

European Public Employment Services (PES) Network study on assessment and early intervention to prevent long term unemployment following the Council Recommendation on the integration of the long-term unemployed into the labour market¹

1. Background

At its June 2016 meeting in Amsterdam the PES Board gave a mandate to a PES LTU Working Group to prepare a PES Network contribution to the EMCO monitoring of the implementation of the above Recommendation. The Working Group, comprising representatives from PES Bulgaria, Poland, Slovakia and Spain produced *a Proposal to EMCO for Quality Standards including supplementary qualitative and quantitative indicators to monitor implementation of the Council Recommendation on the integration of the long-term unemployed into the labour market*. The quality standards were agreed by the PES DGs in August through written procedure, submitted to EMCO on 29 August. 2016, and following EMCO endorsement adopted by EPSCO on 13 October 2016.

The second phase of WG work concerns to the preventative assessment measures and early intervention procedures applied by PES. The Working Group developed a questionnaire for PES to provide the basis of input to this report which summarises PES best practice in this area. The questionnaire was sent at the end of August 2016 and 28 PES replied providing contributions.

2. Individual Assessment of the unemployed

In the Council Recommendation on the integration of the long-term unemployed into the labour market it is recommended that Member States offer registered long-term unemployed persons in-depth individual assessments and guidance at the very latest when they reach 18 months of unemployment. The assessment should cover their employability prospects,

¹ Council Recommendation of 15 February 2016 on the integration of the long-term unemployed into the labour market (2016/C 67/01)

barriers to employment and previous job-search efforts, providing individual assessment support to the registered long-term unemployed.

All PES responding to the survey undertake assessment of the unemployed after registration. The assessment includes the following aspects: exploration of the jobseekers' potential, their strengths, obstacles to employment, determination of necessary subsequent actions and support to be taken up, the risk of long-term unemployment, etc.

immediately after registration or during the registration	•BG, HU, IE, LV, MT, NL, PL, PT, ES
up to 10 days	•AT, SE, UK
10 - 14 days	•FI, SE
14 days - 1 month	•HR, CZ, EE, FR,DE, LT
4 - 6 weeks	•DK
depends on several factors	•BE-ACTIRIS, BE-LE FOREM, BE-VDAB, CY, IT, IS
not defined	•SK

Figure 1: Date for the assessment of the unemployed after the registration

The assessments are carried out immediately after or during the registration process or within a specified period following this.

The only country that did not define a deadline for the assessment is Slovakia. In this case the individual assessment is not provided to all job-seekers and there is no uniform guideline as to when after the registration the assessment should be provided. Slovak labour offices are entitled to decide whether and which of the job seekers will be provided with an assessment.

In several PES the timing of the assessment after the registration depends upon specific factors, mainly connecting to specific client characteristics such as, age, education level or entitlement for the unemployment benefit.

In Belgium (Le Forem) the assessment is carried out within 6 weeks to 3 months after the registration. For highly qualified people the assessment is carried out 4 months after the registration, this avoids deadweight effects as because 60% of them find a job by themselves within this period.

Several PES provide the assessment in two or more stages (BE-VDAB, BG, LT, MT, PT, FR). Usually the first stage takes place immediately after registration or during the registration. At

the first stage the initial assessment (or pre-assessment) is carried out when the basic information, mainly based on statistics are collected and analyzed. The next stage of the assessment is carried out within a specific period of time and usually involves in-depth assessment carried out by a counselor, during which more subjective factors are taken into account.

In some PES assessment combines an automated process carried out through an IT system, which is then then finalized by the counselor (FR, DK, PT).

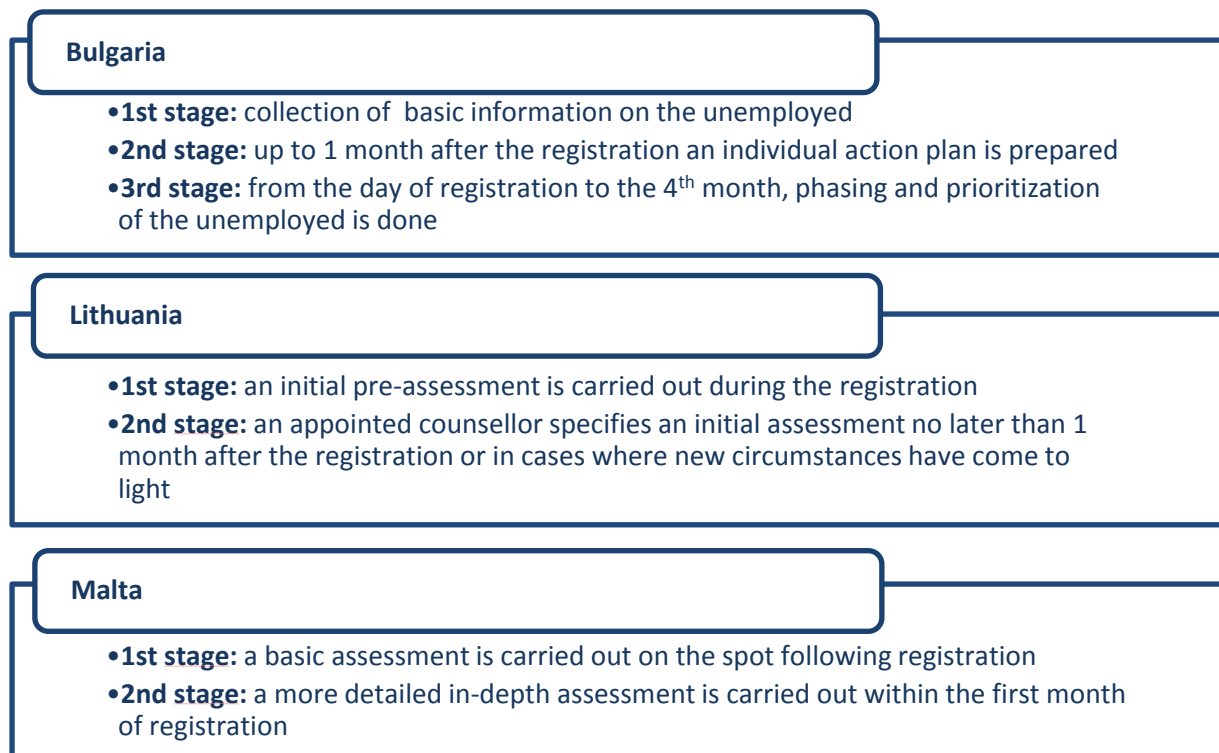


Figure 2. Examples of multi – stage assessment

In most PES the assessment is carried out by counsellors (employment counsellors, vocational counsellors, work coaches, case officers, client’s advisers). Staff undertaking the assessments in several PES have specific qualifications and academic background (DE,CY, IS)

In some PES the profiling system / assessment process is entirely automated through the use of IT systems and digital instruments (IE, NL).

In Ireland profile data is collected on site at the local job centre. Based on the collected data, the IT systems recognizes the Probability of Exit (PEX) scores and streams clients into appropriate intensity/frequency patterns with those assessed as being at risk of LTU receiving the most intensive interventions/supports from their assigned case officer.

In Netherlands the Work Profiler is a digital instrument which delivers important input for both unemployed jobseekers and counselors, predicting the risk of LTU in order to enable adequate subsequent preventative steps to be taken.

In 93% PES who completed the questionnaire the assessment is mandatory. In only three PES: Cyprus and Netherlands, assessment is voluntary .

In Cyprus assessment is not mandatory but recommended for certain categories of unemployed people considered likely to experience special difficulties due to lack of skills and work experience or other circumstances (personal, social, situational, etc.).

In Netherlands filling in the questionnaire is voluntary but 70% of the registered unemployed do this. The remaining 30% of non-responses are analyzed in order to see how PES can increase the future response rate.

In Spain assessment is the right of every citizen and an obligation for the PES.

In most of PES the assessment is prerequisite for further work between the unemployed person and the PES and is therefore an integral part of the claim taking process. In some PES it is impossible to draw up an individual action plan, decide upon targeted services or in general cooperate with the unemployed without the assessment (BG, LT, SK). Assessment can be a result of mutual cooperation and communication between the unemployed person and the counsellor (IS, PL).

In Bulgaria the main objective is to reach a common understanding acceptable to both sides for future collaboration between the unemployed person and the employment counsellor.

Some PES apply a sanction if the unemployed person refuses to participate in the assessment.

In France, Germany and Poland, refusing to undergo assessment can result in temporary removal from the unemployed register. In Germany and Iceland the clients are assigned to a specific counselling and placement professional. In Germany the assignment can be based e. g. by occupation. The clients cannot choose their contact person themselves (but women can insist to be advised by a female counsellor). Attendance for meetings with job counsellors is also obligatory in Iceland and Malta. Additionally, in Germany, Iceland and UK benefit payments can be suspended or cut if clients fail to attend these meetings.

During the assessment process objective information (such as personal data, education, work experience, etc.) as well as more subjective information (such as soft skills, attitude to mobility, job search skills, etc.) are collected. Whilst the objective factors are rather similar in all PES, the subjective may differ between PES. An interesting further consideration is the extent to which such data can be considered as subjective or objective and how this assessment differs between PES.

During the assessment the following data can be collected:

- Personal data (age, contact details, family situation, etc.),

- Education / Training information (academic qualifications, professional licenses and certificates, language proficiency, etc.),
- Professional information (professional level, work experience, etc.),
- Information on availability to work (mental / physical work ability, availability to travel, job expectation, etc.).

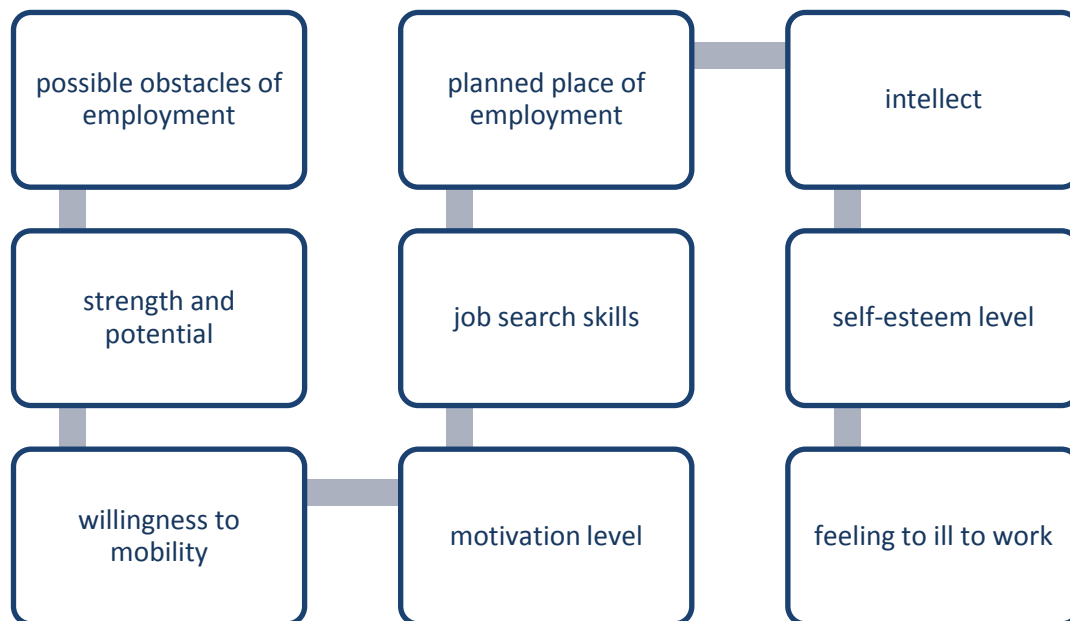


Figure 3: Examples of „subjective factors“ examined during the assessment

In most PES it is mandatory to periodically update the results of assessment.

PES where updates are mandatory include BE-Actiris, SL, BG, CY, CZ, IE, SE voluntary updates are undertaken in PT, SK.

In Slovakia there is no uniform procedure related to frequency or obligation to carry out the assessment. In the case of long-term or repeat registration the job seekers may be re-assessed if needed.

Examples of assessment update procedures include:

- Continuous (BE-Le Forem, BE-VDAB, BG, DK, HU, PT),
- if there is any change in the situation of the unemployed person (AT, HR, CY, FR, IT, PL, SL, SE, LV),
- on each contact (HU, DE, MT, CY, IS),
- within a fixed deadline (CZ, EE, LV, MT).

In the Czech Republic the update is carried out the latest after 5 months and then a further 12 months after registration, but it could be earlier. In Estonia the updates are made as and when needed but at least every 3 months.

In Latvia at least once in 6-month period or:

- after the unemployed person participates in labour market measures of the State Employment Agency (except capacity/capability building activities and career consultant consultations),
- if there are identified changes in self-esteem of unemployed,
- if there are changes in the profile of the unemployed.

In Malta the profile of the jobseeker and personal action plan is reviewed every time that the jobseeker meets with an Employment Advisor. Meetings, for which attendance is mandatory, take place at 4 to 6 week intervals.

In Netherlands if the risk of LTU is greater than 50% the unemployed jobseeker is invited to the local office approximately 5 weeks after registration to discuss the relatively high risk of adequate preventive steps. If the risk is lower than 50% an invitation to the local office is also possible and can be initiated by either the jobseeker or the counselor if there is an indication/reason for this.

In Spain the assessment update is made when necessary and by request of the applicants or the Guidance services.

Essentially in all PES the assessment has an impact on the scope or the timing of action undertaken with the unemployed. In almost all the assessment provides the basis of action plans for the unemployed (BE-Le Forem, BE-Actiris, BE-VDAB, CY, EE, FI,FR, DE, HR, CZ, IS, E, LV, LT, MT, NL, PL, PT, SK, SI, ES, SE, UK).

In Bulgaria the assessment does not so much affect the range of services offered to the unemployed, but rather the expected periods during which they will be implemented.

In Italy assessment depends on the individuals' situation and on the local labour market position. Generally, priority is given to those unemployed more distant from the labour market (according to the profiling results) and to the beneficiaries of unemployment benefit.

In most PES the unemployed themselves can influence an assessment (AT, BE-Le Forem, BE-Actiris, BE-VDAB, BG, CY, CZ, EE, FI, FR, IS, SL, LV, LT, PT, SE, UK), albeit to a limited extent in some (DK, DE, HU, IT, MT, NL, PL, SK, ES). An action plan can in such cases be devised in consultation with the jobseeker following communication and cooperation between jobseeker and counsellor.

In Croatia assessment is based on the data collected during individual counselling, the counsellor categorizes the unemployed person.

In Ireland the clients profile is based on the personal and socio-demographic characteristics of the jobseeker, which in turn leads to calculating the Probability of Exit (PEX) score. Any changes in the jobseeker's circumstances e.g. commencing part time work, attainment of an

educational award/degree, upskilling, etc. are factored into the most recent profile to reflect these changes as part of an ongoing process.

In some PES assessment is the result of cooperation and common agreement between the unemployed and counselor. Where the assessment is divided into several stages, the unemployed do not tend to have any influence on the first part of the assessment, during which the statistical data is collected. However the unemployed may have, at least to some extent be able to influence the second part of the assessment, when the subjective information is collected through the interview conducted by the counsellor.

According to the questionnaires, 22 countries (BE-Le Forem, BE-VDAB, BG, HR, DK, EE, FI, FR, DE, HU, IS, IE, LV, LT, MT, NL, PL, PT, SL ES, SE, UK) say that they identify a risk of long term unemployment. Remaining PES either don't do this (BE-Actiris, CZ, SK, IT, CY) or do not systematically assess the risk (AT).

Some of those PES which identify people at risk of long term unemployment don't do this directly but use a range of tools and an holistic assessment.

There are two main approaches to identify those who are at risk of long term unemployment, through:

- profiling system / assessment / categorization that identify those who are the most distant from the labour market, prepared or not for the labour market, who could have difficulties in labour market integration, level of employability (PL, HU, IE, IS, SI, ES, CY, LT, HR),
- profiling tools which predict the risk of long term unemployment (FI, SE, PT).

In Finland and Sweden the profiling tool is available in the employment offices. The tool predicts the risk of long term unemployment.

In Croatia a statistical model of predicting long-term unemployment of newly registered unemployed has been developed and its implementation is planned for the next year.

In Lithuania the unemployed persons, according to the assessment results, are divided into four groups: prepared for the labour market motivated, prepared for the labour market unmotivated, unprepared for the labour market motivated, not prepared for the labour market unmotivated. The two latter groups have the biggest risk of becoming long term unemployed. The risk of long term unemployment in Lithuania is mostly related to older age, place of residence (rural areas) and passive attitudes towards professional development.

In Portugal, three profiles in which the unemployed are categorized are precisely indicative of the respective probability of becoming long-term unemployed (LTU), according to the following:

- Profile 1 - unemployed who require intensive support (high risk of LTU = + 40% probability of becoming LTU)
- Profile 2 - unemployed with employability deficits (moderate risk of LTU = 20 to 40% probability of becoming LTU)
- Profile 3 - unemployed with adjusted profile to the market (low risk of LTU = up to a 20% probability of becoming LTU)

In UK a key part of the initial assessment and support provided by work coaches is the identification of factors that might make finding work more difficult and therefore, put the claimant at risk of being unemployed for a lengthy period, e.g. a health problem, previous criminal conviction, evidence of drink or drug addiction, homelessness. And in doing so, the work coach provides access to additional help, including early voluntary access to the Work Programme, which has specialist support delivered by contracted providers, paid by integration results.

3. Early intervention

The Council Recommendation on the integration of the long-term unemployed into the labour market focuses on the necessity of a “preventive approach”. It is recommended to strengthen and, where necessary, complement prevention and activation measures mainly focusing on the start of the period of unemployment.

In practice PES “preventive approach in an initial period of unemployment” is expressed in, inter alia, an “early intervention” rule towards the unemployed. This means, in the absence of any formal or legal definition / PES intervention ***“as early as possible”***.

The principle of early intervention is expressed through:

- problem identification oriented PES activity, for example: placement, counselling, training (AT), personal counselling (FR),
- differentiated procedures, including Individual Action Plan realisation: individualised counselling approaches (CY), intensified contact courses supporting job seeking (DK), work focused counseling (EE), early consultation (DE), - activities according to profiling systems (IE, PL, SE, BE), a standard operating model (UK),
- diversified preventive measures (LV, HU, MT),
- rapid take up of any intervention (AT, BE, DE, IS, IT, PL, PT, SE, UK, LV).

In some PES (IS, LT, ES) special emphasis is placed upon early youth early intervention.

“Formal definition” of early intervention is connected with a defined main target in a beginning of unemployment (FI), triplate agreement, national strategic plan with a principle of taking in charge earlier jobseekers as a major commitment and with an objective to reduce the time between on line registration and the first face-to face interview (FR) or Profile Brand procedure where time of intervention depends on PEX score (IE).

There are also examples of preventative PES interventions with groups not unemployed. For example, in the case of Croatia and Lithuania early intervention means interventions for companies in the case of massive redundancies, while Croatia and Hungary concentrate PES early intervention activities in schools in order to prevent possible future unemployment of graduates.

PES reported a broad range of measures taken immediately after the registration of unemployed jobseekers: PES provide general information (SK, BE, IS - group meetings, NL – network trainings for elderly LTU), preparation of Individual Action Plans (BG, HR, EE, LV, LT, PT, ES, PL, CY, DK, FI, DE, SL, NL), provision of assessment or profiling (CZ, FI, FR, HU, IT, LV, MT, SL, PL, SE, IE, BE, NL), provision of placement services (AT, BG, BE, CY, DE, LT, IE, MT), provision of information about training / employment programmes (CY, MT), referring the unemployed to employment offers (BG), providing individual counseling (HR, CZ, DE, UK, FR), organizing target oriented support (DE, HU), digital channels / actions in the case of LTU (NL), "Services to increase motivation " (LT).

In general, PES differentiate activities for the unemployed based on the length of unemployment spells, especially for LTU. PES customize services, present tailor made approaches, including determination of active employment measures (PT, DK, IS), identify needs resulting from the profiling process (PL, SE, IR), provide "motivation" services (BE-VDAB, BG, HU, IS, IE, LV, LT, UK, EE), offer special packages for LTU including public works schemes (HR and HU) or subsidised employment programmes (CY and FI), organize more frequent meetings (BE- Le Forem) or refer LTU to other, specialised units in the PES (AT).

Further examples of the programmes identified for addressing LTU were² :

- "Follow-up into work service", "Contracts for inclusion in the labour market", „Training action before recruitment" (FR),
- set of programmes addressing LTU, including LTU under 25 (LV, LT, SK) or including LTU under 30 (ES),
- Work Programme Initiative (MT),
- "Reactivate" Programme (PT).

² These are the examples of programmes / services especially dedicated to LTU which have the aim of integrate LTU into the labour market via, for example, acquire skills, job creation, job searching, "special attention", increase of motivation, etc.

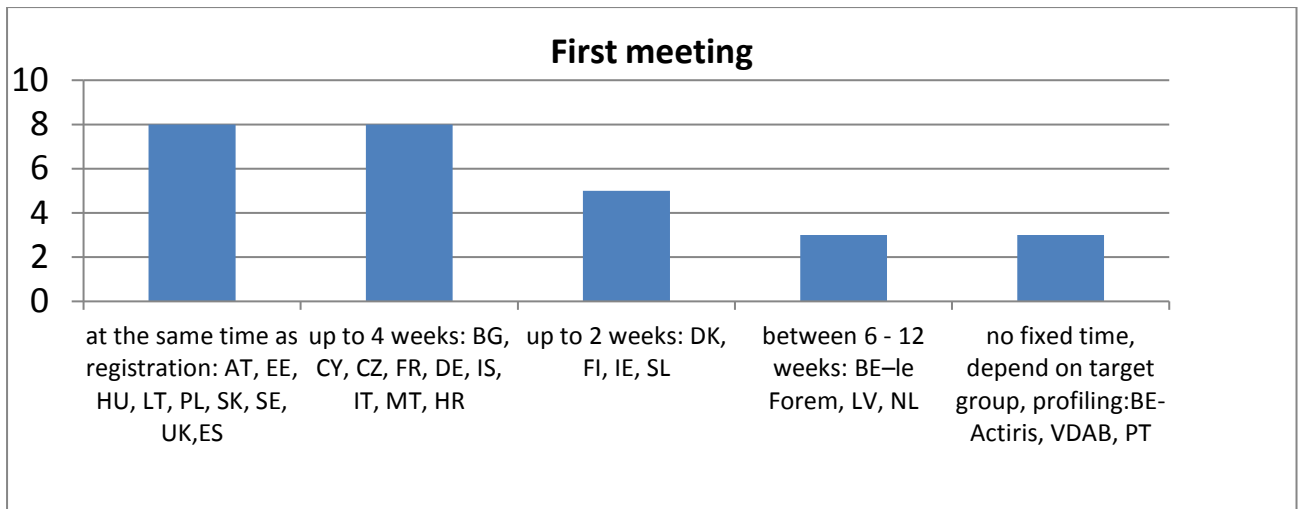


Figure 4. The time in which the first meeting with an unemployed person after registration is organized

The frequency of the meeting of job counsellors with unemployed people depends upon the needs of the unemployed or steps set out in IAPs (BE-Actiris, BE-Le Forem, BE-VDAB, BG, FI, DE, IT, LV, LT, NL, PL, PT, EE). PES reported a variety of frequencies ranging from short contact intervals (AT) and at least every 2 weeks (UK) to at least monthly meetings (HR, CZ, DK, EE), once every 4-6 weeks (CY, FR, IS, IE, MT, SK), every 3 months (HU, SL) to at least once every 6 months (SE, ES).

In almost every case PES say that it is possible to increase the frequency of meetings if there is a need for this or if it will be profitable for clients (AT, BE-Actiris, BE-Le Forem, HR, CY, CZ, FR, HU, IS, IE, LV, LT, MT, PL, PT, SK, SL, UK, NL, EE). In general the same counsellor remains responsible for activation of an unemployed person or there is one single person of contact (AT, BE-Actiris, BE-Le Forem, CY, CZ, FI, FR, IS, IE, IT, LT, MT, NL, PL, SL, UK, EE). In some PES the number of persons providing services depends on the service model (BG, DK, PT, SE).

The questionnaire identified significant discrepancies between PES regarding the average time limit devoted by job counsellors to job seekers ranging from 15 minutes: (HR in case of consultation) to 60 minutes (ES, UK). PES's reported their average times as follows: 20 minutes (BG, CZ, SL – in case of “basic counseling”), 21 minutes (AT), 30 minutes (FI), 15 – 40 minutes (ML), 10 – 45 minutes (HU), 30-45 minutes (CY), 40 minutes (HR- in case of counselling consultation), 45 minutes: (SL- in case of in-depth career and rehabilitation counselling), 30- 60 minutes (IS).

Some PES reported difficulties in calculation: BE, DK (due to municipal responsibility), EE (possibly 1 hour), FR, IE,, PL, PT, SE or do combine digital en face services according to customer's need (NL)

An average time for counseling is 37 minutes 20 seconds.

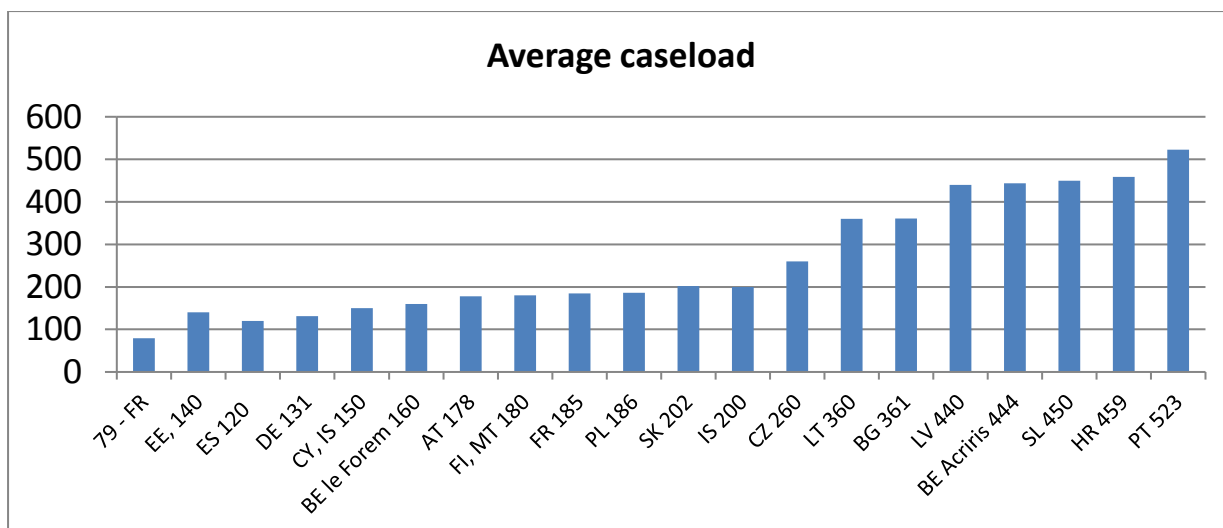


Figure 5. The average caseload for one job counselor

PES's use a variety of formats and channels in order to facilitate their meetings with the unemployed. E-mails, text messages, telephone support, web and chat services, and social media were mentioned. It is also clear that the above channels invariably complement and supplement rather than replace face – to – face meetings.

Among PES's on line services there are especially developed digital offerings, for example: „eAMS-Konto“ (AT), „Burza rada“ portal (HR), „Jobbörse“ (DE), „Burvis“ (LV), „Personal Work“ folder (NL). The aim of PES digitalization is to make the services more accessible to the clients and upgrade and enhance PES efficiency.

Within the scope of actions undertaken at the early intervention phase PES reported: diagnosis on jobseekers' situations, personal assessment and "profiling", examination of strengths / weaknesses , skills, motivation to work, social or personal obstacles, job search – matching, individualised approaches – IAPs, individual and tailored itineraries for the unemployed.

4. Statistical Analysis

It had been intended to use existing statistics to present some common trends in long term unemployment. It was noticed that although every country collects the basic data on LTU it was hardly to analyse and compare more sophisticated data, for example as regards the inflow / outflow of LTUs in a specific period of time or the period of continuous unemployment.

In section 6 we propose some further work to address this issue.

5. Recommendations

As part of the survey, the PES LTU working group asked PES to share their best practices, which might inspire other PES (see Annex 1) and indicate the factors which in their opinion are essential to achieve the best results from the assessment and early intervention.

PES have indicated the following three key areas, which may have a positive impact on the results achieved through assessment and early intervention:

Provision of adequate working conditions for counselors engaged in direct work with the unemployed, through:

- providing appropriate training aimed at continuously improving the competence of counsellors,
- providing incentives for employees working directly with customers,
- striving to reduce caseload per counsellor, ensuring adequate time for handling a single customer,
- undertaking systematic measures to prevent/counteract the professional burnout of counsellors,
- provide appropriate assessment tools facilitating assessment and early intervention.

Designing effective process of cooperation between the unemployed and counselors, including:

- clearly defined customer care processes and duties for the unemployed and counselor
- identification of the barriers and obstacles to integration as well as the ability of the unemployed person to return to the labour market,
- using an holistic approach taking into account the overall and individual situation of the jobseeker, his / hers needs, specific situation, etc. This approach should be reflected in the Individual Action Plan,
- reducing as far as possible the period between registration and support provided,
- designing a good profiling methodology, including both qualitative and quantitative factors,
- monitoring actions taken up by the unemployed, maintaining contact in order to check if actions undertaken by the unemployed are successful or recognizing when unemployed people have lost motivation to find work,
- combining face-to-face services with other forms of contact (e.g. digitalized services, self-service accessibility, etc.),
- providing life-long vocational guidance services to pupils and unemployed, focusing on developing career management skills, with the aim of ensuring not only immediate employment, but also the future employability of clients.

Cooperation with other stakeholders and institutions, through:

- networking with other specialists: social workers, in order to provide comprehensive assistance to an unemployed person,
- undertaking coordinated actions with other institutions who are responsible for delivery of unemployment benefits or other social support.

In summary, effective practice in supporting unemployed people requires a greater understanding by counsellors of the links between assessment, interventions and outcomes. It is essential that unemployed people (especially the most vulnerable at risk of becoming LTU) can be identified as early as possible. It is also very important to assess both risks and needs of unemployed people to provide the most appropriate interventions for each unemployed person. Personalized support is central. Furthermore, a combination and updating of subjective and objective assessment criteria is beneficial, and outcomes taken into account.

6. Proposed Next Steps

In regard to the issues concerning a lack of statistical information referred to above (see section 5) the WG suggests that a further phase of work be undertaken to identify the possibility of enhancing existing data sets in order to source further information, including on aspects of process delivery. It is important to note that this would be an internal Network exercise, though of course paying full regard to the scope of the quantitative information being gathered as a part of the EMCO/EPSCO process. It could also be possible to support the design of potential future exercises to assess PES progress in improving services, as measured against the qualitative standards adopted by EPSCO to monitor the implementation of the LTU Recommendation. The aforementioned outputs could be developed through commissioning a statistical study to identify synergies and future improvements to the Benchlearning process.

Annex 1

PES response to the questionnaire on assessment and early intervention to prevent long term unemployed - Examples of best practices

4.1. Examples of best practices	
Belgium - Actiris	<p><u>New Service Youth Guarantee (YGS)</u></p> <p>After the diagnostic which is the first step of the guidance with the young job seeker, the counsellor will check their “employability” and identify the readiness of young people for the YGS. The young person is ready when 4 steps are accomplished: career plan developed, CV + letter of motivation, language(s) test(s), and basic French/Dutch test. When the barrier to work is a lack of training, then training will be prioritised in the IAP (individual action plan). If the barrier is too severe, there will be several kinds of outsourced support (psychological, prof. project determination, etc.). When ready, the young jobseeker receives specific support from a job coach of the SYG and a work-based integration: traineeship and/or “First job contract”.</p> <p>There is a “Service Link” in charge of the follow-up the young people:</p> <ul style="list-style-type: none"> ➤ at the end of the training in order to help to find a job ➤ at the end of the “First job contract” (short term placement in companies) to help to find a full-time/permanent contract ➤ email/telephone follow-up by job-coach during the transition internship (from 1 to 15 days) and a visit from the job-coach midway through, in the workplace ➤ follow-up and skills assessment after the transition internship <p><u>“Le contrat d’insertion”</u></p> <p>Development of an “integration contract”: the first beneficiaries have had access to this measure since July 2016.</p> <p>It is about creating an employment measure targeted towards young people who, 18 months after their registration (first registration after studies), have not found a job solution or a specified Youth Guarantee job offer.</p> <p><u>The Find-Mind-Bind project:</u> it is a project aimed at NEETs far away from the labour market and not registered by ACTIRIS (see explanation in attachment).</p>
Bulgaria	Appointed at the Labour Offices under the programs and projects psychologists, case managers and career counsellors at the Regional Offices;

	<ul style="list-style-type: none"> - Active work in Centres for Employment and Social Assistance to unemployed persons who receive social assistance, many of which are long-term unemployed - 65 operating centres; - Analysis of the reasons that keep people in a state of prolonged unemployment - at 100% of subjects developed a similar analysis and updated IAP For all registered in the labour offices long-term unemployed was carried out diagnosis and analysis of the reasons retaining job seekers in a state of prolonged unemployment. As a result, the steps/measures in the individual action plans of all long-term unemployed updated. - Programme for training and employment of long-term unemployed, which started in 2015 and in 2016, after the update, continue to apply. In the first half of 2016 within the program trained 134 long-term unemployed and employment of 1314.
<p>Croatia</p>	<p>1. HZZ provides career guidance services to pupils which are considered to be partnership-based “early interventions”, aimed at preventing early school leaving and providing support to pupils in their career decisions. This approach has proven to be successful since Croatia has a very low rate of early school leavers (2,8% in 2015, according to Eurostat) in comparison to the other European countries (where the average rate is 10%). In that way, HZZ provides support to the educational system through vocational and career guidance services. This approach has been developed on a partnership basis between HZZ, schools, employers, health and social welfare organizations. A key feature in Croatian model is a client-oriented approach aiming at providing tailor-made services for pupils at risk (pupils with health and social problems, learning difficulties, behavioral disorders, etc.). Educational, psychological, medical and social aspects are assessed for these target groups which are most in need of comprehensive vocational and career guidance services. Those aspects are assessed by multi-disciplinary expert team. Particular attention is paid to the pupils/students with development and health obstacles. Pursuant to <i>The Rules of Procedures on the Elements and Criteria for the Selection of Candidates Entering Secondary Schools</i> by the Ministry of Science, Education and Sports, the pupils/students with major development problems are entitled to special criteria which facilitate them entering secondary school, according to the opinion of the career guidance expert team from HZZ. In experts’ proposals on career choice to pupils, needs of the labour market and education opportunities are taken into account on one hand, as well as the student's individual abilities and needs on the other</p>

	<p>2. HZZ pays a lot of attention on the early intervention for companies that are making workers redundant and enterprises going through restructuring offering them service of mobile team/mobile centers. Mobile teams were originally formed to provide services to companies that were going through restructuring in what was referred to as outplacement support, but the services of mobile teams are also provided to companies that have been experiencing business difficulties and which, due to these, need to dismiss their employees. The working goal of mobile teams is to prepare the employees, who are threatened with dismissal, for the labour market, as well as to mediate for them while they are still employed in their companies. This is to decrease their chances of entering the unemployment register. Each HZZ regional office has established mobile teams which are composed of experts: including an employment counsellor, legal adviser, and psychologist. Where necessary the mobile team can also include other experts in its work. The activities include: group and individual informing, individual counselling – assistance in defining remaining work potential, group counselling – training for acquiring job-search skills, training for acquiring professional skills, assistance in self-employment and business start-ups, organizing internal labour exchange, placement services, co-financing employment.</p>
<p>Czech Republic</p>	<p>Unemployed persons are segmented and future contact arrangements based upon which category they are placed in. Each are given the necessary information and instruction one month after registration concerning general information concerning options and procedures for placement in the labor market. Increased attention is given to young people under 25, if necessary, 30 years of age. They are offered activities available under the "Youth Guarantee". In the interest of job placement increased care is given to persons receiving benefits in social need, they are invited for a personal contact usually twice per month. Early intervention works for the unemployed whenever there is the possibility of placement in the labor market and outside their own industry and a risk of to losing incentives to work. This is especially the case for those educated in fields required by the labour market but who have become used to the "regime" of unemployment, in a time when in general there are large amounts of vacancies.</p>
<p>Denmark</p>	<p>The empirical evidence points to that early and intensive contact is the best measure towards enhancing the chances for the unemployed to find a job and there by prevent long term unemployment.</p>

Estonia	<p>As long-term unemployed not only lose their skills over the time, but also motivation and self-confidence, it is important to support them in raising their self-esteem and motivation to go to work. The Estonian PES (EUIF) provides a measure "<u>coaching for working life</u>" which helps to bring long-term unemployed closer to the labour market. It helps prepare them for working life and increases their social inclusion. In particular, coaching for working life aims: to provide time management skills, to increase self-motivation, to give job search skills, to increase the readiness to work in a group, to restore the working habit, to give practical work skills. During the training, participants get both, theoretical knowledge and practical working experience. Training takes place five days in a week and can last up to six months.</p>
Finland	<p><u>The operations model of change security</u> targeted for workers dismissed for economic reasons or those at risk of dismissal has been created for the purpose of promoting transfer from one job to another that is as flexible as possible in connection with redundancies for economic or production reasons. The goal of change security for situations related to terminations is therefore to help the person who has been terminated find a new job faster and easier. The operational model of change security started in 2005 and it was expanded in 2009.</p> <p>According to a fairly recent survey (Security for change through cooperation – A study on the effectiveness and functionality of the operations model of change security, 2013) the operations model is fundamentally sound and works well. It has help people shift from one job to another relatively quickly and easily.</p> <p>Early engagement in order to reduce the duration of unemployment and the social exclusion of the youth are also one of the main objectives of the Youth Guarantee, as stated in the guidelines of the Ministry of Employment and the Economy.</p> <p><u>The one-stop guidance centres (Ohjaamo)</u> have created new, low-threshold guidance services for young people.</p>

	<p>These multidisciplinary one-stop guidance centres serve r people below the age of 30.</p> <p>More information:</p> <p>http://www.hel.fi/www/uutiset/en/kaupunginkanslia/services-for-young-people-in-the-same-place</p>
France	<p>The whole process of personalization aims at giving counsellors enough time for accompaniment activities. This process is embedded in a step by step approach: “<u>New journey of the jobseeker</u>” taking into account major changes:</p> <ul style="list-style-type: none"> – On line-registration and benefits claim and first profiling elements given by the jobseeker – A first face-to-face interview in a maximum of 4 weeks with the identification of the type of support: follow-up, guided, intensive or global support (person who face social difficulties) – An appointment of a personal counsellor in a maximum period of 6 weeks – A first interview with the personal counsellor in a maximum period of 8 weeks (previously 16 weeks) – A system of automatic notifications visible on jobseeker’s files informing the counsellor on his situation (expiry of unemployment benefits period, end of training or provider support) – Tools helping counsellor profiling (‘aide au diagnostic’, information on labour market)
Germany	<p>The approach to job counselling has been developed considering following specific aspects. Basically the approach comprises three components: the understanding of job counselling as a process (problem-solving process), the use of methods and techniques from consulting sciences, as well as values and principles which underline the understanding of “good counselling”.</p> <p>The conception of counselling is guided by the individual resources of job seekers, supports their self-responsibility and involves them actively during the entire intervention.</p>

	<p>Beyond the described early intervention (job-to-job) the associated start of the intervention before the incidence of unemployment is useful in order to prevent unemployment or at least reduce its duration.</p>
<p>Iceland</p>	<p>All our counselling staff are well educated (minimum relevant bachelor degree and more commonly a master’s degree in counselling)</p> <p>A very broad array of elements (information regarding work history, education, age, gender, nationality/Icelandic language skills, occupational ability, health, mindset towards work, social conditions and the need for labour market measures) are used to evaluate the individual’s possibilities of employment). Additionally, in cases of prolonged unemployment The Icelandic Quality of Life Questionnaire is applied. The IQL questionnaire consists of 32 questions which the jobseeker answers online as a part of an interview with a counsellor. The results are calculated online and appear instantly. The list gives indication regarding 13 aspects: general health, concentration, depression, communication, finance, strength/stamina, anxiety, physical health, pain, self-control, sleep, well-being and quality of life.</p> <p>The results of the IQL questionnaire are used to address sensitive matters relating to the above-mentioned aspects and how they affect the employability of an individual. If the results show indications of considerable problems and further delving is needed the DASS scales are used in cooperation with VIRK – Vocational Rehabilitation Fund. General information about The Depression, Anxiety and Stress Scales can be found online http://www2.psy.unsw.edu.au/dass/</p> <p><i>You can also read more about some ongoing best practices in Iceland regarding services for young people and people with limited work capacity on pp. 41-51 in In Focus – Mental Health among Young People:</i></p> <p>http://www.nordicwelfare.org/PageFiles/32024/In%20Focus%20Mental%20Health%20among%20Young%20People%20webb.pdf</p>
<p>Ireland</p>	<ul style="list-style-type: none"> – <u>Profiling (PEX) system</u> – Test at registration to assess the statistical risk of becoming LTU. – The contracting out of activation and case management services for LTU jobseekers to external for profit providers under the <u>Job Path</u> initiative.

<p>Latvia</p>	<p><u>Pilot project for more effective cooperation with the long-term unemployed</u> (unemployed spell is longer than 1 year) to return them to the labour market (implementation period 2013 – 2014).</p> <p>The objective: to provide focused and more effective support in returning long-term unemployed to the labour market.</p> <p>Target group: unemployed persons who are registered for more than 9 months.</p> <p>The process of implementation: Job counselors and career consultants work intensively with individuals in groups of at least 10 long - term unemployed (40 % were clients of social services or had addiction problems). During the project, there were several activities for long-term unemployed persons:</p> <ul style="list-style-type: none"> – Assessment of factors which impeded their returning to the labour market; – Individual support for cooperation with employers; – Cooperation with social services to develop individuals' work plan activities. <p>Results of the project: 36% of participants got a job (the results of long-term unemployed, who were not in project, were 15 %). Participants who did not get a job became more motivated and more confident about their social skills.</p>
<p>Lithuania</p>	<p><u>ESF and state funded project "Support for Employment of Long-term Unemployed"</u>. Vocational training, job skills acquisition support, subsidized employment and territorial mobility support for the unemployed are the activities aimed at increasing the long-term unemployed' employment opportunities.</p> <p><u>Specialized accompaniment program</u> for the unemployed without primary education or only with primary education (practice of Kaunas Local Office). Mentor assists the unemployed to complete concrete simple tasks which improve their job search capacities.</p> <p><u>Self-awareness camps for young jobseekers</u> (practice of Kaunas Local Office). Young people participate in activities which help them to assess their needs, competences, etc. The camp lasts 3 days, in informal environment.</p>

<p>Malta</p>	<p>As an outcome of the Benchlearning External Assessment carried out earlier this year the following were amongst the list of best practices identified.</p> <ul style="list-style-type: none"> – The <u>NEET-census</u>: Being unique so far in the European context, the census was carried out as part of the Youth Guarantee Initiative, with support from the educational sector and the social services. It served for the PES to have a complete picture of the NEET-problem in the country. – The adoption of the <u>public private partnership concept</u>. During the Assessment the involvement of stakeholders was deemed to be well planned, organised, and implemented. – The <u>CHIT-messaging system</u>, which ensures the timely relay of information to jobseekers about work and training opportunities. – <u>Weekly training meetings</u> for employment advisors. – The <u>Cooperation with another PES to set up a competency-based matching</u> system that was made available on Malta’s PES website
<p>Poland</p>	<p>Labour offices in Poland have the opportunity to realize the so-called <u>“special programmes”</u>. Special programmes are an example of support with the highest degree of customization and flexibility directed to the unemployed. The flexibility of support is based on the selection of form of assistance adequate to the professional and personal situation of the unemployed, consisting of services and labour market instruments as well as the specific elements supporting employment.</p> <p>Actions taken within special programs can be implemented by labour offices themselves or in cooperation with other entities dealing with the problems of the labour market or with employers.</p> <p>Special programmes are addressed primarily to the unemployed who are in a special situation on the labour market, selected on the basis of the diagnosis of the situation of these persons.</p> <p>In 2014 the effectiveness of special programs amounted to 84.6%.</p>
<p>Portugal</p>	<p>Despite a general context of strong limits to hiring human resources in Public Administration, and the PT PES was able to stimulate the establishment of employment support structures located in those public and private services working in close cooperation with other public and private services. These structures which are called <u>“Professional Integration Units”</u> work in a close cooperation with local job centers and are aimed at being near to the unemployed community and developing different activities to facilitate their professional integration or reintegration. Part of these activities provide personal counselling, promote information sessions regarding different</p>

	existing employment support measures, inform about available training opportunities and matching for job vacancies. A regular report from each Unit to the local job center in charge is mandatory.
Slovakia	<ul style="list-style-type: none"> - Case-by-case approach to clients. - Reducing the number of clients per one employee. - Activities aimed at individual groups of the unemployed.
Spain	<p>Protocols of the Common Services Portfolio of the National Employment System</p> <p>People, employed or unemployed, users of the Public Employment Services will be entitled to receive services from the common portfolio and complementary services established through personal attention and tailored to their needs and expectations, based on their profile, and in accordance with the access requirements established in the defined for each service activity of the Common services Portfolio specific protocols.</p> <p>The Spanish Strategy for Employment Activation (2014-2016), together with the Common Services Portfolio of the National Employment System of 2015 have made the elaboration of these protocols possible.</p> <p>They ensure that the users of the Public Employment Services, in homogeneous terms of quality and equity throughout the national territory, have access to benefits included in each of the four services: career guidance, placement and business advisory, training and qualification for employment and self-employment and entrepreneurship counseling. General legislation and protocol-specific regulations are being developed currently.</p> <p>Employment Activation Program.</p> <p>Possibility of making it compatible the perception of accompanying economic aid, provided in the Royal Decree-Law 16/2014, of 19 December, regulating the Employment Activation Program, and the remuneration received while working for third parties.</p>
Slovenia	A questionnaire " <u>My path to employment</u> ", which was created by PES Slovenia counsellors was recognized as a really good practice. The unemployed receive it immediately at their registration and are obliged to

	complete it, reflect about themselves and their past and current situation, and bring it to the first meeting. This is a method by which we motivate the unemployed to come well prepared to their first meeting and prepare them to improve their higher input to influence the assessment of their employability and future activities.
Sweden	Individually based solutions that takes into account the actual possibilities for the unemployed.