What have we learned so far?

TransNet interim report
What have we learned so far?

TransNet interim report – December 2012

Content

Letter from Head of the Labour Market Administration ..................................................3

Background ................................................................................................................................... 4

Introduction ..................................................................................................................................5

List of Contacts in the partner cities .....................................................................................6

Research area 1 – Developing a greater understanding of methods and strategies for collaborating with employers .................................................................................................7

Trip reports from Birmingham, Rotterdam and Val de Marne .........................................17

Research Area 2 – Improving the language and integration services available to those furthest from the labour market .....................................................................................21

Research Area 3 – Improving the collaboration between services to ensure a coordinated support to applicants ..............................................................................................................22

Research Area 4 – Developing and improving methods and strategies to motivate applicants to get a job and keep it or learn new skills needed for the labour market ..............................................................................................................23

Conclusion ......................................................................................................................................35

This report was written by Janet Chisholm, TransNet Learning Evaluator, City of Stockholm. 
j.chisholm1@btinternet.com
From income support to job – learning from other cities in Europe

In 2011 the project TransNet started with the intention to send out employees from City of Stockholm’s Labour Market Administration to see, meet and learn from other cities in Europe. They were asked to bring home new ideas and inspiration in order to improve our working methods.

I am very glad to present a first report based on four visits during 2012, showing that travelling really is a learning experience.

This report focuses on the learning we have gained from the cooperation between local authorities, and a wide range of organisations such as private companies, local hospitals, recruitment organisations and government funded agencies to support those with disadvantage in the labour market – and what you can achieve when you work together. I believe that many ideas are highly interesting for Stockholm.

The cities visited so far, Birmingham (twice), Val de Marne and Rotterdam, all have a demand-led view when working to move people from benefits to work. These cities consider sustainable jobs for applicants as their main focus and all have interesting methods and strategies for keeping people in their jobs. In Birmingham, for example, The Gateway project, renovating the main Birmingham railway station, is just one example that has led to 126 jobs and 69 apprenticeships so far.

In Rotterdam, they have changed the workforce in the harbour from a totally white male domain to welcoming unemployed young people from migrant communities. In Val de Marne, we were inspired by the full range of jobs available through government support to those with disabilities and with the confidence of these employees and with the dignity with which they are treated. Common for both Rotterdam and Birmingham is that their procurement policies are aimed at supporting those furthest from the labour market. They have also developed organisations for targeted recruitment and training, so that employers will find the right people with the right skills linked to the procured contractor’s needs.

In Stockholm, there is an ongoing debate on how we can work closer with suppliers and local businesses. I hope that the debate can benefit from the experiences that we have gained during the TransNet visits.

Charlotte Svensson
Head of the Labour Market Administration
Background

Jobbtorg Stockholm started in 2008 as a focal point for the city’s labour market measures to support those far from the labour market in becoming self-sufficient. Staff at Jobbtorg Stockholm work each day to support unemployed people in moving from benefit to work. This is a challenge that we share with our colleagues in Europe.

TransNet is a project, funded by the European Social Fund, with a budget of €1 million. It was launched in June 2011 and will end in March 2014. The project offers up-skilling for Jobbtorg Stockholm employees by travelling to other European cities to exchange ways of working with transnational colleagues. TransNet focuses on four areas of research:

- Collaboration with employers
- Language and Integration
- Collaboration between services
- Motivation

Before each trip, the participating group attend a full day of:

- team-building
- training in EU knowledge focusing on labour market issues,
- history and political structure of the partner country/city,
- a course in mingling technique
- and much more.

During each trip, as well as partaking in study visits, participants shadow colleagues at their place of work in order to obtain a deeper understanding of challenges and solutions. They work in groups to write reports from their Colleague2Colleague sessions and reflect on the learning from this exchange. Upon their return to Stockholm, each participant undertakes follow-up evaluation activities over a three month period to assess the benefits of the exchange.

During 2012, 130 persons have travelled to partner cities Birmingham, Rotterdam and Val de Marne. Each trip focused on a research area:

Trip 1 – Birmingham – Collaboration with employers
Trip 2 – Rotterdam – Collaboration with employers
Trip 3 – Val de Marne – Integration for those furthest from the labour market
Trip 4 – Birmingham – Collaboration between services

There has been considerable effort on the part of our partners to host the groups and arrange for extensive programmes, including Colleague2Colleague matching. The project would like to thank all persons who have contributed to the success of our visits.

For more information about the content on each trip, please read the participants travel stories, as well as contact details for the places and persons we have visited.
Introduction

This report is based on Learning Evaluation methods used with the participants from the first half of the project period when 130 participant employees travelled to partner cities to conduct professional exchanges with colleagues. The participants’ learning has been evaluated first through a discussion with his or her manager. They were asked to identify three Key Points of organisational benefit from their exchange. The participants were subsequently requested to fill out a self-assessment evaluation after one, two and three months following the trip to assess their developmental learning. The evaluation following TransNet’s visits has provided a wealth of material.

The report highlights the development of innovative labour market policy and strategies in TransNet’s European partner cities. These are summarised in three key areas:

- Procurement strategies
- Apprenticeships
- Post Employment Support and follow-up.

All three key areas have the potential to impact significantly on issues of unemployment in Stockholm and other cities in Europe. The findings also indicate the importance for both applicants (the unemployed) and employers of:

- Sustainable jobs
- Bespoke pre-employment and post-employment training
- Employer-centred recruitment
- Methods to support job retention.

It is clear from participant feedback that our partner cities are focused on a demand-led approach rather than that of a supply-led focus. Employers’ needs are met through the supply of effective and motivated applicants. Applicants’ needs are met by being well prepared for specific jobs.

The TransNet team hope that readers of this report will consider it to be beneficial and useful in building on existing good practice and the further development of methods to support those who have difficulty establishing and maintaining themselves in the labour market.

TransNet’s partner cities – Rotterdam, Birmingham, Val de Marne, Berlin, Hamburg and Barcelona – were chosen because of particularly interesting labour market initiatives.

We also have the following collaborative partners for advice and support:

The Swedish Public Employment Service, Swedish Association of Local Authorities and Regions (SALAR), the National Board Youth Affairs and the municipalities of Nacka and Solna.
Observatory partners are engaged “friends” who follow TransNet through newsletters and reports: We have observatory partners in Iceland, Finland and in Sweden. Do you wish to be an observatory partner? Contact us!

Rebecka Glaser, Project Manager rebecka.glaser@stockholm.se
Address: TransNet, Labour Market Administration,
PO Box 10 014, 121 26 Stockholm-Globen
www.stockholm.se/transnet

Follow our adventures on Facebook! www.facebook.com/sthlmtransnet

List of contacts in the partner cities mentioned in this report

**Birmingham**
For general information about labour market measures in the City of Birmingham, please contact Jane Newman at jane.newman@birmingham.gov.uk

**Rotterdam**
For general information about labour market measures in the City of Rotterdam, please contact Kris Luijsterburg at k.luijsterburg@rotterdam.nl

**Val de Marne**
For general information about labour market measures in Val de Marne, please contact Julie Mallegol at julie.mallegol@cg94.fr

For more information about all the interesting measures that we visited during 2012, please visit www.stockholm.se/transnet
Research area 1 – Developing a greater understanding of methods and strategies for collaborating with employers

The evaluation information provided by participants in this research area falls broadly into three categories:

- Local Authority procurement strategies
- Methods used by practitioners and organisational structures to support those methods
- Engaging employers in the design and delivery of pre-employment training

The information provided is drawn from Birmingham and Rotterdam participants.

Local Authority procurement strategies

Baseline Key Points

- A contract with employers requiring them to employ local jobseekers.
- General agreements with employers about job-guarantee for a number of applicants.
- Knowledge about legal conditions for cooperation with employers regarding unemployed people with disabilities and long term unemployed.

Procurement Policies – Participant Key Points

- We visited the Gateway Project which is supporting the renovation of the main Birmingham Station. The procurement contract with the City Council requires jobs and Apprenticeships for local people. This is done by incorporating social demands into all contracts throughout the supply chain. So far 69 apprenticeships have started and 126 jobs were created for the locals of Birmingham. And their goal is to have 100+ by 2015. They believe that they will achieve more than that. (x11)
- Cooperation with employers: how in Birmingham employers sign procurement contracts that also agree to employ people with previous difficulties – employers more interested in people’s skills than background as they are in Sweden. How to get Swedish employers to focus on what people can contribute despite their situation/problems etc? (x6)
- The procurement process including (possible) requirements that a company must employ unemployed people from the city, even homeless and people directly released from prison. This should be applied in Sweden as well. (x7)
- New ideas about labour market initiatives: I found it very interesting to see what has been done since the politicians decided that whenever a new public procurement is relevant – due to building a new train station or a hospital, for instance – they will include a deal with jobs for local people, job trainings etc. Keeping a good dialogue with the politicians is of course extremely relevant since the employment politics are so important in our society. (x7)
WHAT HAVE WE LEARNED SO FAR? – TransNet interim report

• Techniques to create sustainable jobs for the candidates.
• To ensure that the companies are aware of what they have committed to, no surprises.
• Social return policy – How Rotterdam makes providers either hire unemployed people or buy services equal to 5% of the sum of the procurement. Very interesting win-win situation.

Local Authority procurement strategies – Background
Both Birmingham and Rotterdam have well developed Procurement Policies aimed at supporting those furthest from the labour market.

It is important to note that both City’s procurement policies are supported by local authority funded teams to support employers in their recruitment and training responsibilities once contracts have been signed and to support applicants in preparing for the job. These teams are:

• Birmingham – Employment Access Team (EAT)
• Rotterdam – DAAD

The inclusion of community benefits in procurement is about ensuring that wider social and economic issues are taken in to account when negotiating Local Authority contracts to maximise the investment as widely as possible. Jobs and skills clauses are one element of a wider range of community benefits that can be included in procurement contracts.

Birmingham and Rotterdam are satisfied that jobs and skills requirements are consistent with both National and EU procurement law and that where genuine points of law must be addressed, the barriers are rarely insurmountable.

Both cities have shown that where there is an organisational and political will to do so, and when jobs and skills champions have access to the appropriate tools sustainable jobs can be achieved.

It is always important to remember in procurement arrangement that benefit the unemployed there MUST be clear, tangible benefits to the employer and it must be introduced from a perspective that meet their business needs. It must never be presumed that business and industry will take risks with employees or spend money merely for social benefit. It is recommended that this fact is made very clear to Jobbtorg employees.

Procurement Framework – City of Birmingham
The information to follow has been drawn from West Midlands Economic Inclusion Panel documents:

• A Guide to the Procurement Framework for Jobs and Skills – Main Guide
• A Guide to the Procurement Framework for Jobs and Skills – Tool Kit
Birmingham City Council has signed up to the West Midlands Procurement Framework for Jobs and Skills (launched in March 2010). Developed by the West Midlands Region and designed to address the economic impact of worklessness and economic exclusion. The Framework is located within the wider approach to securing sustainable development and as a key contributor to its three main elements:

- a sustainable environment,
- sustainable communities, and,
- a sustainable economy.

It is used by public and voluntary sector organisations who wish to increase access to jobs and skills opportunities for local people through the procurement exercises they undertake.

The West Midlands public sector spends and invests an estimated £220 billion annually on goods, services, capital assets and construction. Within a year of the launch the Framework had already influenced decisions affecting more than £3.5 billion of public spending.

The purpose of the Framework is to provide an effective lever in tackling worklessness – by embedding a requirement to consider, at every stage of the procurement process, the contractual relevance of clauses that stipulate a commitment to Targeted Recruitment and Training (TR&T) initiatives or the provision of Apprenticeships.

The Framework enables public, private and voluntary sector organisations to contribute significantly to tackling worklessness, and its consequences, by:

- Making access to jobs and skills a core requirement of procurement exercises from the outset;
- Addressing the real and perceived legal barriers to the use of jobs and skills clauses in procurement exercises;
- Providing advice and guidance (including bespoke templates) to help embed a focus on jobs and skills throughout the end-to-end procurement process – from setting strategic priorities to contract implementation and monitoring; and,
- Sign-posting procurers and prospective contractors to the range of support and advice that can help both parties deliver on the jobs and skills requirements to be delivered. (In Birmingham this function is the responsibility of EAT.)

The framework is only one of its kind in the UK and its value rests in its flexibility to achieve the desired outcomes. It offers a menu of four specific approaches and detailed supporting information:

**Approach 1: Charters:**

- Organisations share their strategic priorities and goals to address worklessness with current and prospective contractors, encourage the adoption of good practice and seek to develop new customer-supplier relationships.
Approach 2: Voluntary Agreements:
- Organisations work with their existing contractors to secure commitments to specific jobs and skills outcomes, coupled with a range of support for contractors to achieve the specified outcomes. This approach can be used retrospectively with longstanding contractors and in long term contracts.

Approach 3: Use of Contract Clauses:
- Organisations include jobs and skills clauses within specific procurement exercises leading to a contractually agreed set of outputs and outcomes.

Approach 4: The Strategic Application of Contract Clauses:
Organisations deliberately adopt a ‘default’ position, which requires clauses specifying jobs and skills requirements to be routinely considered for their relevance to all stages of the commissioning and procurement process followed by monitoring of performance against outputs and outcomes.

Summary details about the Framework:
- In accordance with West Midlands legal research, it is not contrary to European Law
- It doesn’t recommend that the public sector imposes contracts that require only local labour or only the use of local supply chains
- It does offer legal guidance on how contract clauses can be used to ensure far greater numbers of local people do have access to jobs and skills opportunities
- It doesn’t set quotas for recruiting Apprenticeships or long term unemployed people
- It does provide clarity on how many more opportunities for local people can be secured through Jobs and Skills Charters, Voluntary Agreements and Contract Clauses
- It doesn’t require that jobs and skills clauses are included in every contracting exercise as this would be impractical and ineffective
- It does require that purchasers have jobs and skills requirements at the forefront of their procurement procedures
- It supports employment and training programmes that are designed with, and for, the employer
- It supplies advice and guidance to contractors on the full range of National and local employment and training organisations that can substantially reduce recruitment and retention costs
- It signals the competitive advantage contractors will achieve by delivering the jobs and skills requirements public sector organisations attach to contracting exercises

Threshold Values
Birmingham City Council applies the Framework’s 4 Approaches to:
- All new service and construction contacts that are framework contracts or for an annual value of more than £1 million will be subject to the full application of the policy
- All goods/ product supply contracts for a value of over £1 million will be subject to a Jobs and Skills Charter
• All existing services and construction contracts that are framework contracts or have an annual value of £5 million will be subject to negotiated voluntary agreements
• All existing services and construction contracts that are framework contracts or have an annual value of £1–£5 million will be subject to a Jobs and Skills Charter

Further information:

Employment Access Team (EAT) – Participant Key Points
• It was interesting to see the new Birmingham Library and to hear about all the jobs that the contractor gave to unemployed people. (x11)
• The City Council’s Employment team work with employers to create sustainable jobs for local people, even those with barriers. (x9)
• EAT helped with 44 apprenticeships at the library in 5 different vocational areas.
• The employment team organises pre-employment courses, ‘Get into Construction’ to help unemployed people get jobs building the library. (7)

Employment Access Team (EAT) – Description
The Employment Access Team (EAT) is an integral part of Birmingham’s Procurement Framework. It helps employers get the right people, with the right skills, at the right time and helps Birmingham’s unemployed jobseekers to link in with job and training opportunities in the City.

The focus is to work with employers and developers to understand their recruitment requirements. EAT then find the right skilled unemployed people, or appropriately train people through bespoke training programmes to get them ‘fit for the job’. This may be offered as part of a wholly managed recruitment campaign.

EAT provides employers with a comprehensive support package to recruit and train staff to become skilled, flexible and sustainable. They provide co-ordinated access to dedicated and tailored job support and skills programmes to ensure that the employer get the right people with the right skills for their vacancies.

EAT provides the personal touch and get involved as early as possible. They meet with the employer to ensure they fully understand their business and recruitment needs and build a lasting partnership with the employer, focusing on their objectives all the way.
**What EAT does for the employer:**

- Provide a dedicated officer to work with them to understand their recruitment needs and timescales
- If required, support with planning and implementing a bespoke pre-recruitment training programme as part of the recruitment process, to ensure they get skilled people. This is provided to a high standard in any occupational sector
- If required, support with assessments in order to filter people using, for example, literacy and numeracy testing
- Advertising and response handling
- Short-listing
- Post employment support to help retain staff. A package of continuous support and training can be available to further develop the workforce, including Apprenticeships and National Vocational Qualifications (NVQs) across a range of occupational sectors.

Improving access to employment and skills opportunities for Birmingham’s unemployed people is a key priority for the City Council.

www.birmingham.gov.uk/eat

---

**Procurement Policy – City of Rotterdam**

The following information is provided using City of Rotterdam materials.

Since 1996, Rotterdam has applied the 5% settlement. The settlement is implemented to reduce the number of unemployed people. The initiative states that any company tendering for orders procured by Rotterdam for any amount greater than €225.000 is required to dedicate a minimum of 5% of the amount to offering or creating employment opportunities for:

- People currently on benefits
- Interns or people doing Apprenticeships
- People supported under the Dutch Sheltered Employment Act (WSW)

For capital projects, an agreement can be arranged on a 7.5% of wages instead of 5% of the total amount.

In 2009 the 5% settlement was integrated into the municipal durable procurement policy.

This policy is directed at:

- Incorporating durable solutions in all strategic and supporting procurement processes
- Making a substantial contribution in realising employment goals
- Incorporating environmental and social aspects into the tendering process.
Working on the assumption that if the municipality completely or partially has its services delivered by job seekers in the sectors in which it operates and procures its services, not only will the services be delivered, but there will be a reduction in the number of people claiming benefits, activation levels increase and students can fulfil the working part of their vocational training. In addition, employers gain access to a greater pool of potential new employees with a wider range of skills and experience.

**Results**

The 5% settlement has developed significantly, due to practical agreements with service providers. The amount of positions filled due to the 5% settlement by people previously receiving benefits has steadily grown.

- 2003 – 2009: 400 – 450 per year
- 2010 – 522 positions filled, with €571.000.000 being the total amount of municipal orders on which the 5% settlement was applicable.

**Examples of projects:**

- Residential settlements
- Renovation Erasmus MC
- Cleaning of municipal buildings
- Home care

**Developments and spin-off**

- Privatised services, previously provided for by the local authority such as the local public transport RET and harbour HbR have taken the 5% settlement on board and also apply it in their procurement processes.
- The success in Rotterdam has resulted in other cities (Amsterdam, The Hague, Utrecht and Maastricht) deciding to integrate similar practice.
- Large consortia (public-private partnerships) have agreed to apply the 5%-settlement voluntarily, for example, the consortium for the renovation of the Erasmus MC led by construction company Ballast Nedam.
- Contractors (e.g. Sodexo) have adopted the 5% settlement and implemented it in their own procurement policy and/or for their subcontractors and suppliers.
- In May 2011 the national government decided to follow this local initiative. From 1July 2011 onwards the national government will add employment of target groups in their procurements of any amount from €250.000. The national government and the VNG (Association of Dutch Municipalities) are discussing now how to cooperate in this matter.
- In 2010 a pilot has started looking into the preconditions for weighing the efforts in creating employment opportunities as a criterion in the tendering process. The 5% settlement remains in place but those tendering can score additional points by increasing their efforts in offering or creating employment opportunities for the target groups. The additional points would improve their changes in the procurement process. This promotes innovation from the business sector in establishing mutually beneficial employment schemes.
DAAD – Participant Key Points

- I was impressed with the concept of DAAD, an organisation that we visited, particularly with the way they collaborate with employers in a structured and well-organised manner, dividing their job matchers into two groups: head matchers (“super matchers”) – responsible for negotiating with employers, and operative job matchers – responsible for dealing with applicants. According to their statistics, DAAD’s concept is very successful. (x6)
- I’m aiming for more established organisations in my own outreach work as a direct consequence of interacting with DAAD. Less “chasing every stick”: more focus.
- Am working to increase my knowledge of basic employment law to be able to back up my clients in their negotiations with employers. (This is something that DAAD provides to both applicants and employers.) It’s good that DAAD uses advertising as a tool to contact employers and compete in the open market alongside Manpower and other private recruitment firms. It is a pity that Jobbtorg can’t do this. (x7)
- Stockholm needs to work to improve its attractiveness in the eyes of private employers. Rotterdam seems to have been successful in marketing itself as being a great recruitment bureau and Stockholm is nowhere near that position. (x4)

DAAD – Description

For the actual execution of tasks accompanied by the implementation of the 5% settlement, like finding suitable candidates or the training of the candidates, local employers can turn to DAAD for help.

DAAD is the service centre for employers in Rotterdam, a combination of the private sector, City Council and UWV Werkbedrijf (public employment service). Since employment supply often fails to match demand, DAAD specifically endeavours to bridge this gap in the regional employment market, working in conjunction with enterprises in Rotterdam. As a service centre for employers, DAAD is primarily committed to helping them meet their demand for personnel.

Besides providing support, DAAD also monitors the correct implementation of the 5% settlement, reports on it and provides advice. The candidates are deployed for a minimum of 6 months. If a service provider fails to meet agreed performance indicators a proportion of their fee is withheld.

The city also collaborates with private recruitment companies to help procured companies fulfill the 5% settlement arrangement.

www.5procentregelingrotterdam.nl
www.daadwerkt.nl

Methods used by practitioners and organisational structures to support those methods

Baseline Key Points

- To ... get better at spreading information about what we do, our achievements and about the people we work with.
WHAT HAVE WE LEARNED SO FAR? – TransNet interim report

- We need more effective tools/methods for finding real work, more individual matching
- Ways to find employers that accept persons with disabilities.

TransNet Participant Key Points
- I have learned better possibilities to find right candidates, faster matching, and timely delivery to the employer. (x6)
- (Learning Development Need) Different methods and approaches to the employer to ensure we find the right candidates to match the job profile.
- Inspiration to connect with employers in new way as well as the importance of involving the employer in the early stages of the recruitment process. (x7)
- Employers were in a win/win situation and when we rush to get an applicant into a job maybe we are in a lose/lose situation.
- Video presentations of the applicants instead of CVs (x8)
- Building rapport; focus on relationship. In Stockholm we are more like representatives of an authority than individuals.

Engaging employers in the design and delivery of pre-employment training

Baseline Key Points
- ... to work with employers and companies in a long term perspective; first choose applicants and then educate them in collaboration with companies so that the applicants get the right skills for the job.
- Programmes to upgrade applicant’s skills and abilities that leads to “on the job training” that employers need specifically.

TransNet Participant Key Points
- ...They (the Gateway Project) have a Gateway Construction Academy where unskilled unemployed people get a chance to get new knowledge and experience on accredited programmes as well as getting a chance to apply for jobs within the New Street Train Station development. (x22)
- It is very interesting that National Rail helps to fund and design the training of the unemployed to meet the specific needs of the job and agree to interview candidates for jobs (x8)
- We learnt that they ...work more closely (recruitment and training) with big companies. (x6)
- One difference we have (Stockholm and Rotterdam) is the way of looking at the unemployed and their needs. In Rotterdam there seems to be total focus on the employers’ needs. Maybe we can learn from this – combining this might be the best. (x15)
- Inspiration to connect with employers in new way as well as the importance of involving the employer in the early stages of the recruitment process. (x7)
- The unemployment rate among young people is low in Rotterdam. This is probably in part a result of long term thinking and planning: the city analyses expected future labour market needs, on the basis of which accredited courses are organised that provide a combination of theory and practice, giving young people the work experience they need to find jobs within the field in question upon completion of their studies.
Comments:
The key points in the two sub area of research above indicate the need for greater emphasis on:

- Clearly defining the employer’s needs
- Building effective relationships with employers
- Careful select of the candidates for the job
- Providing candidates with accredited training to ensure that it has transferable value
- Involving the employer in the design of the pre-employment training programme

Participants have observed in Birmingham and Rotterdam a more demand led rather than supply led approach.
Mikaela’s trip

There are ordinary early mornings. And there are also early mornings when you leap out of bed when the alarm clock sets off at 4.00 and full of expectation. We’re 33 people from work going to Birmingham and giggling like teenagers. How we’ve waited and longed for this day. Will there also be time for shopping, for a pint?

FROM MANCHESTER we breeze by fine Georgian buildings on our way to Birmingham. Almost immediately upon arrival we’re off on a brisk walk to ENTA. This really fine conference centre has a lot of smart activities that benefit society. The City Council presented their Labour Market department before it was time for the day’s final event, which some of us felt slightly uneasy with. Mingling, speaking English, exchanging business cards. Well: Here goes!

We soon discover that our English is good enough, not to say actually quite good. We might not have understood exactly what was said, especially by a soft-spoken gentleman. But then the purpose of the trip isn’t to memorise everything that is said. It’s to learn, receive input, meet people facing the same challenges as we at Jobbtorg face and understand how they tackle issues. It’s to bring home interesting ideas, methods, approaches, scribble down an interesting web site tip, forge contacts and implement changes. It’s to put a face to email contacts, to be inspired by alternative solutions and new ways of approaching existing problems. Which was what we did while mingling. And we received a few shopping tips as well.

Day 2 and we’re on our way to hear more about Birmingham Gateway, the urban renewal project to replace the dark, dreary and depressing New Street Station, the main train station. I never imagined that information about a train station could be as fun, enlightening and exciting. Stockholm can certainly learn by how they convey the human aspects of a building project.

We have time for a visit to the Library of Birmingham. Here is the library, Said tells us pointing to a brownish, monstrous building. Is that correct? No, of course not, that’s the old library. The new library, which reminds me of Centre Pompidou in Paris, is under construction. This shouts melting pot – culture, meeting place for people of all ages and nationalities, a space for reflection and tonnes of books. WOW! Here is a group of really impressed Swedes!

After lunch at Jamie’s Italian, we’re crammed into a taxi on our way to The Learning Hub at Queen Elizabeth Hospital, one of England’s largest hospitals. The Learning Hub receives jobseekers and gives them training as a way into a job at the hospital. More than once during the trip, we agree that the British are so nice, polite and sweet. We just feel so overwhelmingly welcome. We get to meet some of the participants that have gained employment as nursing assistants and we’re really impressed.

After an evening at a pub, we wake up to a workshop where we discuss, summarise, ponder wisely and jot down thoughts on thousands of yellow post-it slips. Several of our British colleagues visit us for lunch and then it’s time to head back for the airport. We’re checked out of the hotel and ready to go. And tired, which is not surprising after three intense, exciting and enlightening days.

Mikaela Wedin

Say cheese! The whole group from Stockholm with their Birmingham colleagues.
Fikret’s trip

Following an early morning flight to Schiphol Amsterdam, we reached Rotterdam in time for lunch. After a meal we were briefed by Kris Luijsterburg at the Social Affair and Employment Administration at the City of Rotterdam. He told us about their organisation and their labour market measures.

The following day, we took a boat taxi to reach the RDM University campus. RDM was once one of the largest shipyards in Europe but it is now a place of schools and companies work together to achieve innovative and sustainable solutions in building, moving and powering. RDM Campus is a co-operation between Rotterdam University, Albeda College and the Port Authority Rotterdam and young people going to school there get a training tailor made to fit the jobs on offer. The visit was inspiring and we realised the opportunities to be gained by partners. The rest of the day we split into smaller groups and job shadowed colleagues in Rotterdam. My group shadowed at Youth desk, an organisation that focuses on young people who neither study nor work.

Dinner was held at an oriental restaurant with a real feel of the Orient, staffed by young people from Rotterdam’s urban youth activities. The next day, we compiled experiences from the job shadowing visits and upon finishing, we explored Rotterdam city.

Our last day was spent in a workshop with our Rotterdam colleagues discussing the theme of the trip “Collaboration with employers”.

In summary, the trip was both highly instructive and interesting. It was really an eye-opener for me and I discovered plenty of opportunities that I will try to apply immediately upon returning. 

Fikret Kuzey
Karin’s trip

We landed at Charles de Gaulle for an intense day with a tight schedule, some said supertight. Following some bureaucratic hassle and a few unplanned sightseeing tours in roundabouts, we arrived later than expected at Institute le Val de Mandé. The institute focuses on opportunities for people with disabilities to lead a dignified life.

IN SPITE OF our tardiness, we are welcomed without reproach or sighs. We head for the restaurant where the staff awaits our arrival. The service staff is professional and carry out tasks masterfully. As support, they have supervisors that act as maître d’s and discreetly guide waiters and waitresses. We’re impressed! It strikes me how disabilities are only defined in relation to demands. The individual that masters these demands is met with respect as a person for his or her effort. We all have a right to dignity.

Following lunch, we receive information about the Etablissment et service d’aide par le travail (ESAT), institutions that work to integrate adults professionally and socially. ESAT administers workshops, restaurants, cafeterias and housing. It cover staff salaries and a share of the participants’ wages. The remaining funding comes from contracts with public and private entities for assignments such as street cleaning and packaging. Participants receive from half to slightly more than minimum wage. Efforts are coordinated by the state agency MDPH, which helps people with disabilities lead a “fairly normal life”. We rounded off the day with a visit to a small hotel that is operated by ESAT.

Day 2 of our visit and after some more unintentional sightseeing, we are split in three groups for jobshadowing activities: one headed for the Ministry and two for ESAT AFASER. The latter organises relatives, friends and professionals with the aim of improving life for people that are mentally challenged. It also administers workshops, packaging operations and restaurants.

We met people with disabilities that work with street cleaning, gardening at a home for the elderly and janitorial work at the same home. We also visited a workshop where educational material is packaged.

Following the day’s jobshadowing activities, the groups submit their reports. The manner in which we have been received exceeds our expectations. We’re struck by the fact that everyone says hello, regardless of reason. They look you into the eye and say bonjour. I wonder what our hosts would say if they heard that we have noted the importance of greeting one another. We give a few presents and in return are cheek kissed – Paris style.

Eva Danielsson

Presentations at Val de Mandé.

Our guide (to the left) at Val de Mandé, speaking with Csilla from Stockholm.

All squeezed in, the group of Swedes in Paris.
ARRIVING SLIGHTLY late and we receive a brief from the Birmingham City Council on activities to tackle unemployment. At this stage we’re fairly tired (why are you always tired after travelling?!). I struggle between crashing on the huge bed and going out to see the city. The bed wins. Later, we meet up for dinner. My mental English-language-hard-drive has problems booting programmes.

The following day is the most intense of the trip with Colleague2Colleague-sessions which means that we visit different workplaces. My group visited the Neighbourhood Community Based Budget in the morning, where manager, Dale Guest, spoke about the project’s objectives. We visited a new library, which also served as a citizen’s bureau in the previously very rundown Shard End area. It was incredible to see their tremendous dedication and will to involve residents in changes in the area.

That afternoon, we visited Pertemps People Development Group, which is very similar to Jobbtorg. This provided us with a great deal of inspiration. Many impressions and exciting meetings but our brains at that point were approaching meltdown.

The morning thereafter was spent writing the report from our Colleague2Colleague visits. It’s interesting to note how individual fragments form a complete picture as they are merged with the thoughts and ideas of others.

During our last day, we visited the Skills Show with 200 exhibitors that represented different trades and professions where school children could have a go at a variety of professions. The show is arranged to help young people to choose professions and promote further studies, skills and apprenticeships. I profited from speaking with people from the Job Centre that were present.

That evening we had dinner at the VIP restaurant at Aston Villa Football Club and heard more about the apprentice programmes which they have there. It was especially rewarding to hear the apprentices themselves speak about their development. I was seated next to Aimee, a rather tough and shy 18-year old, who, after three years as apprentice, now had employment. My only problem was deciphering her very pronounced Birmingham accent.

The last day of the trip and we gathered to sum up the previous day’s Colleague2Colleague visits. And when it was my turn to present findings from our study visits, I discovered that my English-language-hard-drive unfortunately already had logged off.

Camilla Näslund

Here is the entire group of happy Swedes in Birmingham.
Research Area 2 – Improving the language and integration services available to those furthest from the labour market

Baseline Key Points

• Knowledge about legal conditions for cooperation with employers regarding unemployed people with disabilities and long term unemployed.
• Ways to find employers that accept persons with disabilities.

TransNet Participant Key Points

The visit to Val de Marne has been the primary source of learning to date concerning integration. This visit focused on the integration of disabled people into the labour market.

• Legal framework: Under French Law, companies employing more than 20 people are required to meet a quota of 6% of disabled employees in their workforce (or buy services from organisations such as ESAT). A similar legal framework in Sweden would open up a number of interesting opportunities. (x6)
• (Personal Development Need) That we need to find new methods and start thinking in new ways to tackle the problem and exclusion of disabled from the labour market.
• Their way of thinking. ESAT met every applicant where he/she was, and tried to solve the situation after their own wishes as much as possible.
• The importance of sometimes letting things take time; not always doing things so fast. Sometimes quality is more important when it comes to helping those in need.
• I liked ESAT’s way of thinking when it came to the wellbeing of the participant. They had a reunion every morning where they all met and the staff assessed how everyone was feeling that day. If it was a ”bad day“ they didn’t let the participant go out in the field by themselves, but instead stayed in the office and did some other things. They had a very human way of treating the participants.
• I learned that applicants with lower levels of performance abilities were able to perform real jobs and working tasks and could participant in a social context.
• The dignity in the treatment of persons with disabilities. (x9)
• The two businesses we visited were AFASER and ESAT. The staff stated that persons were employed and receiving wages for the work done. Employees had the opportunity to influence their pay. It was not about getting a refund. (x 9)
• The staff had a very inclusive attitude towards even those on the margins ...

Comments

The visit to Val de Marne gave excellent insight into the integration of disabled people into sustainable jobs. The points raised by participants indicates that they were impressed with the services provided by the organisations visited and that they were very impressed with the dignity with which the workers were treated.

The monthly Developmental Learning forms indicate that changes in working practice is already underway in some Jobbtorgs.
Research Area 3 – Improving the collaboration between services to ensure a coordinated support to applicants

Baseline Key Points
- We should work more directly with unemployment bureau, or directly with social entrepreneurs.
- Smooth and good cooperation with other authorities, social service, Job Centre etc. If we work together with social service we could think more “outside the box”.
- Increased cooperation between Jobbtorg and other agencies, organisations and employers.

TransNet Participant Key Points
- I have learned the importance of the continuity through different services – whole new approach to motivating applicants to get a job.
- PPDG collaborate with the Police and together they carry out preventive work in order to reduce re-offending. At the centre there is a gym where organised activities and rehab training is held.
- The access to Psychologists, Psychiatrists and Medical Doctors helps the participant to get the right job and be able to fulfil the tasks at the job based on the condition of the participant. (x6)
- Positive networking – employers work together in order to connect education system and work life. (x4)
- One man stop; disabled people go to one office from day one and work from there (MDPH)
- Would it be possible to have a similar activity in Sweden? Activities where you are given access to support both social and medical activities in the same place. (x7)
- All labour market activities were gathered under one roof. (x9)
- Not so much bureaucracy between the authorities when it comes to secrecy. (x6)
- A single authority handling everything; clear advantage. A single entry point for everyone in the city. (x4)

Comments
The Key Points raised above generally require organisational approval to support organisational change to be achieved. It may be that collaboration discussions with the Government Job Centre Management are required to support some of the changes suggested above.
Research Area 4 – Developing and improving methods and strategies to motivate applicants to get a job and keep it or learn new skills needed for the labour market

The evaluation information provided by participants in this research area falls broadly into five categories:

- Apprenticeships
- Post Employment Support / follow up
- Training Generally
- Other methods
- Motivation and Collaboration of Jobbtorg Staff

As defined in the introduction to this report, Apprenticeships and Post Employment Support/ Follow-up are two of the three areas where more detailed information is provided to promote discussion.

The reason these two areas have been chosen:

- There is statistical evidence throughout Europe that Apprenticeships and Post Employment support contribute significantly to sustainable employment
- The TransNet Mission is, To strengthen the City’s effectiveness in getting more unemployed people into work
- Both areas are core to the area of research, Developing and improving methods and strategies to motivate applicants to get a job and keep it or learn new skills needed for the labour market
- TransNet participants have shown significant interest in the two areas both during and following the visits to Birmingham (x2) and Rotterdam
- Accredited Vocational Training is not a strong element of the Swedish Education system
- Once an applicant is in the job currently there is very little structured post employment support / follow-up provided to support job retention.

Following the Apprenticeship Baseline Key Points and the TransNet Participant Key Points is background information. This is followed by Post Employer Support / Follow up Baseline Key Points and the TransNet Participant Key Points and background information. These sections are supported by information on a Rotterdam project and a Birmingham project both containing Apprenticeships / accredited training and post employment support.
Apprenticeships

Baseline Key Points
- A closer vocational focus and connection to the working life in our activities.
- We have to work more with building chains of job activities and let it take time.
- We need more effective tools/methods for finding real work and training to match that work.

TransNet Participant Key Points
- I was impressed that the unemployed were put into jobs where they could get a vocational education with a National Certificate. (X7)
- I’ve learned an alternative way of working with high school drop-outs to help them gain a qualification while they are working (Apprenticeship). This lead to a sustainable job.
- I’ve seem examples of how you can cooperate with training centres to help youth get an education and a job. (Apprenticeship)
- We should cooperate differently with those applicants who need work training.
- It was very interesting to get a closer look at the different Apprenticeships that they use in the UK. ... For example, see if it is possible to get more focus on the employer rather than the school.

Apprenticeship – Background

For clarification when referring to Apprenticeships it is referring to a package of components:

- A competence (knowledge, skill, values and attitudes demonstrated to a defined occupational standard) element
- A knowledge element leading to a qualification such as a Diploma, which covers the theoretical knowledge required by the individual in a particular sector

Often the word apprenticeship is referring to a short internship to learn the basics of a job – this is not what is being referred to in this section.

The history of Apprenticeships in most parts of Europe dates back to the Middle Ages and at that time covered traditional trades such as construction, paper making and printing. Over the centuries Apprenticeships have generally aimed to accommodate emerging sections. In the nineteenth century these were Engineering and Shipbuilding and in the twenty first century these are Retail and Business and Information Technology.

In England and Wales, during the financial years 2010 – 2011 the Government invested £1.2 billion in the Apprenticeship programmes led by the National Apprenticeship Service (NAS). The same year 457,600 people started new training as an apprentice. The focus in England and Wales is to address skills shortages. Under the programme the apprentice performs paid full-time work while receiving training towards a framework of vocational qualifications.
Generally Apprenticeships are at 3 or 4 levels. In England and Wales there are 3 levels:

- Intermediate Level (level 2)
- Advanced Level (Level 3)
- Higher level (Level 4)

As employees, apprentices earn a wage and work alongside experienced staff to gain job-specific skills. Off the job, often on a day-release basis, apprentices receive training to work towards nationally recognised qualifications. Depending on the level, the apprentice's ability and the sector, Apprenticeships can take 1 to 4 years to complete.

An Apprenticeship Programme should be a competence based skills development programme, designed and endorsed by employers for their employees, which combines:

- Full time employment
- Accreditation and a measure of educational gain
- Independently accredited work based learning
- Independently accredited off the job training
- Competence based skills development programme
- An employer led design
- Opportunity for progress

Apprenticeships are for the development of skills not simply for the validation or consolidation of existing skills and are primarily aimed at young people.

https://www.gov.uk/apprenticeships-guide/overview

**Post employment support/follow up**

**Baseline Key Points**

- *More focus on following-up of results. (x5)*
- ... *we could improve the services markedly by increasing and expanding the follow-up after a former client has gotten a job. We know that most of our former clients get unsecure employment and many run into problems early on. Problems that often could be circumvented by Jobbtorg monitoring the employment so that both employer and employee feel more comfortable and secure.*
- ... *we need to do follow up for 6 months after our applicants have achieved a job to prevent them from going back to ... social benefits, and to maintain good relationships with employers.*
- *Educate in and start to use the coaching and mentoring concept from Birmingham.*
TransNet Participant Key Points

- PPDG has a call centre which only task is having contact with the clients who are on a job and their employers. I think it is a good method to make sure they stay in sustainable work. (x7)
- I think that for me and for Jobbtorg, I would like to learn more about post employment support. Can we help the person maintain the job?
- ESAT had follow-up with every person once a week, and visited them at their workplace, which I think is very good.
- The continuous follow-up of the participant after getting a job leads to a sense of security for the participant; they know who to turn to in case of any problems. (x13)
- Jobbtorg can definitely develop its work with following up applicants. Today we do not have assessments when the applicant first comes to the Jobbtorg. This is something that we definitely should consider.
- Lack of mentors and mentorship in Stockholm. (x14)
- Train the staff for mentorship – practical training. (x 8)
- The knowledge about how they work in France has inspired me to think about how we can develop the project to work with coaching and mentoring at workplaces where our participants are.

Comments

The consensus in partner cities visited is that post employment support leads to a greater chance of job retention. The baseline key points recognise that this would also be effective in Stockholm. It is important to discuss methods and select what will work best for each client group. It may be that staff will require specific training in methodologies.

The monthly Developmental Learning forms indicate that changes in working practice is already underway in some Jobbtorgs.

Post Employment Support / Follow Up – Background

This section contains background information on post-employment support and examples of two projects that contain such support.

Post employment support is intended to improve job retention and advancement rates. The most successful provide mentoring and coaching support to customers that have recently moved into work following a period of unemployment.

Successful programmes provide practical mentoring and support to individuals on a wide range of issues that relate or impact on an individuals working life together with support and guidance relating to any training and employability to help them sustain employment and develop within the workforce.

Some support is only provided by telephone by regularly contacting clients to ensure everything is going well with their job and trying to identify any issues as early as possible tackling them before they get in the way of work.
UK Government Commissioned Research, 2011
The information to follow is a summary of the 2011 research findings on post employment support strategies. Prior to the introduction of the new UK Government Work Programme the focus was on assisting and rewarding the move from welfare into work. However, the emphasis in the new Work Programme is gaining sustainable work and staying in work.

The report provided a review of both financial and non-financial post-employment initiatives introduced in OECD countries to improve job retention and advancement rates.

Types of in-work support initiatives:

• **Childcare and transport**
  Some employers provide childcare support or transport for employees, and some report benefits in terms of higher employee retention and improved work performance. The available evidence indicates that childcare and transport provision must be flexible and meet both the employees’ and the employers’ requirements. Incentives or subsidies may be required to encourage employers and/or transport companies to provide new or additional services.

• **Earnings supplements and financial assistance for employees**
  There is some evidence that earnings supplements may facilitate job retention, particularly amongst lone parents, however, employees may find it difficult to retain their job when earnings supplements end. Evidence, mainly from the US, indicates that providing emergency financial assistance, such as grants or low cost loans, may improve retention. Some post-employment service programmes now offer advice and training in money management to help new employees cope with the changes they experience when returning to work.

• **Wage subsidies for employers**
  Wage subsidies for employers are more likely to increase recruitment and retention of employees if employers are committed to providing training and/or other support for employees. Practical assistance, such as with workplace adaptations for disabled people, may also increase retention.

• **Retention incentives for employees and employers**
  Retention incentives are payable to the employee or the employer and are specifically linked to the length of time an individual stays in work. Few of such programmes have been evaluated, and there is a lack of evidence to indicate whether they are more effective as a retention strategy than other forms of financial assistance.

• **Non-financial support services**
  “**Job Coaching**” provides practical assistance to individuals with the tasks needed for their job, on the job. Job coaching requires good relationships with employers, or working closely with employers to develop appropriate programmes. There is limited evidence from the US and Norway that job coaching may improve job retention rates.
“Mentoring” matches the new employee with a co-worker or external volunteer who helps the new employee adjust to the workplace and the routine of being back in work. Some employees may reject non-work-based mentors because they cannot, or do not want to, dedicate time to mentors outside work. There is some evidence from the private-sector, Welfare-to-Work Partnership in the US that mentoring can have a successful impact on retention rates.

“Peer support groups” provide support for new job entrants from others in similar positions to share experiences, talk about problems and build workplace networks. Evidence suggests that participants can find peer support groups useful, but there is no evidence on how they affect job retention.

“Telephone helplines” are designed primarily to provide practical assistance, rather than one-to-one support. Both employers and employees may use them. Helplines can help raise awareness among employers of retention strategies but there is no direct evidence of how they affect retention rates.

Post-employment education and training
Experience suggests that skills-training must meet the needs of employers and employees closely and fit in with work and home schedules. Financial assistance may encourage both employers and employees to pursue education and training opportunities.

Advancement strategies:

Case management/caseworker approaches
Case-workers can provide counselling and encouragement, referral services, advice on benefits and emergency assistance for clients, particularly in the early months of a new job. Case management appears to work best if caseworkers are able to build a long-term relationship of trust with a client. Clients may not wish employers to know about their use of caseworker services (in case they are stigmatised). This can prove problematic for case managers where a client experiences workplace-related problems. Experience indicates that caseloads must be kept low if caseworkers are to provide effective assistance.

There is mixed evidence of the impact of case management on job retention rates: the most clear evidence of success comes from small-scale studies of case management services designed to meet the needs of specific client groups, including: disaffected young people, women returning to work, disabled people, ex-offenders and substance abusers.

Identifying and targeting clients
The arguments for and against the targeting of services are finely balanced: targeted services can be resource-intensive and costly and there can be no guarantee that they will reach all workers that require help. Non-targeted services that are available for all workers who qualify can be wasteful of resources and equally fail to reach workers that most require assistance. The main risk of targeting is that it may stigmatisate potential clients. Various strategies have been employed to counter such risks with some successes being reported.
Making programmes mandatory may circumvent the problem of allocating resources to identifying and tracing participants. However, although mandatory programmes may make recruitment easier, the processes required to ensure compliance and to respond to non-compliance can be administratively burdensome. Mandatory participation may also adversely affect the relationship between clients, employers and case managers.

Caseworker skills and expertise may need to be maintained and enhanced through training. Teams of caseworkers with diverse skills may ease pressure on individual workers and enhance service delivery.

**Involving employers in post-employment services:**
- A key incentive for employers who provide, or participate in providing, post-employment services is the prospect of reducing staff turnover and recruitment costs. Implementation costs must be considered and likely subsidised. The benefit to the employer is that members of staff are trained as mentor/coaches and this skill stays within the organisation.

**Example Projects**
The two project examples to follow, one from Rotterdam and one from Birmingham, both contain accredited training and post employment support. Both are project aimed primarily at young people with no qualifications and both are focused on sustainable employment. Both of the projects were visited by participants and both received very positive reactions.

The information in the examples is taken from documents provided by each of the cities.

**Example 1 – Rotterdam’s Revit Project**

**What is it?**
Project REVIT aims to lead Rotterdam youth, without any qualification (either school or work related), to a full time job in the Port of Rotterdam.

There has been considerable growth in the Port of Rotterdam; this coupled with its aging working population, has lead to high demand for new personnel, specifically, in the field of general/mixed cargo. The Port of Rotterdam offers work to approximately 65,000 people and traditionally these have been white males. The employers hire mainly in age groups between 18 and 27 and 60% of this age group in Rotterdam is from immigrant backgrounds.

In Project REVIT, the Port of Rotterdam Authority, the Shipping & Transport College and the DAAD employer service desk join forces to successfully direct Rotterdam youths towards work at the Port. The Port of Rotterdam Authority is the client; DAAD employer service desk is the project coordinator. The Shipping & Transport College is responsible for training and education and the cargo companies provide the Apprenticeship positions.
How does the training work?

During 40 weeks, the candidates’ schedule is a four day working week at the premises of one of the participating employers, and one day a week training at the Shipping and Transport College. The candidates receive an apprentice fee, for the first 4 months, after which, the candidates are offered a contract for a minimum of 12 months. In this “learning – working” schedule, the candidates are trained to be operational assistants. After graduation, over 80% of those employed will get the opportunity to become all-round operators allowing them to work multiple functions within the company. On successful completion of the training, the apprentice is awarded a middle vocational diploma – Employer Operations Harbour.

Entry requirements:

- In receipt of Benefit
- No basic qualification
- Age: 18 to 27 years
- Interested in a career in the harbour
- Living in the Rotterdam region
- Able to work 32 hours per week

The REVIT pilot project ran 2005–2007, with approximately 60 persons completing the training and 50% of the apprentices were employed by the private transport and shipping companies in the harbour. This highly successful project is now implemented through DAAD and continuously offers training to approximately 200 persons per year of which approximately 75% receive their diploma in Employer Operations Harbour.


www.daadwerkt.nl

Example 2 – The Birmingham Apprenticeship Scheme (BAS)

What is it?

The Birmingham Apprenticeship Scheme (BAS) was a UK Working Neighbourhoods Funded (WNF) scheme addressing the issues of youth unemployment and improved economic performance by working with local firms to create an additional 150 apprenticeships for Birmingham. The scheme commenced in May 2010 and completed in March 2012. The scheme over achieved, under budget, with 166 young people into jobs, 90% of whom resided in deprived areas of Birmingham.

In the interest of sustainable jobs each employer signed a contract with Birmingham City Council agreeing to employ their apprentice(s) for two years in return for a one-year wage subsidy at National Minimum Wage and the training of members of staff to mentor/coach the apprentice(s). The mentor/coaches were primarily the apprentice’s line manager.
Key Features of the Project

- a wage subsidy for 30 – 40 hours per week at National Minimum Wage (up to 1 year) for young adults recruited to an apprentice position, paid to the employer, over the life of the scheme;
- fully accredited apprenticeship training for the young adult and help for the apprentice with the purchase of essential, specialist equipment / clothing, in specific situations;
- coach / mentor training for the employer’s staff to enable them to better support the young adult in the workplace;
- enhanced employability essentials for young people. This improved their contribution to the company / organisation and helps them to more effectively contribute to the competitiveness and productivity of the employer;
- firms with skills and knowledge to more effectively support growth and sustainability, thereby contributing to economic growth.

Unique feature of the Project

The unique feature of BAS was the Mentoring and Coaching in the Workplace Programme, First Base, developed by The Learning Consultancy. It trained 144 workplace coach / mentors to support young people into sustainable employment. It is important to note that the First Base programme represented only 8.5% of the overall budget. Each workplace coach/mentor supports the apprentice to achieve their qualification and to develop their “Employability Essentials” – the four key behaviours needed to sustain a productive working life. The Employability Essentials are motivation, self reliance, self confidence and Positive Mental Attitude. The “Employability Essentials” were developed by The Learning Consultancy.

First Base added further to the sustainability and cost effectiveness of the scheme’s activities as the mentor, being one of the firm’s employees, continues to be in place to support other employees, future apprentices, or unemployed people returning to the workplace.

Apprenticeship Training

The Birmingham Apprenticeship Scheme supported a range of Apprenticeship frameworks all within priority growth or replacement demand sectors. Business Administration represented 31% of the total number and the majority of those entering Business Administration had no previous qualifications. BAS has given these young adults an opportunity to progress both in education and employment.

Those in Engineering, Manufacturing and Construction Technologies represented 16% and Hospitality and Catering represented 14% with the majority of those learning their trade at Aston Villa Football Club’s new silver service VFM restaurant. Customer Services represented 12% across a wide range of sectors. Childcare or Health and Social Care attracted 11% with the balance aiming to achieve a wide range of apprenticeships.
Training Generally

Baseline Key Points

- A closer vocational focus and connection to the working life in our activities.
- ...More time in groups and preparing for future (specific) jobs. ...
- Specifically targeted interventions, such as interview training, help with resume and cover letter. More regularly than it is now.

TransNet Participant Key Points

- The unemployment rate among young people is low in Rotterdam. This is probably in part a result of long term thinking and planning: the city analyses expected future labour market needs, on the basis of which courses are organised that provide a combination of theory and practice, giving young people the work experience they need to find jobs within the field in question upon completion of their studies.
- Rotterdam give 7 euros per day when youths participate in some sort of training (x10)
- We had discussions in the Working Group on the importance of job seekers having the right motivation and attitude toward the work that they seek. Matchers have gained this insight and recognise that there is no activity on the job market square that prepares our jobseekers.
- We visited the Wish Project and were introduced to the Workstar. I now use this in meetings with youth by using scale questions. (x9)
- They push really hard towards education. It’s almost impossible for someone under 27 to get social benefits without doing something.
- In Birmingham they expect everybody to take part even if a person has an ongoing drug problem etc which Jobbtorg doesn’t do. This can make a huge difference in people’s lives. (x6)
- How PPDG prepares jobseekers focusing on the specific skills for a specific job. (x9)
- Got inspired on the visit especially how EOS worked with their customers in house. I liked the idea of making “real” activities become a real job. For example, the customers were running a café and the staff could buy their lunch from the café. (x8)

Comments

Participants are already incorporating some of the methods to which they have been exposed into their work. They have observed organisations that are employing previously unemployed people to run cafes, childcare provision, work in offices etc. It appears that this method of integrating applicants is used much more in partner cities than in Stockholm. Partner cities have demonstrated a greater emphasis on the demand led approach rather than the supply led approach.

Consideration should be given to increased work with employers to determine their specific needs.
Other methods

TransNet Participant Key Points

• In Rotterdam when a person on Social Benefits has a part time job they can withhold 25% of their earnings which serves as an incentive to find a job – even a part time job. In Sweden people often don’t get a job as having a part time job is not worth it. (x7)

• At PPDG 37% of staff is ex-long term unemployed. The centre has a coffee shop open to clients and the public, also childcare services. They provide this sort of opportunity for clients much more that we do in Sweden. (x4)

• In Rotterdam work itself is encouraged! A more flexible system, for example voluntary work, taking care of neighbours children can be an activity and the person can still qualify to receive benefits. (x8)

• Professional staff at the Job Centres acting professional and looking smart. (x17)

• PPDG deliver Welfare to Work, training and recruitment services. PPDG use sport as a method to motivate clients. For example they play soccer in order to increase the capability of teamwork, social skills and trust that are important at work. It also contributes to the fact that younger people from problem areas are kept away from criminality and are encouraged to return to school.

Comments

The points above fall in to two categories:

• Very interesting learning points that would require organisational changes.

• Points that could easily be introduced into individual Jobbtorgs or throughout the organisation; some of which are being applied in Jobbtorgs.

Motivation and Collaboration of Jobbtorg Staff

Baseline Key Points

• We are 5 Jobbtorg, and I think that the services and our work would improve if we got more united, if we worked in the same way, shared the ideas etc.

• It is useful to meet and share information with others who work with the same or similar issues as this leads to synergies that benefits Jobbtorg.

• To use the same methods over the whole organisation (Jobbtorg Stockholm).

• Even more cooperation between the 6 Jobbtorgs, than it is today, more “One Jobbtorg Stockholm”.


TransNet Participant Key Points

- As more groups of colleagues travel there’s an increased platform for discussion regarding our experiences in other countries, and a natural reason to discuss our own work methods in relation to that.
- The trip led to a very good team building within our own organisation. (x11)
- A chance to meet new colleagues and the opportunity to connect to the colleagues from our own organisation has led to a much better working relation within the organisation and a lot of after work beer.
- I appreciate more the situation in Swedish labour market and I work with a more positive attitude.
- New ideas and lots of inspiration. (x14)
- Better contact with colleagues in Jobbtorg. This leads to collaborations simplified and to work becoming more effective.
- Inspiration to link more of our own organisation’s activities into each other. Creating chains of activities supporting successful matching of the employer’s needs.
- Inspiration and motivation for the development and improvement of the daily operations as well as an increased interest in exchanges with neighboring municipalities labour efforts.

Comments

Motivation and Collaboration of Jobbtorg Staff was included in this research area as it is considered that motivated staff will be more effective at motivating applicants and that collaboration with other Jobbtorg staff will result in the staff generally being more effective at their jobs.

The Baseline Key Points indicated that there was a wish, in the interest of effectiveness, for the Jobbtorgs to work more closely together. The TransNet Participant Key Points indicates that participants are collaborating across the Jobbtorgs. The Points also indicate that this has had a positive and motivational effect.

Senior Management should consider how best to keep up this momentum as it contributed to organisational effectiveness.
Conclusion

The Key Points resulting from participant’s discussion with their manager and the fruitfulness of the Developmental Learning forms following TransNet’s visits during 2012 have provided considerable material to discuss and will contribute effectively to strategy development and change. The fact that participants discussed the Key Points with their manager has had a positive effect on actions taking place within individual Jobbtorgs to enhance the services.

The report highlights the development of innovative labour market policy and strategies in TransNet’s European partner cities. These are summarised in three key areas:

- Procurement strategies
- Apprenticeships
- Post Employment Support and follow-up

All three key areas have the potential to impact significantly on issues of unemployment in Stockholm and other cities in Europe. The findings also indicate the importance for both applicants (the unemployed) and employers of:

- Sustainable jobs
- Bespoke pre-employment and post-employment training
- Employer-centred recruitment
- Methods to support job retention

It is clear from participant feedback that our partner cities are focused on a demand led approach rather than that of a supply led focus. Employers’ needs are met through the supply of effective and motivated applicants. Applicants’ needs are met by being well prepared for specific jobs.

The TransNet team hope that readers of this report will consider the information to be beneficial and useful in building on existing good practice and the further development of methods to support those who have difficulty establishing and maintaining themselves in the labourmarket.