

PES Network
Stakeholder conference

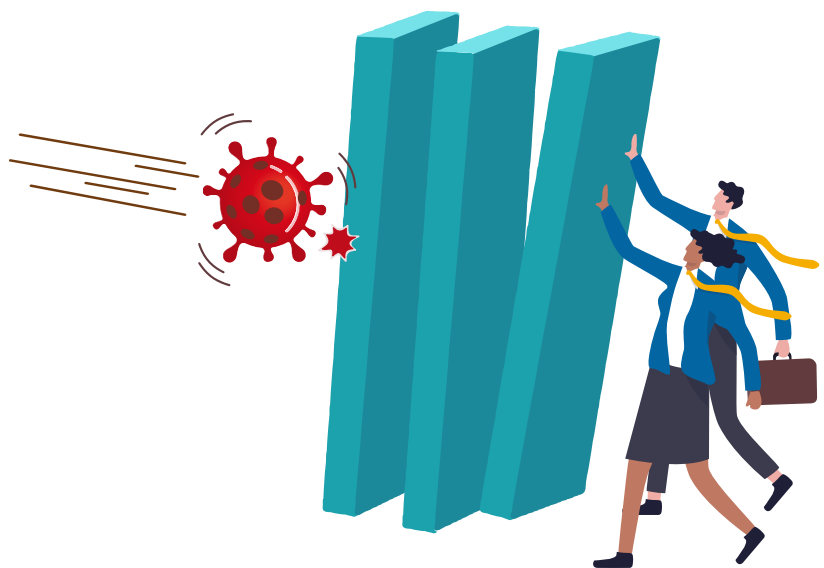
The power of PES partnerships

20-21-22 April 2021



21 April 2021 (Day 2): Practical Partnership responses

Partnerships have proven to be crucial during the COVID-19 crisis and they will be increasingly important in the coming years. The second day of the 2021 PES Network Stakeholder Conference is dedicated to practical examples of partnerships that were developed to fight the labour market consequences of the COVID-19 crisis, or that in some cases already existed but were useful in fighting the crisis. Through five workshops, we will be considering the role partnerships can play in supporting post-COVID recovery, in particular SMEs, young people and vulnerable groups, and how short-time work schemes can help in this regard.



Plenary session (10.00-11.00 CET)

Day two will open with a panel discussion with social partners on the role of PES partnerships in mitigating the effects of the COVID pandemic and in potentially supporting the recovery. The panel discussion will explore the involvement of different stakeholders in PES partnerships and whether there is potential that can be unlocked to better support labour markets after the COVID crisis. The role of PES in supporting people pushed further away from the labour market by the effect of the crisis will also be addressed.

Speakers



Maxime Cerutti

Maxime Cerutti was appointed Director of BUSINESSEUROPE's Social Affairs department in January 2012. He is responsible for a diverse portfolio of social affairs and labour market policy issues as well as the day-to-day management of the department. He also coordinates BUSINESSEUROPE's engagement as a social partner in the context of the European social dialogue. Maxime joined BUSINESSEUROPE in November 2007 as social affairs adviser. Prior to this, he worked between 2005 and 2007 as a policy officer at the European Youth Forum in Brussels.



Claude Denagtergal

Claude Denagtergal has been an Advisor at the European Trade Union Confederation (ETUC) since 1994. She is in charge of various topics, such as economic and social cohesion, structural funds, European Social Fund, financial perspectives, free movement of persons, Interregional Trade Union Councils (IRTUCs) and EURES. Before joining the ETUC, she was a trade union officer for the Belgian Confederation of Christian Trade Unions for 10 years. She has also worked as a translator and interpreter.



Liliane Volozinskis

Liliane Volozinskis is the Director for Social Affairs and Training Policy at SMEUnited, the European Employers' organisation representing Crafts and SMEs. Her responsibilities include Employment, Social Affairs, Industrial relations with a particular focus on Social Dialogue including Education and Vocational Training Policies.



Guillaume Afellat

Guillaume Afellat is responsible for Social Affairs at SGI Europe's general secretariat since 2014. Since then, he has been working actively at the EU level on topics such as Social Protection, Health and Safety at work, the European Semester and Macroeconomics, Education and Gender Equality and is also in charge of Social dialogue at cross-industry level, representing public employers in Europe. He was formerly working as a lobbyist in the social affairs department of Air-France working on addressing the issue of undeclared work and unfair competition in civil aviation.



Johannes Kopf

Since July 1, 2019, Johannes Kopf has been chair of the Network of the European Public Employment Services. Since 2006, he has been a member of the board of directors at the Austrian Public Employment Service (AMS). From 2003 to 2006, he worked as the labour market expert in the office of the Minister for Economics and Labour and was a member of the supervisory board of the AMS.

Workshop one: Support for SMEs

(11.00–12.00 CET)

This workshop will focus on examples of partnerships that can provide inspiration to support small- and medium-sized enterprises in the wake of the COVID-19 crisis. Two examples will be presented: the Starting Strong programme in Ireland, and the Employment for All programme in Malta.

The **Starting Strong** programme in Ireland is part of the Going for Growth suite of initiatives introduced in 2008 to encourage female entrepreneurs to be more ambitious and to support them to realise their aspirations. Going for Growth was originally focused on entrepreneurs who were already well established. It became evident, however, that a clear need existed for women at an earlier stage of their entrepreneurial journey to benefit from the type of peer support that Going for Growth provided. Hence Starting Strong was developed and implemented in 2015.

The target beneficiaries are innovative female entrepreneurs. The business will typically be in the early revenue stage and will have moved well beyond proof of concept. All those selected must have an aspiration to export. The programme follows a 6-month cycle during which participants meet in groups, each supported by an individual lead entrepreneur. After successful completion of the cycle, the participants are invited to join the Going for Growth Community to avail of continued support for their entrepreneurial journey.

The Lead Entrepreneurs underpin the initiative and are central to its success. All are very successful businesswomen in the private sector and are willing to volunteer their time to help others at an earlier stage of their development

Starting Strong, as part of Going for Growth, is funded primarily through the support of Enterprise Ireland, the main development agency in Ireland, by KPMG, a major accountancy firm, and the voluntary contribution of time by Lead Entrepreneurs. With Enterprise Ireland and KPMG, it is a formal arrangement, while the arrangement with the Lead Entrepreneurs is informal. A small team in Fitzsimons Consulting coordinates and manages all aspects of Starting Strong and the other initiatives within the Going for Growth suite of initiatives.

Starting Strong reports success in both quantitative terms – increased revenue, greater numbers employed and increases in the number of those exporting – and qualitative terms – reduced psychological isolation, increase in confidence and motivation, and feeling nearer to achieving their growth goals.

The **Employment for all programme** in Malta aims to integrate substance abusers undergoing rehabilitation in the labour market by enhancing their employability skills and increasing their employment prospects, which will facilitate their entry and retention in employment. SMEs are the main employer beneficiaries of the programme.

The partnership stems from Jobsplus – the Maltese PES - identifying the need to offer specialised services to unemployed substance abusers to increase their employability. To address this issue, Jobsplus decided to reach out to other stakeholders, specifically NGOs in Malta that have the structure and capacity to provide specialised employment-related services, including the Inspire Foundation for its expertise on intellectual disability, the Richmond Foundation, for mental health issues, as well as Caritas Malta and OASI Gozo, for substance abuse rehabilitation. This practice has been implemented by Jobsplus for more than 20 years with various enhancements improving results.

Through the partnerships between the Inclusive Employment Services Unit within Jobsplus and the NGOs, participants – mainly persons with disability, substance abusers, persons under detoxification treatment, persons with legal barriers and social cases – are offered a customised service according to their needs. These include:

- practical training on independent, social and employability skills, gardening, food preparation and hygiene, maintenance and others;
- guidance and advice regarding personal skills, preferences and talents;
- work exposure and job placement within the private sector, including on and off the job monitoring;
- other services according to individual needs include social work service, counselling and psychotherapy.

The partnerships are paid through national and ESF funds. The activities carried are fee-based per activity for each client. The NGOs are paid following the participants' three (3) months' probation in gainful employment. An additional €200 is paid for a six (6) month monitoring period.

Speakers



Paula Fitzsimons

Paula is the founder of Fitzsimons Consulting, which specialises in areas related to entrepreneurship and growth. Recognising that fewer women entrepreneurs have significant growth ambitions than do men, Paula designed and developed Going for Growth, which is focused on peer support as a means of assisting women entrepreneurs who wish to grow their businesses. (www.goingforgrowth.com)



Sonia Neary

Sonia is the CEO and co-founder of Wellola, an innovative Irish digital health software company whose founders believe that only the sickest of the sick should be hospitalised and that the future of healthcare is preventative, community-based and supported by digital tools. An advocate for greater gender diversity in entrepreneurship, and enhancing support networks amongst female founders, Sonia was honoured to participate in the 2020 Going for Growth cycle.



Olivia Farrugia

Olivia has been employed with Jobsplus for the past 30 years and has worked in various divisions where she specialised in European Social Funds (ESF) projects and the disability/vulnerability sector. She is currently responsible for the Jobseeker Services Division whereby several employment services and ALMPs are created and implemented to assist mainstream and vulnerable jobseekers including persons with disability. Currently, she is involved in a public-private partnership set up to assist persons with disability in employment.



Anthony Gatt

Anthony has been the director of Caritas Malta since 2018. In the past, he worked with at-risk youth within Sedqa Agency which led him to pursue a Master degree in Counselling Psychology at the University of British Columbia in Vancouver, Canada. On completion of his professional training, he worked as a psychologist in the drug rehabilitation sector with Sedqa and also worked privately for a number of years before joining Caritas Malta.



Josiah Grech

Josiah is the Manager of the Home of the Elderly “Dar Saura” in Rabat. For the past 30 years, he has been working in other private, government and church Homes and Day Centres. He studied Management and Social Work at the University of Malta. He worked voluntarily with various church groups, including Caritas. He performs duties with an altruistic motivation to reassure the smooth running of the Home to provide a secure, healthy and caring environment for the residents.

Workshop two: Support for vulnerable groups (11.00–12.00 CET)

This workshop is dedicated to exploring partnerships that can help to support vulnerable groups in the wake of the COVID-19 crisis. The workshop will focus on two examples: **Lanzaderas de Empleo** (Employment Launchers) in Spain and **Training programmes providing digital skills to unemployed people** in Greece.

The **Lanzaderas de Empleo** project was first launched in 2013. The project was designed as an innovative way to help unemployed people to abandon isolation and demotivation, so that they can identify and work on their skills and competences and have more labour opportunities. The idea came to support and accompany the unemployed in a process of personal and professional transformation that will allow them to optimize their job search and have new possibilities for job placement.

In short, Lanzaderas are 5-month programmes with groups of 20 unemployed people of different ages, educational profiles and career paths, with one technician who helps and guides the participants. The aim is for participants to find a job, start a new activity (entrepreneurship), or improve their qualification. The programme can also be delivered 100% online. Participants are invited to identify their skills and areas for improvement, design their job search plan and update their CVs. Job interview simulations are also conducted, and the participants are invited to elaborate employability maps, contact companies and seek business opportunities.

The project is implemented by the regional public employment services in partnership with different public administrations (regional SPEs, provincial councils, city councils) and private entities, in most cases in collaboration and co-financing with Santa María la Real Foundation. The regional employment services can finance these programmes with state funds, their own funds or with European funds.

In our second example, the Greek PES – OEAD – decided to harness the digital expertise from two major institutions – Google and Coursera – to bridge the gap between digital skills and employability for unemployed people. **Google** is one of the biggest technology companies in the U.S. information technology industry. It specializes in Internet-related services and products, which include a search engine, cloud computing, software, and hardware. **Coursera** is the largest online higher education platform in the world. More than 200 of the world's best universities and educators in the industry have partnered with Coursera to offer more than 4,000 courses, 400 specialised programs and 17 online master's degrees that train more than 53 million students worldwide to reach their career goals. More than 3,000 companies and governments use Coursera to transform their talent. As students complete their courses, they receive certificates from the leading university and industry providers. The partnership with both companies is formalized through Memoranda of Understanding (MoU).

So far, two programmes have been implemented between July 2020 and February 2021. The first aimed at reducing the digital skills gap between young unemployed and the labour market, while the second focused on allowing unemployed people to access distance learning programmes in the Covid-19 period. This involved 75 hours of training in digital marketing for 3,090 unemployed, aged 18–29 for the first programme; and free access to over 3,800 university-provided training courses to 25,000 unemployed, aged 18–65, through Coursera's digital platform, for the second. Both programmes were implemented in the context of Google and Coursera's Corporate Social Responsibility, meaning that there was no cost for OEAD or the unemployed.

Cooperation is continuing between OEAD, Google and Coursera in a common programme for digital training for 3,000 unemployed aged 18–29, in 4 certificates which are currently in high demand in the labour market (IT Support Specialist Certificate, UX Designer Certificate, Project Manager Certificate, Data Analyst Certificate).

Speakers



Athanasia Theodoridou

From 2015 to 2019, Athanasia was the Director of International Relations of OAED. Since November 2019 she has been OAED's General Director of VET, a post she had also held between 2012 and 2015. She has represented OAED in the PES Network as Assistant to the Head of PES and as an Alternate Member of the Board of the Network. Moreover, representing OAED and/or the Greek Ministry of Labour, she has participated in numerous European and international conferences.



Maria Founta

Maria is Google's Head of Marketing for South-East Europe. She focuses on establishing strategic partnerships and launching Google services and initiatives that support consumers and help businesses grow online. She is also the founder of Grow Greek Tourism Online, a Google initiative that has supported over 170K people in the tourism sector to develop their digital skills and grow their business; the programme has scaled to Japan and more countries.



Stephen Somerville

Stephen is a strategic advisor within Coursera for Government across Europe and Sub-Saharan Africa. At Coursera, he works on a number of initiatives ranging from public administration staff training to the programme that Google and Coursera have rolled out to multiple employment services in Europe. Before Coursera, Stephen was MD of Government and Employer partnerships at FutureLearn where his projects with Accenture, DfE and the British Council, among others, reached over 1m learners globally.



Mar González

Mar has a Bachelor's Degree in English Philology from the University of Valladolid (Spain). After 11 years dedicated to teaching, she worked at the Ministry of Education in different departments for educational evaluation, professional qualifications and international cooperation for 12 years. Since 2010 she has developed her work as a consultant in the State Public Employment Service in the field of vocational training for employment, evaluation and international issues related to employment and training within the Sub-Directorate of ALMPs.

Workshop three: Support for post-COVID recovery (11.00–12.00 CET)

This workshop is dedicated to the topic of support for post-COVID recovery and aims to give each participant an overview of practices aimed at supporting skills development (particularly in the domain of digital skills) and how these can help in supporting the recovery from the pandemic. The content will be focused on three practices: the Spanish “**Free training in digital skills**”, the Italian “**Growing Digital**” and the French regional practice “**Skills Investment Plan**”.

Both in Europe and globally the COVID pandemic caused a massive increase in the use of digital tools, to enable teleworking and for people to keep in touch. In many cases, this exacerbated a pre-existing need for an improvement in digital skills and knowledge. This was the reason behind the introduction of the “**Free training in digital skills**” in **Spain**, established in 2019 before COVID.

The training is a result of a collaboration between the Spanish PES (SEPE) and the National Foundation for Training in Employment (FUNDAE). The organisations have so far engaged 28 partner companies, including large digital players such as Amazon Web Services, CISCO, Accenture, Telefónica Foundation, Google, Huawei, IBM, Linux, Oracle, amongst others. The partners are engaged by FUNDAE to provide free online training courses, offering different levels of complexity and specialisation. Currently, more than 600 training modules have been made available and are accessible via FUNDAE’s website. The training is open to the entire population of working age, but the initiative is mostly targeted at responding to the needs of SMEs and unemployed people. Since the launch of the programme and until October 2020, the total number of visits to the training space exceeded one million, underlining the significance of the initiative for Spanish workers.

A very similar context led to the development and implementation of the “**Growing Digital**” practice in Italy with two aims. It provides training to support the development of digital skills for young unemployed people and NEETs, while also supporting SMEs to find young recruits. The project was first implemented in 2015 and then renewed in 2018 until 2023. It provides 50+ hours courses to young unemployed and NEETs, who then participate in workshops and interviews with SMEs willing to hire them or offer them internships. The project is run by the Italian Union of Chambers of Commerce in partnership with Google and the Italian PES (ANPAL), and is funded through the Youth Guarantee.

The French **Skills Investment Plan** aims at upskilling jobseekers with a focus on young jobseekers and the least qualified jobseekers, by providing vocational training, improving training schemes and training conditions, and prioritising the strengthening of digital skills and jobs of the future. With investment of over 15 billion euro, the challenges addressed by the plan are threefold: training for one million low-skilled/unskilled jobseekers, and one million young people furthest away from the labour market (in particular people with disabilities and those living in urban policy priority neighbourhoods - quartiers prioritaires de la politique de la ville) and rural regeneration areas (zones de revitalisation rurale); meeting the needs of companies facing recruiting difficulties; and contributing to the skill-related process of transformation, particularly in light of the digital and green transitions.

Speakers



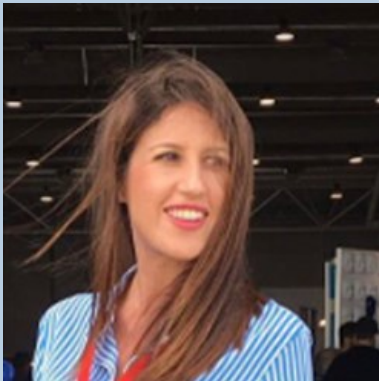
Jorge Luengo de la Torre

Jorge has dedicated more than 30 years to the educational field, holding positions of responsibility in different educational centres, public and private, in Spain. Since 2013, he has been Head of the Area of International Relations Coordination at the Public Employment Service of Spain.



Maud Venturini

Maud is Head of the “Training Engineering” Department at Pôle Emploi, the French public employment organization, since October 2019. Before that, she was in charge of social affairs, in particular employment policies, at the French Embassy in Berlin. Maud holds a Master’s in Management and Econometrics from the ESCP Business School and the Paris School of Economics.



Martina Rosato

Martina is the director of Division 7 of ANPAL, coordinating the management and development of IT systems, including the one related to professional training, and the agency's communication initiatives and personal data protection activities. She is also interim director of Division 5, for which she coordinates employment and placement services, EURES and other projects in support of workers mobility.



Carmine Nigro

Digital Strategist and Planner since 2014 and Community and Project Manager since 2015 for projects of Google and Unioncamere, Carmine is in the national coordination team of projects such as Eccellenze in Digitale and Crescere in Digitale, for which he is in charge of the Communication and Community area among the partners and carries out planning, teaching and lecturing activities.

Workshop four: Short-time work schemes

(11.00–12.00 CET)

This workshop is dedicated to the topic of short-time work schemes. The workshop aims to give each participant an overview of different short-time work schemes implemented in the EU both before and during the pandemic and how these have helped to support employment during the pandemic and recovery in the coming months. The content will be focused on three short-time work schemes, from Luxembourg, Ireland and Norway.

Short-time work (STW) schemes are defined in a 2020 European Commission regulation proposal as *'public programmes that allow firms experiencing economic difficulties to temporarily reduce the hours worked while providing their employees with income support from the State for the hours not worked'*.¹ In 2020, the COVID-19 pandemic and the subsequent lockdown measures adopted by governments forced many businesses to reduce or cease trading. In many countries, existing short-time work schemes were simplified or enhanced in order to face the challenges of increased numbers of applicants and to provide adequate support to workers forced to reduce their working hours.

In 2020, the government of **Luxembourg** decided to set up a special short-time work scheme (the "force majeure / coronavirus" scheme), with an accelerated application and advance payment process, to help alleviate the tangible repercussions of the crisis on Luxembourgish workers. The design of the scheme was complemented by the development and implementation of an integrated online application and payment processing procedure, to allow for easier access and application on the side of workers, but also worked to reduce the application processing time (the time elapsing between the finalisation of the application and the reception of the payment). Before the COVID-19 crisis, the PES processed on average 20–25 applications for short-time working per month. In April 2020, the PES suddenly received almost 14.300 applications covering almost 150.000 employees, underlining the importance and relevance of this kind of support to workers.

The COVID-19 Pandemic Unemployment Payment (PUP) is a statutory income support payment implement in **Ireland** for employees and self-employed people who have lost their employment due to the COVID-19 public health emergency. All applicants are required to have at least one social insurance contribution in the 4 weeks before their PUP claim or be in insurable self-employment. The rates are determined by an individual's prior average weekly earnings. The rate of the PUP for a self-employed person is calculated by reference to their income in either 2018 or 2019, whichever is the greater. PUP is also payable to **self-employed** people where there has been a significant reduction in their trading income as a direct consequence of the pandemic. As of 12 April 2021, there are some 420,000 in receipt of the PUP. At its height in April 2020, over 600,000 were availing of the scheme. To date, over €6.5 billion has been spent on PUP.

Temporary lay-off schemes have been used in Norway for decades as an **alternative to dismissals** when companies are hit by a temporary shutdown or missing work orders. Their main objective is to keep employers and their employees connected through their work contracts. While this longstanding practice has traditionally been used in only some specific sectors, it is now a widely used scheme in all sectors of Norwegian working life during the Corona crisis. The scheme has been prolonged several times during the corona pandemic to prevent mass unemployment and long-term unemployment, and just now, a new measure (wage support to employers) has been introduced so that employers will be able to take back and keep their employees in the summer while remaining covered by the temporary lay-off scheme.

¹ Eurofound: <https://www.eurofound.europa.eu/observatories/eurwork/industrial-relations-dictionary/short-time-work>

Speakers



Isabelle Schlessler

In September 2012, Isabelle joined the board of directors at ADEM, Luxembourg's public employment agency. First, as Vice-Director in charge of internal services and since March 2013 as ADEM's Director, she has taken over the responsibility to manage the reform process in order to transform the former public employment administration into a modern, client-oriented and goal-driven service provider for both jobseekers and employers.



Jean-Paul Olinger

Jean-Paul heads the Luxembourg Business Federation (Union des Entreprises Luxembourgeoises - UEL) and the National Institute for Sustainable Development and Corporate Social Responsibility (Institut national pour le développement durable et la responsabilité sociale des entreprises - INDR). In January 2018, Jean-Paul joined the General Secretariat of UEL, first as Secretary-General and then as Director. He chairs the UEL Executive Committee and is appointed Director of the INDR.



Jackie Harrington

Jackie Harrington is a Principal in the Department of Social Protection in Ireland with almost 30 years of experience in social policy. Jackie currently has policy responsibility for the jobseekers and Covid-19 related income supports. She is also responsible for a range of working-age support schemes for people re-entering employment and training.



Hans Christian Holte

After several years in private consulting, Hans Christian moved into the public sector in Norway, where he has worked for the last 25 years. He has held several leading positions in ministries and public agencies in areas such as health, education and research, finance, and public administration. He was Director-General for the Norwegian Tax Administration from 2013 to 2020. Since 2020, he has been the Director-General for the Norwegian Labour and Welfare Administration (NAV).

Workshop five: Support to youth (11.00–12.00 CET)

Young people have been disproportionately affected by the COVID-19 crisis. This workshop will look at two examples of partnerships that can help to address the issues faced by the so-called “COVID generation”: firstly the **one-stop-shops** introduced in Finland as part of the Youth Guarantee, secondly the **Upskill programme** in Portugal. Finally, the workshop will include the perspective of young people themselves, through the European Youth Forum.

One-stop-shops were introduced in Finland in 2015 following studies which showed that in some cases young people value face-to-face contact over other forms of contact e.g., online contact. They were also implemented to ease the challenge of a fragmented service sector, including employment, social and health services, as well as to accommodate changes in working life.

One-Stop-Shop Guidance Centres for young people provide a holistic approach where different service providers across private, public and third sectors operate in one place, providing a better and simpler way to serve young people who are not in employment or education (NEETs). The Centres have been rolled out nationwide under the Youth Guarantee scheme and have proven to satisfy young people’s needs.

The One-Stop-Shop Guidance Centres have now become one of the Finnish Government’s spearhead projects. The result is a service model which works across administrative boundaries and provides a better way to serve NEETs. The broad network of partners includes youth and employment counsellors from the Finnish PES, social workers, nurses, outreach workers (especially for youth), and a range of other service providers under one roof. By creating this cooperative network of partner organisations, the measure eliminates service duplication of services and simplifies access.

Private counselling and guidance, as well as group sessions, are available for customers to find employment or education, supporting life management and career planning, and the development of social skills and skills required in everyday life. Recruitment events are also organised. Social workers and nurses can provide counselling for health and social security issues.

The **Upskill programme** in Portugal is aimed at developing digital skills and jobs. Though it was not initially directed at young people, the vast majority of participants are young, with an average of 28 years. This programme stems from the lack of qualified professionals in the ICT sector in Portugal. The demand for qualified people with digital skills has increased considerably over the last years, not only for companies that operate directly in the ICT sector but also for other companies dealing with digital transformation.

IEFP – the Portuguese PES – therefore developed Upskill: a training programme which aims to retrain, by 2023, around 3.000 unemployed or underemployed people as professionals in the area of Information Technology, Communication and Electronics. The programme provides training in digital skills while ensuring rapid integration in the labour market. This dual objective is reached through a theoretical component (6 months), taught by the Polytechnics or other adherent High Education Institutions; and a practical period of on-the-job training (3 months) in one of the associated companies. At the end of the training, the companies can select the professionals they wish to hire.

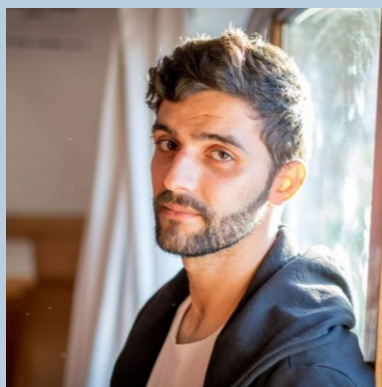
The project is funded partly through IEFP’s budget, which is part of the wider government funds and will therefore benefit from the EU Recovery Plan. The companies involved also contribute by paying a grant to the trainees during the on-the-job training. One of the innovative features of this Programme is the guarantee that at least 80% of trainees who complete the training course will be hired by the companies where they did their work experience. Though an attractive aspect, in the current context this is a constraint since participating companies must offer jobs.

The European Youth Forum (YFJ) will deliver a presentation on connecting with young people and youth organisations. Building trust and empowering young persons in their interactions with public employment services is crucial for maintaining a relationship and assisting them in finding employment. The European Youth Forum will bring the perspective of a young person, describing the challenges they face when interacting with public employment services,

and the support they would like to achieve their employment ambitions.

YFJ will also present factors to take into account to strengthen partnerships between public employment services and youth organisations connected to and working with young people including through outreach, providing insights on young people's experiences and recommendations.

Speakers



Panagiotis Chatzimichail

Panagiotis started his work with young people and youth organisations back in 2010, as a volunteer in local NGOs. After a few years, he decided to step into the field of youth policy and advocacy more professionally, becoming a youth representative in various regional processes. He has invested a lot of his time addressing the importance of inclusion and diversity within and beyond youth organisations.



Janne Savolainen

Janne is the Youth Guarantee (YG) coordinator of Finland. He has worked with Youth guarantee since 2011, contributing to developing the Finnish YG model based on strong partnerships with various stakeholders. His professional responsibilities include following labour market trends and youth employment. Janne is responsible for coordinating the youth One-Stop-Shop network at the Ministry.



António Leite

Antonio has been the Vice-President of the Institute for Employment and Vocational Training (IEFP), since January 2020. He is also the National Coordinator for the YG in Portugal. Before taking his positions as vice-president, he worked as a Counsellor to the Secretary of State of Education, from 2000 to 2002, the director of the In-service Teachers Training Centre, from 2002 to 2005, Deputy Regional Director of Education, from 2005 to 2009, Regional Director of Education, from 2009 to 2011, and as Regional Director of the Institute for Employment and Vocational Training (IEFP) of the Northern Region, from 2016 to 2020.



Manuel Garcia

Manuel is the national coordinator of the Upskill Program. Today acting as an independent senior consultant, Manuel previously worked as a senior executive in large Portuguese companies, namely at SIBS, Novabase group, and Portugal Telecom (PT), either in Portugal or Brazil. At PT performing several executive functions, namely CEO of an ICT Service Provider in Brazil (PT Group company), board member of PT-Prime and leading in Portugal, IT company transition, from a telco provider to a "full 4 Player" and ICT provider.