</b> PES employees working with youth received certificates after participating in the "Development of Integrated Youth Policy" project and activities of the "Implementation of the Youth Worker certification system", which was implemented by the Department of Youth Affairs under the Ministry of Social Security	The purpose of the Youth Worker certification system is to establish and maintain high-quality work with young people, and ensure effective cooperation between experts from public institutions and non-governmental organizations. In Autumn 2014, the Lithuanian Labour Exchange in cooperation with a partner - Education Exchanges Support Foundation - organised training for local labour exchanges and youth job centres specialists to enhance their counselling skills quality in working with complex and unmotivated target groups and assessing their competencies. The training programme was elaborated focusing	PES are the main actors; along with a partner	NA	Twenty three PES employees have received certificates to work with young people. Training sessions have been organised for 80 local labour exchanges and youth job centres specialists



Country	Name and background	Practical description of the measure	Role of PES	Funding	Outputs and outcomes
	and Labour.	<p>more on the content relevance and competence development of staff working with young people, new methodological tools assimilation and practical client's skills assessment tool management.</p> <p>One of the new methodological tools - "Labyrinth of Professions" (2013) - was created by the Lithuanian Youth Centre. This vocational guidance board game helps young people to learn more about themselves and what they want to do in a friendly and non-formal way. The game "Labyrinth of Professions" aims provide an interactive, fun and educational experience for people of all ages. Young people can play and learn more about the different professions and career paths available for them. Youth specialists at job centres have tested this game and uses this guidance tool in advising young people.</p>			
LT	<p><b>Two new types of contracts introduced: working skills acquisition agreement and voluntary practice</b></p> <p>A lack of work experience is the reason young people are unprepared for work. Two new options have been introduced for minimising impact of this problem for further career: work under skills acquisition agreement (since 1 September, 2014) and voluntary practice agreement (since 1 January, 2015).</p>	<p>Job skills acquisition agreement is a supported employment measure for registered persons, and work under the voluntary practice agreement - a young person's voluntary work at the enterprise in order to gain employment skills. Wages under these contracts are not being paid. Persons aged 16 to 29 years and registered with a local labour exchange can take advantage of these options. Young people working under skills acquisition agreement maintain their status and rights of an unemployed person. To gain work experience, young people can work for free for 2 months, entering into a voluntary practice agreement with the employer.</p> <p>To avoid abuse by employers and prevent illegal work, it is determined that the number of working</p>	PES is the main actor	NA	82 working skills acquisition agreements are expected for the year 2014 and 394 for the year 2015.

<b>Country</b>	<b>Name and background</b>	<b>Practical description of the measure</b>	<b>Role of PES</b>	<b>Funding</b>	<b>Outputs and outcomes</b>
		skills acquisition contracts in in a company, an institution or an organization should not exceed 10 per cent of total jobs.			
<b>LU</b>	<p><b>Creation of dedicated teams for Youth Guarantee</b></p> <p>Dedicated teams were set up by the PES three months prior to the launch of the Youth Guarantee in June 2014. The aim is to meet the special needs of young people under the age of 25. The multi-disciplinary teams have been convened with a common aim in order to work more effectively and efficiently in the personal guidance of the target population. A new Youth Guarantee coordinator has been introduced to oversee all of the related activities.</p>	The teams, which are made up of social workers, psychologists and job consultants maintain good internal communication in order to provide beneficiaries with the best opportunities. The Youth Guarantee has been centralised in three Adem agencies, where other internal services are present, so that actions can be organised and offered quicker. Every young claimant is immediately directed to a Youth Guarantee Agent in charge of profiling and registration. During this stage, the Youth Guarantee procedure is explained to them. According to the profiling outcomes, a follow-up meeting is held with an advisor (psychologist or job-counsellor) within two weeks, who will oversee their support throughout the service. A bilateral contract is signed and a dedicated action plan is established.	PES is the main implementing body	National	To date, a dedicated team of 15 specifically trained youth counsellors has been recruited, six of whom are psychologists and social workers. A project coordinator with considerable youth experience has also been recruited. At present, the staff to client ration within Adem's youth department is 1/150.
<b>MT</b>	<p><b>Alternative learning programme</b></p> <p>The Alternative Learning Programmes was introduced in January 2014, for young people at risk of becoming early school leavers because they do not apply to sit their Form 5 examinations. The programme will run for the 2014-2015 academic year.</p>	The programme is a six month course that will assist the young people in their transition from compulsory schooling to further education or employment in equipping them with necessary labour market skills. In facilitating reintegration into education, training or employment, the programme provides users with Maltese and English literacy training, numeracy training and modules to develop IT skills in areas of particular interest and use for young people, such as web design, programming, coding and gaming. The major component of the programme is vocational education, which will include orientation visits and	The Employment and Training Corporation (ETC) is one of the key institutions involved in the implementation of this programme. Through the training centre, ETC is delivering a course to a number of students who have registered for this programme.	National	The original plan targeted 350 fifth formers who had not applied to sit for the O Level exams. So far, 144 have signed up.

Country	Name and background	Practical description of the measure	Role of PES	Funding	Outputs and outcomes
		work placements.			
PL	<p><b>Additional instruments for young unemployed people: training, traineeship, employment and accommodation voucher</b></p> <p>A voucher system was introduced in 2014 to help young people to find a job. The aim is to help young people to acquire practical skills needed to undertake a job and develop work experience, enable them to take up a job, increase their job search activity, support high school graduates to begin their careers and support geographical mobility. The target group is those who are registered with the unemployment office as unemployed and who are under 30 years old.</p>	<p>Four voucher schemes are in place. Firstly, training vouchers are available to cover the cost of training (vocational courses and those providing professional qualifications), any required medical or psychological examinations and the costs of travel and accommodation (if the course takes place far from where the person lives). Secondly, traineeship vouchers are in place to help an unemployed person undertake a traineeship with an employer for a period of six months. Employers who hire an unemployed person after the six month traineeship will receive a bonus. These vouchers also cover the costs of travel to the placement and the costs of any necessary medical or psychological assessments. Thirdly, an employment voucher provides employers with funding towards the remuneration costs of employing an unemployed person aged under 30. The employer must employ the person for at least six months after the funding period. Lastly, the voucher for settlement provides an unemployed person with funding to cover housing costs required to take up employment, other paid work or business activity outside of their current home. Three conditions must be met – a monthly income, or gross salary, must amount to at least the minimum wage; the person must be in employment / business for at least six months and the distance between the current home and the job must be at least 80km or a travel time of more than three hours each day.</p>	PES is the main implementing body	National	<p>Since August 2014, the following applications have been submitted:</p> <p>6 840 applications for traineeship vouchers, 4 573 have been accepted (70.1%)</p> <p>670 applications for traineeship vouchers, 462 have been accepted (68%)</p> <p>854 applications for employment vouchers have submitted, 607 have been accepted (71.1%)</p> <p>414 applications for settlement vouchers have been submitted, 361 have been accepted (87.2%)</p>
PL	<p><b>Profiling the assistance provided to unemployed,</b></p>	The profiling is provided immediately after the person has registered with the employment office.	PES is the main implementing body	National	Between May and August, 746 5000 unemployed people were subject to

Country	Name and background	Practical description of the measure	Role of PES	Funding	Outputs and outcomes
	<p><b>depending on the type of unemployed people's need</b></p> <p>The initiative was introduced to improve PES efficiency and improve the support to unemployed people, including young people. The profiling will help to provide individual forms of support. It is targeted at all unemployed people who are registered with the district employment office.</p>	<p>It establishes their situation, their needs and their chances of integration and readiness to enter / return to the labour market. Three profiles are used: 1st support profile is for those who are suitable for job placement, 2nd support profile is for those who are referred to labour market services, instruments and employment advice, and 3rd support profile is for those who are referred to activation and integration programmes.</p>			<p>profiling; 274 333 were under 30. For those under 30, 22 449 people fit into the 1st support profile; 214 253 to the 2nd support profile and 37 361 to the 3rd support profile. 44% of profiled young people required some support.</p>
<b>PT</b>	<p><b>Employment Stimulus</b></p> <p>The rationale for the PES to introduce Employment Stimulus (previously known as Stimulus 2013) is to support hiring and stimulate job creation by reducing wage costs and thereby reducing the risk associated with hiring new staff. The practice is targeted at under 30 year old jobseekers.</p>	<p>The Employment Stimulus provides financial support to employers that hire young unemployed people who are registered with PES. They have to hire the person for a minimum of six months and the contract may be a full- or part-time contract. Employers must provide training to all workers that they hire under the scheme.</p>	<p>PES is the main implementing body and responsible for the dissemination of information about the measure, management and approval of applications, payments of support, monitoring and evaluation.</p>	<p>Social contributions YEI</p>	<p>The project, under Stimulus 2013, supported 5 042 participants under the age of 30.</p>
<b>SE</b>	<p><b>Folk high school for motivational training</b></p> <p>This practice was introduced in 2010 to motivate and assist unqualified, young jobseekers (under 25 years old) to pursue a higher level of education, in order to equip them with skills that employers will find attractive. The target group has not completed their compulsory school education</p>	<p>Students spend three months taking lessons in mainly Swedish, English and mathematics at a Folk high school, where they will also receive counselling. Folk high schools differ from regular Swedish schools in that they are better tailored to working with adult learners and the teachers have more time with each student.</p>	<p>PES is the lead organisation in the measure in terms of promotion and funding but the Swedish National Council of Adult Education has the responsibility to secure the quality of the education and the distribution of available</p>	<p>National</p>	<p>To date, the results are satisfying: 25 % of participants have taken up studies within the regular school system; and, 14 % have obtained work, largely due to the coaching within the motivational training.</p>

Country	Name and background	Practical description of the measure	Role of PES	Funding	Outputs and outcomes
	and often has social medical or psychological problems. It is expected that the motivational course will encourage participants to eventually start new studies, or pick up from where they left off.		places at the Folk high school.		
SE	<p><b>Youth to work (<i>Unga til Arbete</i>)</b></p> <p>The Swedish PES first introduced this practice in 2012 in order to bridge the gap between young unemployed people who suffer from mental illness, neuropsychiatric problems or learning difficulties and the public authorities involved. The practice is expected to improve their chances of being included in work or education. It is currently run in the region of Gävle.</p>	There are two main activities: the first consists of a multi-disciplinary team of professionals (employment advisers, occupational therapists, vocational rehabilitation specialists and psychologists collaborating and consulting one and another in order to provide a more coherent and holistic service for young people who require a higher threshold services. The second consists of innovative activities for the participants, which include, <i>inter alia</i> : working memory training with a special software training programme over a five week period, classes as well as study and work place visits.	PES is the main implementing body working with municipalities, education and training providers, social institutions and private employment services.	National	200 participants have been involved thereby meeting the original target, of which 66 (33 %) have or have had work during the project (exceeding the target of 30 %) and 157 (78.5 %) have or have had job training (again, exceeding the target of 50 %). Of the number of participants who have not had work, 70 % now feel that they stand a better chance of obtaining it.
SK	<p><b>Support to youth employment enhancement</b></p> <p>Youth unemployment in Slovakia is of great concern and consequently was the rationale behind the PES implementation of this practice, which began in 2012. The aim of the practice is to support the integration of unemployed youth into sustainable employment within the private sector. It has since been implemented in regions - apart from Bratislava - for anyone up to the age of 29, who has been</p>	The main delivery of the initiative is subsidised employment, where local labour offices cover 90% of total costs of work (up to a maximum EUR 456.57) for a maximum duration of 12 months, where employers (from private sector) are obliged to sustain the employment of a subsidised youth employee for another six months.	PES is the main implementing body	National ESF	Between November 2012, when the project began, and September 2013, 9 000 new jobs for young beneficiaries were created. Contributions in support of this project amounted to EUR 48.7 million (4 641 agreements were concluded).

Country	Name and background	Practical description of the measure	Role of PES	Funding	Outputs and outcomes
	unemployed for a minimum of three months. PES is the main implementation body.				
<b>UK</b>	<p><b>The Youth Contract</b></p> <p>To tackle rising unemployment, the PES introduced this practice as a flexible support package for young people aged 16-24. The package is intended to help them prepare for work by giving them the necessary skills to compete in a global economy, by encouraging employers to inspire young people and recruit them into real, long term jobs; and by promoting claimants' personal responsibility.</p>	<p>The practice includes: additional adviser support in jobcentres; additional work experience and sector-based work academy places, where training is provided, as well as a guaranteed job or apprenticeship interview; apprenticeship grants are awarded to employers; and, wage incentives are provided for employers who recruit a young person. It also includes pilots testing support to NEETs aged 16 and 17 and support for 18 to 21 year olds.</p>	<p>The Youth Contract is a joint programme between DWP, BIS and DfE. The PES plays a large role in its running.</p>	<p>National ESF</p>	<p>Between April 2012 and May 2014, around 147 670 young people began work experience via the Youth Contract and around 60 790 have begun sector-based work academy pre-employment training at the same time.</p>

