The Stockholm Model reduces unemployment among young people
The Stockholm Model reduces youth unemployment

Stockholmers are thriving on jobs and education. The whole of Stockholm is benefitting from this. Getting to grips with the problems associated with the alienation of young people and reducing youth unemployment pays guaranteed dividends. Partly, in seemingly hard values such as tax revenues and competitiveness and partly, in seemingly soft values such as belief in the future and sense of being part of the building of society.

In the City of Stockholm, over the course of several years, we have developed ways of working in order to get more young people into jobs and education. This has produced results. We have chosen to call the structure for this work the Stockholm Model. Today, we reach a large amount of young people through Jobbtorg Stockholm and succeed in supporting many of them when it comes to taking the next step – either to find work or go back to school.

We have focused on those groups of young people who need more support – those who are further away from the labour market, who have been unsuccessful several times and who often feel daunted when faced with adult life. The personal meeting is at the centre of all our initiatives. The ability to listen is one of the most important success factors. Only then can we guide people in the right direction. Each journey must be specific to the person embarking on it. No two journeys are alike.

Charlotte Svensson, Labour Market Director
The Stockholm Model
4 (24)
The Stockholm Model reduces unemployment among young people

Contents

The Stockholm Model reduces youth unemployment 3
Summary 7
The target group 8
A model emerges 9
Project Filur 14
Project Merit 16
Youth employment schemes 18
Municipal monitoring responsibilities for 16-19 year olds 20
Treatment and the employees – the key to success 22
The Stockholm Model
6 (24)
The Stockholm Model reduces unemployment among young people

Summary

The City of Stockholm is working extensively to reduce alienation among young people. It is a highly prioritised issue that encompasses several authorities and their administrations. Systematic innovation work is taking place within Jobbtorg Stockholm to give the right young person the right support at the right time. This Stockholm Model delivers results.

1452 young people, aged between 16-24, were registered with Jobbtorg Stockholm in 2012. 67 per cent of them took up work, studies or other form of self-sufficiency.

The success factors of the Stockholm Model are the ongoing development of methods and activities, the close cooperation between different initiatives and the focus on the young person's needs. In addition to that, the importance of committed staff members cannot be emphasised enough.

Within Jobbtorg Stockholm, young people receive the support of job coaches, job matchers, IT educationalists and career advisors. They are offered various activities such as internships and short vocational courses. For many, this is enough, but not for everyone.

For those young people who need more support, the initiatives are intensified and adapted according to needs. Examples of this are the city's youth employment schemes as well as the Merit and Filur projects that are directed at different target groups, but, if necessary, can also link up in a chain of initiatives. The Merit project also includes outreach work in the area Järvafältet, where youth unemployment is particularly high.

Furthermore, the Labour Market Administration coordinates the municipal monitoring responsibilities via coordinators at all the local 'jobbtorgs' and, through an open activity on Södermalm, we strive to reach out to all the 16-19 year olds who neither work nor go to school. The work is carried out in close cooperation with Arbetsförmedlingen (the Swedish Public Employment Service), the Stockholm Education Administration and other administrations in the City of Stockholm.
The personal meeting is crucial in all forms of support for young Stockholmers. In this report, you will gain a deeper understanding of our different initiatives.

**The target group**

Jobbtorg Stockholm works with two target groups. **One of the groups** consists of young unemployed people in need of income support or other form of support from the social services.

In 2012, 1452 young people were registered with Jobbtorg Stockholm. 58 per cent of them had not completed secondary school and 45 per cent completely lacked any experience of working life.

All of these young people initially receive the same kind of help.

- A programme of action and individual job plan within five days
- The support of a coach and job matcher
- Career advisor
- Active matching and recruitment work
- Initiatives – internships, short vocational courses etc.

As a result of this, about 65 per cent are able to end their registrations within six months of the date of registering. However, there are young people who remain registered for considerably longer. The City of Stockholm draws up specific initiatives for them.

**The other target group** consists of young Stockholmers aged between 16 and 19 who are covered by the municipal monitoring responsibilities. This target group has access to targeted initiatives. However, if necessary, it also has access to the initiatives that are offered to the larger target group.

In 2012, we reached out to 1458 young people in this target group, of which 260 then registered with Jobbtorg Stockholm.

**In addition to the two large target groups,** Jobbtorg Stockholm also offers help to a group of young adults, 20-29 years old, who are reached through the City of Stockholm's special outreach initiatives.
A model emerges

Jobbtorg Stockholm was formed in 2008 and is the foundation for all the labour market initiatives within the City of Stockholm. From the very beginning, it was obvious that good results are built on a flexible and learning organisation. The ways of working and methods have been constantly developed, for instance through a series of projects part-funded by the EU.

In 2007, the Municipal Council decided to develop the municipal labour market initiatives. Jobbtorg Stockholm was established with the aim that more unemployed people who receive income support could go from welfare to work. A central Jobbtorg Stockholm organisation assumed responsibility for offering Stockholmers the same support and service regardless of where in the city they live.

The organisation, which operates from six local jobbtorgs, started on 1 January 2008. The target group was initially people who receive or are applying for income support due to unemployment. In 2009, the aspirant group was expanded to also include people who receive income support for reasons other than unemployment, where the potential to work full-time or part-time can be tested. 2011 saw the addition of the assignment to work with young people aged between 16-19 who are alienated from school and working life.

Organisational development is, and was already to start with, an important element of Jobbtorg Stockholm’s assignment. That is, to constantly hone methods and develop new ways of working in order to increase the proportion of Stockholmers who take up work, studies or other form of self-sufficiency.

Distinct target groups

When Jobbtorg Stockholm first started, the groups that found it particularly hard to become established on the job market were young people and people who had just moved to Stockholm. They were therefore prioritised in the development work.
The responsibility for the establishment of newcomers to Stockholm later came to be largely transferred to Arbetsförmedlingen. Today, young Stockholmers are still a prioritised group with regard to the development work within Jobbtorg Stockholm, together with those who are long-term unemployed.

A new administration is formed
In 2011, the Labour Market Administration was formed and ties together the city's labour market initiatives with SFI (Swedish tuition for immigrants) and adult education. The administration also coordinates the municipal monitoring responsibilities for young Stockholmers aged between 16-19.

The municipal monitoring responsibilities imply that the City of Stockholm must make sure that all young people up to the age of 20 who are registered in the City of Stockholm and who have finished compulsory education, but who have not finished secondary school, find an activity that leads to studies or work in the long run.

For the group of young people who fall outside this category, namely those aged between 20-25, the city is primarily responsible if these people receive contributions, such as income support from the municipal district committee. At the same time, it is clear that several young people in this group need support in order to move forward. Jobbtorg Stockholm has, among other things, therefore expanded the outreach work in Järva for the 20-25 years old target group within the framework of the Merit project, which is described in more detail later on in the report.

Forms of development work

Clear connection to ordinary activities
One condition for strategic development work is that it is performed within or in close cooperation with regular activities. Different development projects are therefore tightly connected to the ongoing operation.

Network building
As far back as 2008, a network of group leaders accountable for the work with young people was established at the local jobbtorgs. The exchange of knowledge and experiences as well as joint discussions about the need for further initiatives were immediately set in motion.
A network of all the youth employment officers was subsequently formed in order to regularly exchange experiences, benefit from competency development regarding youth issues and compare and assess methods and the ways of working at the local jobbtorgs.

Cooperation agreements
At the same time, cooperation agreements were also concluded with Arbetsförmedlingen about how to cooperate locally with regard to young unemployed people, since the young people who are registered with Jobbtorg Stockholm must also always be registered with Arbetsförmedlingen. The basic condition is that our initiatives must complement each other in the daily work.

Take advantage of knowledge and experiences
The special youth projects, Filur and Merit, have been developed as a result of the cooperation between managers and employees at the local jobbtorgs. As have youth employment schemes. They are all important elements of the Stockholm Model.

Continuously create initiatives that link up with one another
Furthermore, the group of young people who have recently moved to Stockholm can take advantage of language support initiatives that offer internships. By receiving support from language support staff who speak their mother tongue, it is possible for young people to establish contact quicker with the labour market.

Within the competency development project TransNet, where employees travel to European cities to learn, young people who feel alienated has been a recurring theme. The issues relating to alienated young people concern and involve large elements of the Jobbtorg Stockholm organisation.

Project Filur – first out
The first project that was started for method development was Filur. The background to the project was that the local jobbtorgs experienced that a group of young people had particular difficulties in getting work – and, subsequently, difficulties in holding on to a possible internship placement or job.

Besides unemployment, very low self-esteem was another characteristic of the group. There often existed psychosocial problems. The core of the Filur project was therefore to create a self-strengthening programme in order to give the group better
conditions to hold down a job. The pre-planning took place in spring 2009 and the project was launched in March 2010.

**Project Merit – the next piece of the puzzle**
The second project that was started was Merit. The background to this project was the discovery of a disparity between a group of young people and the choice of initiatives. Despite the fact that there were several different activities for young people, there was a group of girls and boys who were unable to benefit from them.

The basic idea with Merit was therefore to create new paths to regular activities in the form of preparatory initiatives and try-it-out activities.

Project Merit participants are always offered support, even after some time in the new activity – the internship, the job or the studies – in order to have a greater chance of fulfilling the task. In addition, Project Merit has a specific task to pursue outreach work with regard to the alienated young people group in the Järvafältet area, where youth unemployment is particularly high.

The pre-planning for Merit took place in autumn 2009 and the project was launched in September 2010.

**Youth employment schemes**
The City of Stockholm is one of the largest employers in Sweden and the city decided in 2010 to offer young people, through Jobbtorg Stockholm, internships within the city's various activities with the opportunity for subsequent employment of six months.

During the first year, 200 young people were offered internships and, over time, more have been given this opportunity – over 400 young people in 2012. The initiative is directed at young long-term unemployed people who have been registered with Jobbtorg Stockholm for a long time.

Youth employment schemes are closely connected to the local jobbtorgs and the Filur and Merit projects.

**Municipal monitoring responsibilities**
The Labour Market Administration has been coordinating the municipal monitoring responsibilities since 2011. It is a city-wide assignment and the target group differs from that of the other youth work. The majority of the target group participates in the initiatives voluntarily. Only a small section has income support.
The Stockholm Model reduces unemployment among young people.

There are coordinators at each local jobbtorg who specifically perform outreach work with regard to the target group of young people aged between 16-19, who neither work nor study. Furthermore, there has been an open activity at Åsögatan 115 since spring 2013.

Every month, approximately 100 young people are registered for initiatives within the framework of the municipal monitoring responsibilities. The work is performed in close cooperation with the City of Stockholm's Education Administration and its “Skolsluss” (a service for people looking to find a place at an secondary school) as well as with Arbetsförmedlingen’s "Unga In" initiative (translated literally as "Young People In"), which is an outreach activity for young people who are alienated from school and the job market.
Project Filur

Not everyone sees their opportunities. There is a group of young people who need more support in order to assimilate initiatives. This gave rise to the Filur project within Jobbtorg Stockholm. Here, young people are given the opportunity to mature, to learn to follow routines and to strengthen self-esteem.

The project intensifies the support for those young people who have the most difficulties in establishing themselves on the labour market. The aim is to strengthen self-esteem and the belief in one's own ability to influence one's future.

Filur is a project within Jobbtorg Stockholm. Arbetsförmedlingen, Försäkringskassan söderort (The Swedish Social Insurance Agency South Stockholm) and kompetens- och arbetsmarknadsförvaltningen (the Competency and Labour Market Administration) in the City of Sundbyberg have been collaboration partners.

Participation in the project is on a full-time basis. The project participants are present every day for the first eight weeks. Individual discussions, inspirational lectures and study visits are carried out every week. After that, the idea is that the young people will try out a job for a month. The purpose of all this is to lead them one step closer to studies or work.

How it works

The programme consists of group exercises with different themes, over the course of eight weeks. An in-depth interview helps to analyse the participants' skills, needs and any obstacles so that a realistic plan can be drawn up for everyone. The self-strengthening training also includes individual coaching, guidance and internships.

1. Eight-week educational self-strengthening programme.
2. Four-week job trial through an internship.
3. Enhanced support during the internship period with officers from public bodies and the business community.

78.5%

of all of those who ended their registrations in 2010, 2011 and the first half of 2012 had their own income according to a survey in January 2013.

406 young people have taken part in the Filur project since its launch in 2010.

"What is so extremely important now and what I understood during Filur is that it is my own responsibility to organise my life and my game plan"  
Christoffer
The Stockholm Model reduces unemployment among young people who are offered supervisor training according to the same methodology as that used by the participants in the project.

**Results**
406 young people have been registered for the project since its launch in March 2010. The goal is for the aspirants to be self-sufficient six months after the programme has finished. According to a survey in January 2013, 78.5 per cent of those who ended their registrations in 2010, 2011 and during the first six months of 2012, had their own income.

**Success factors and experiences**

*Chain of initiatives*
The most important thing for success is the chain of initiatives, from the first individual meeting, via the structured "7-TJUGO" method, to individual discussions and internships.

*Continuity*
Participation in the project is on a full-time basis. The group meets every day. The staff members at Filur see and acknowledge each participant.

*Personal contact*
It is vital to see the individual and meet each young person's needs and dreams. A maximum of ten people per group has ensured personal contact and a high degree of participation.

*Internships*
Internships are chosen based on the interests and needs of the individual.

*Opportunity for youth employment*
Another important success factor is the opportunity for youth employment within the City of Stockholm over the course of six months. About 70 young people in the project have been given that opportunity.

Project Filur is to finish in 2013 and then be fully implemented as a regular activity.
Project Merit

Through Merit, the participants receive precisely that – a merit. That which is often required in order to look further. Merit is a project with two main elements – outreach work and preparatory initiatives. The objective of Merit is to create new paths to regular activities where there is a wide choice of initiatives.

The outreach work is located in Järva, an area with huge challenges and high unemployment compared to other parts of Stockholm. The outreach workers operate for example by passing on contacts to the municipal district administrations, Jobbtorg Stockholm, Arbetsförmedlingen and the education system. The aim is to make it easier for young people to get a job and overcome the obstacles that enhance the sense of alienation.

Merit's preparatory initiatives have the entire city as the catchment area and have offered young Stockholmers a great number of tailor-made initiatives since its launch in August 2010. After the project period, the model will be implemented and developed further within regular activities at Jobbtorg Stockholm. New training courses and projects emerge, to offer a wide choice of target group-adapted initiatives.

How it works

In the outreach work, Merit's youth advisors are in contact with young people in Järva every day. They have a broad network and also visit organisations and other actors that work with young people, such as the police, Arbetsförmedlingen and the social services.

The youth advisors work on strengthening the young people's self-image. Discussions are often about the structures in society, which can be important to understand in order to move on in life and gain work. The majority of young people come from the local jobbtorgs. However, the youth advisors can also register participants for Merit's preparatory training.

The aim of the preparatory training within Merit is to increase motivation and create a sustainable everyday structure. During the preparatory training, personal contacts are attached to each

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42%
end their registrations within 90 days, i.e. take up a job, studies or other form of self-sufficiency.

390
young people participated in the Merit project up until spring 2013.

"Having the chance to get out into a place of work is a really big deal for me. Things have been pretty tough for me in the past. My future did not look so bright. However, when I came here (internship at ICA), I felt that perhaps things can work out in life and work and everything"

Elina
participant, which is a condition in order to be able to work with the enhanced support.

The 1-2 week long preparatory training is held at the Merit location in central Stockholm. After that, the participants move on to one of Merit's collaboration partners for a vocational course with subsequent internship. Merit's coaches maintain contact with the participants during the entire initiative and offer continued coaching and enhanced individual support.

Results
Up until the middle of April 2013, about 390 participants in total have started the programme. 42 per cent of the young people who have started Merit ended their registrations with Jobbtorg Stockholm within 90 days as they are self-sufficient. Three and six months after the registrations are ended, the chances for a Merit participant to cope without income support are greater than for a participant who has only participated in Jobbtorg Stockholm's other activities.

Success factors
Enhanced support for a long period
Merit offers the participants enhanced support even during the initial period of the regular studies or employment. This increases their chances of fulfilling their studies or holding down their job.

Individually-adapted coaching
The enhanced support is based on the needs of each individual. Some young people need more motivational interviewing sessions in order to get going and to have the energy to fulfil an entire initiative, others use Merit's coaches as a sounding board.

Clear connection to the job market
Merit has a wide choice of initiatives, to help prepare for both studies and work. The vocational preparation initiatives stretch to several different industries – trade & commerce, construction, health care, cleaning, restaurants & catering among others.
Youth employment schemes

The youth employment schemes open the door to the first job. It is a tool used within Jobbtorg Stockholm in order to reduce long-term unemployment among young people. In 2013, the City of Stockholm is aiming to offer 400 youth employment placements.

Many young people have problems in finding their first job. They lack work experience, references and the contacts that they require in order to enter the labour market. A long unemployment period makes it even more difficult to get in contact with a first employer.

Since 2010, Jobbtorg Stockholm has been able to offer internships for one to three months within the city's own companies and administrations. Young people are allowed to try out a vocation, be part of a workplace and a work group and learn routines and different work activities. Allowing young people to be involved as much as possible in the choice of workplace has proved to be a success factor.

The City of Stockholm's operations are a good basis for teaching young people about the practical aspects of working life, such as cooperation, social codes and communication. In most cases, the internships will be followed-up by a temporary employment period of six months, where Jobbtorg Stockholm is responsible for the salary costs.

The aim for 2013 is that 70% of all young people who participate will have a new job or have started studying after leaving their youth employment.

How it works

1. The young person initiates contact with the local Jobbtorg and subsequently looks for a suitable internship placement together with his/her job matcher. A short interview can lead to a one to three months internship.

2. If the young person is pleased with the workplace and the employer is satisfied with the internship, a six month temporary employment is offered within the City.
3. The young person has a supervisor appointed at the workplace during the entire initiative. During the employment, the job matcher holds regular follow-up meetings at the workplace, where the young person receives feedback from his/her supervisor and new development targets are set.

4. When two months of the employment remain, the young people are given help to look for a new job and are offered individual study and vocational guidance.

Results
About 950 young people have participated in the activities since March 2010. 819 young people have received temporary employment within the City. In 2012, approximately 72% of those who started an internship were offered employment. On average, 77.5% of the young people have taken up work, studies or other activity with their own income after youth employment finished.

Success factors and experiences

Experience from a real job
Having the chance to try out a real job is extremely valuable for a person who wishes to start working life.

Ongoing cooperation
Both the employers and the young people appreciate the fact that the job matcher constantly follows-up during the employment. It helps, for example, if the employer has to bring up sensitive issues.

Committed managers and supervisors
The City's employers are very positive towards the activities and are happy to help a young person move on in working life. Diversity has increased in the workplace. Young people have contributed new ideas.

Salary
Receiving an income of your own is an important incentive for the young person.
Municipal monitoring responsibilities for 16-19 year olds

New goals for young Stockholmers. The municipal monitoring responsibilities deal with approaching young Stockholmers aged between 16 and 19 who neither have a job nor attend secondary school. Support must be offered to those who need it in order to move on.

Since 1 July 2011, the Labour Market Administration has assumed responsibility for the municipal monitoring responsibilities in the City of Stockholm and for the coordination of this between the City's various administrations in cooperation with the Stockholm Education Administration.

The monitoring responsibilities imply that young people aged between 16 and 19 who do not attend or who have not completed secondary school are approached and offered support to move on.

The aim is that as many as possible become motivated to return to some form of studies within the secondary school. For those who cannot consider studying, the aim is to prepare them for the labour market. In 2013 we are intensifying our efforts. We are partly strengthening our outreach initiatives, and partly launching an open activity at Åsögatan 115. The open activity is named Aim – as in the English meaning of the word.

How it works

1. A central coordinator, a work group at our central open activity and local coordinators within Jobbtorg Stockholm plan the initiatives.
2. The local coordinators actively approach the young people whose occupations are unclear. They phone, send cards, text messages and make house calls.
3. The young people who the coordinators come into contact with who lack an occupation are offered study and vocational guidance and coaching as well as the opportunity to participate in a number of different initiatives, for example internships.
The Stockholm Model reduces unemployment among young people

Results
In 2012, the local coordinators were in contact with a total of 1458 young people. The absolute majority of these proved to have an occupation, for example 41% of the young people who were approached in December 2012 studied. 260 young people were registered with Jobbtorg Stockholm and 196 of them took up jobs, studies or other form of self-sufficiency.

Success factors

Individual approach
Some cases may have very complex background problems. An important element of the work therefore deals with motivating, facilitating and creating relationships – a job that requires both time and resources. The individual approach is often extremely crucial to the result.

Local presence
The local coordinators actively work with network building in order to come into contact with the target group. Cooperation takes place, for example, with field assistants, contact persons at the municipal district administrations, the police and Arbetsförmedlingen.

Collaboration between players
A close collaboration has been built up with Arbetsförmedlingen's outreach initiative "Unga In". The same has happened with the Stockholm Education Administration's "Skolsluss" and Jobbtorg Stockholm's Merit project, which pursues outreach work in the Järvafältet area, as well as with the outreach work in the municipal districts.
The staff members line of conduct
– the key to success

Systematic innovation work is taking place within the Labour Market Administration, and then primarily within Jobbtorg Stockholm, to give the right young person the right support at the right time. Close cooperation is a condition for achieving results.

There are several alternative routes within the Stockholm Model. No two journeys are the same – someone might have a clear route to work or studies, another might have to jump off at different stops, change tracks and perhaps sometimes go back a bit in order to then go forward.

In autumn 2013, the City of Stockholm as a whole is stepping up the work on its vision, focusing on treatment issues. This feels completely natural for our activities.

The personal meeting and the tailor-made support place high demands on the staff members within the different activities – with regard to knowledge and respect for the various initiatives and with regard to ongoing cooperation.

The individual who meets a young person in his/her work is responsible for offering the right support – which can sometimes mean having to direct the young person towards another activity than his/her own.

All development projects have been linked to our network of youth officers and youth supervisors, who constitute the hub in the coordination. Consequently, the initiatives have been able to complement and link up with each other, instead of competing. It is ongoing work that must never stop.

The journey now continues in order to further clarify and develop our ways of working within the framework of the Stockholm Model.
The Stockholm Model reduces unemployment among young people

23 (24)