



ESTABLISHING EFFECTIVE AND TARGET-ORIENTED JOB COACHING FOR YOUNG UNEMPLOYED PEOPLE BY REWARDING EMPLOYMENT SERVICE PROVIDERS BASED ON THEIR RESULTS REGARDING THE EMPLOYMENT OR EDUCATIONAL STATUS OF THEIR JOB-SEEKING CLIENTS.

Youth towards work: results-based job coaching for youths

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The practice aims to address the issue of growing long-term youth unemployment, especially among youth without vocational education.

Name of the PES	Ministry of Economic Affairs and Employment of Finland.
Scope of measure (a pilot project or a national reform)	Pilot project
When was the practice implemented?	2018 until 2019 in 11 PES office regions (out of 15 nationwide). Gained knowledge has been utilised in various PES procurement projects.
What was the driver for introducing the practice? Was it internal or external?	The internal driver consisted in the lack of effective and target-oriented youth employment services.
Which organisation was involved in its implementation?	<ul style="list-style-type: none"> ▶ Ohjaamo one-stop guidance centres and regional PES offices (selecting participants based on customer profiling and supporting service providers in administrative issues). Ohjaamo is a multi-sectoral centre for information, advice, and guidance for young people aged 15-29 years. ▶ Service provider companies (performing job coaching).
Which groups were targeted by the practice?	<ul style="list-style-type: none"> ▶ Young people under the age of 30 years who are long-term unemployed or unemployed with no further education after primary school. ▶ Any other unemployed who would benefit from the service (based on an assessment by the PES).
What were the practice's main objectives?	Developing an effective performance-based model for services that promote youth employment, giving more freedom with methods in use for the service providers. Employment service provider companies have a lot of freedom to choose or to develop the most effective methods of coaching as they get the most of their financial reward according to the results concerning their job-seeking clients getting a job or starting education.
What activities were carried out?	<ul style="list-style-type: none"> ▶ Job coaching (produced by the service provider companies). ▶ Result-based payment model for service providers. ▶ Minimum requirements for service-provider to receive a results-based-reward: <ul style="list-style-type: none"> ▶ Getting a job (full-time or minimum 18 h/week) or ▶ Starting a vocational education or ▶ Starting a (more suitable) service that promotes employment.



<p>What resources and other relevant organisational aspects were involved?</p>	<p>The practice was implemented through pilot projects of performance-based job coaching services. In total, 11 regional PES offices (out of 15) took part in the projects nationwide.</p>
<p>What were the source(s) of funding?</p>	<p>State budget (governmental funding).</p>
<p>What were the outputs of the practice: people reached and products?</p>	<ul style="list-style-type: none"> ▶ 41 job coaching service providers (in 11 out of 15 regions) ▶ 5 930 job coaching participants.
<p>What outcomes have been identified?</p>	<ul style="list-style-type: none"> ▶ 25% of the participants got a job. ▶ 15% of the participants started vocational education. ▶ 11% of the participants started a service that promotes employment. ▶ The outcome is relatively high concerning the challenging target group (young people under the age of 30 years who are long-term unemployed or unemployed with no further education after primary school). ▶ Among the 45% who did not reach any of the above-mentioned results, considerable amounts were targeted to health or social services or other similar services. 4% were reported missing or did not take part in the services for miscellaneous reasons.
<p>What are the lessons learnt and success factors?</p>	<ul style="list-style-type: none"> ▶ Young unemployed people with various obstacles on their way to working life need more flexible measures, with an extensive variety of services including health and social services. Getting a job or starting a vocational education are not the only suitable or realistic targets for everyone, therefore the variety of services in use should consider factors besides employment and education, such as social and vocational rehabilitation, health services, etc. ▶ More dialogue and co-development are needed between the PES procurement specialists and service provider companies to develop better and more effective services that promote employment.



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