WAPES Toolkit

Activating A Skilled Workforce

Includes first-hand experiences from the public employment services of Canada, Germany, Japan and South Korea
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Executive Summary

While labour market indicators have improved since the 2008-09 recession, employment gains have not been as robust for many youth, women and older workers. Those with lower skill and education levels are particularly at risk and require targeted programmes to ensure they become or remain gainfully employed in a rapidly changing economy.

At the same time, workforce underutilization presents a huge opportunity for countries facing growing labour and skills gaps resulting from the digitalization of the economy and the challenges of an aging workforce.

The issues vary across WAPES (World Association of Public Employment Services) member countries, as do the approaches to meeting the growing need for skilled workers.

Germany’s Public Employment Service (PES) has committed to a concept of early intervention, continuous and personalised guidance and sustainable integration into the labour market through information and guidance. Paramount to their youth employment strategy is a focus on building partnerships between PES, education and training providers, municipalities, and other stakeholders to design and deliver services.

In Japan and Korea, the challenge is to steer youth away from a phenomenon known as “over-education”. Both countries have high tertiary education rates and as employment in high skills sectors become scarcer, their PES are focussing their energy in developing career awareness early on and on guiding youth towards considering vocational occupations which are currently in high demand.
A high and sustainable level of women’s participation in the labour market is a source of economic growth in any country. The measures to help women return to work should be fully integrated to include counseling, access to comprehensive information on the local demand for skills, building support among family members, options for creating family-friendly workplaces, and the availability of suitable childcare. A reintegration programme for women should extend beyond the re-entry, and it may be accompanied by a marketing campaign targeting not only potential re-entrants, but also their partners and employers.

Countries facing upcoming labour and skills shortages as a result of aging demographics are examining ways to encourage older workers to delay their retirement or to assist those who are unemployed. In Canada, the Targeted Initiative for Older Workers assists unemployed workers generally aged 55 to 64 return to work in smaller vulnerable communities with high unemployment, significant downsizing or closures, unfulfilled employer demand or skills mismatch.

Individual needs are recognized and accommodated in group-based settings and interventions provide more intensive and integrated employment assistance activities and employability supports than those normally offered to job seekers in the core working years. Projects are designed to reflect labour market engagement with actors in the local community.

In this peer review PES will find a range of approaches which maximize the skills and labour potentials that exist within national, regional and local labour markets and that could be transferred across labour markets or applied to other target groups within a labour market.
Introduction
Introduction

The Need for Skilled Workers – A peer review

Developed, developing and emerging countries all struggle with finding the right skills at the right time to support productivity and economic growth. The faster change of space on the labour market due to a globalised and increasingly digitalized workforce places additional requirements on employers and workers alike.

According to the G20 Labour and Employment Ministers, meeting the need for a skilled workforce is part of the effort to enhance employability, create quality jobs and facilitate more inclusive growth. Skills ought to become more transferable and workplaces more adaptable to attract and accommodate the right workers.

Germany, a country whose main labour market issue has shifted from combating structural change and high unemployment to filling skills gap, has adapted its employment strategy to address these new needs. German labour market policy, targets skilled groups differently from before, e.g. by helping to decrease the number of young people who leave education with low levels of skills and by increasing the employment participation of women.

In October of 2015 the public employment service of Germany Bundesagentur für Arbeit (BA) called upon three peer institutions from Canada, Japan, and South Korea to exchange approaches on how to attract and maintain a skilled workforce in their domestic labour markets.

This tool kit reflects the process of that learning and identifies core elements of how skills can be mined more effectively. For instance, the Korean Employment Information Service (KEIS) presents how workplace childcare retains skilled women at work, the Japanese Ministry for Health, Labour and Welfare (MHLW) reports about focused training of new (digital) skills and the Canada’s Employment and Social Development
Canada (ESDC) analyses local dimension of employment for older workers.

We hope this toolkit will serve as an inspiration and support for your PES and the challenges you face with attracting and managing the right skills.

At the end of the kit you will find a short overview of how to set up your own peer review. For any additional questions on this product or on how to get started, contact us on wapes@wapes.org.
LABOUR MARKET SITUATIONS AND THE NEED FOR A SKILLED WORKFORCE
SECURING SKILLED WORKERS

Following the aftermath of the global financial and economic crisis, the German economy has stabilised, and the labour market is developing positively. More and more employment opportunities are being created and unemployment is falling steadily. In the fall of 2015, the labour market reached a seminal point: the employment rate (and the low numbers of unemployed) reached a level not seen since the German reunification in 1990.

At the same time, the global economic climate remains unstable, and the effects of demographic change are intensifying. Not all social groups have profited as yet from the healthy state of the labour market. The exact consequences of the high number of refugees which have arrived in Germany remain uncertain. In conjunction with ever-advancing globalisation and digitalisation, the demand for skilled workers will remain high and increase significantly in specific industries and regions.

The potential labour force continued to decline even after updated forecasts, but not as dramatically as was projected in 2010. Here, the most significant factors are the growth in migrants coming to Germany compared to previous years; and the continuing increasing labour force participation of women and older persons.

According to forecasts from the Institut für Arbeitsmarkt- und Berufsforschung (IAB), the institution for employment research of the BA, a forward projection of current trends leads to the expectation that there will be a reduction of the potential labour force of about 3.6 million workers by the year 2030. This is assuming annual net migration of 200,000 persons along with steady, moderate increases in women and older persons’ activity rates.
Scenario calculations from other institutions on the potential labour shortage in 2030 offer similar conclusions.

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**GRAPH**

**BASED ON CURRENT ASSUMPTIONS, THE POTENTIAL LABOUR FORCE WILL BE REDUCED BY AROUND 3.6 MILLION PERSONS BY 2030**

<table>
<thead>
<tr>
<th>Year</th>
<th>Potential Labour Force in Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>45.8</td>
</tr>
<tr>
<td>2020</td>
<td>45.</td>
</tr>
<tr>
<td>2025</td>
<td>43.8</td>
</tr>
<tr>
<td>2030</td>
<td>42.2</td>
</tr>
</tbody>
</table>

**ASSUMPTIONS:** Migration balance 200,000 annually, increasing activity rates of women and older persons

**SOURCE:** IAB, Base year 2014

The trend towards digitalisation will intensify and will generate new dynamics in the IT sector in particular – but also more broadly. New forms of work and competency specifications will be created that in turn will impact regional labour requirements. At the same time, digitalisation in industrial production in particular will lead to considerable increases in productivity. These trends could compensate in part for demographic declines in individual sectors. However, this effect cannot currently be accurately quantified. Prognoses from the IAB indicate a decline of employment in manufacturing, with parallel growth in the services sector.
Shortages will therefore occur, and they will differ, depending on the size of the company, the sector, the occupational field and the region. This means that, in spite of the positive developments of recent years, Germany cannot afford to reduce its efforts.

To Germany, the supply of skilled workers can only be increased in the long term through combined application of different control levers. Germany will follow two courses of action:

Firstly, the number of qualified workers available to the German labour market should be increased. This can be achieved by increasing both the number of qualified skilled workers within Germany and the number of qualified migrants coming into Germany.

Secondly, the added value provided by workers already active in the German labour market can be increased. This is achieved by people working longer, by increasing the volume of work through “higher value” work (i.e. through well-trained and qualified skilled workers), and by good matching (having skilled workers with the right qualifications at the right time in the right place). The more transparent the labour market is for all actors, the more likely this is to succeed.
The population level of Japan has been relatively stable in recent decades but faces a decline. It is estimated that the total population in 2060 will be under 90 million and the proportion aged over 65 will reach approximately 40%.

While the size of the population over age 15 will gradually decline, the decrease in the working-age population (15-64) is expected to be more dramatic.

Analysis suggests that if the labour market participation rates of older people and women are increased, and the resolution of labour mismatches is improved, it will be possible to substantially avert the projected decrease in labour force participation and the accompanying decline in the number of employed persons.

1 Source: Population Statistics (Ministry of Internal Affairs and Communications (FY2014))
Demographic Change in Japan


Japan aims to realize the full potential of these human resources in securing the future labour force:

- Older people unemployed wishing to work, aged 65 and over:
  2.07 million (2012)³

- Women: unemployed wishing to work, aged 15-64
  5.9 million (2012)⁴

- Youth: casual employees⁵ 1.67 million (2015)
  NEET⁶ 0.56 million (2015)⁷

Measures for securing human resources, including skilled workers, is one of Japan’s top priorities in employment policy.

- The number of persons employed in the IT industry and in the “Health/Welfare” industry is projected increase. ⁸

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³ Source: Employment Status Survey in 2012 (Statistic Bureau, Ministry of Internal Affairs and Communications)

⁴ Source: Employment Status Survey in 2012 (Statistic Bureau, Ministry of Internal Affairs and Communications)

⁵ Those aged 15-34 (men: graduates, women: graduates and single) in the following conditions:
   1. Part-time employees, or
   2. Completely unemployed looking for a part-time job, or
   3. “Others” (Not in labour force, house work and education) who have no prospective job and are willing to find a part-time job

⁶ Not in labour force population aged 15-34 who are not in house work and education.

⁷ Source: Labour Force Survey (Statistic Bureau, Ministry of Internal Affairs and Communications)

⁸ Source: Labour supply and demand estimation in 2015 (Japan Institute for Labour Policy and Training)
• Focusing on the active job openings-to-applications ratio by occupation; the vacancy rate is lower for clerical jobs, and is higher in the fields of caring/nursing, childcare, construction and transportation. Japan especially needs to secure human resources in the latter fields.

• The Japan Revitalization Strategy, revised in 2014, mentions comprehensively promoting measures for securing human resources and for youth development, through employment management, matching measures and human resources development in the health/welfare, construction, manufacturing, and transportation related industries.

Ongoing measures for securing human resources are comprehensively and systematically based on the following three points:

1. Matching job openings with job seekers: promoting mutual matching by resolving mismatches between job vacancies and applicants.

2. Improving human resource management by employers: In order to secure appropriate human resources it is necessary not only to increase recruiting activity, but also to promote employee retention by increasing the attractiveness of workplaces.

3. Fostering human resources whose skills and capacities fit with the company’s needs: Development of employees to fulfil future needs, such as IT skills, and to avoid future mismatches.
The Organisation for Economic Co-operation and Development (OECD) reported that, following the global financial and economic crisis, “Korea is experiencing a spell of slower growth and low inflation. Growth slowed from an average of 4¼% year-over-year between 2001-11, to 2¾% since 2011. Output growth slowed to a 2¾% annual rate over 2011-15; still higher than the OECD average. The slowdown in world trade since 2010 has been especially detrimental to Korea. Although export growth has been sluggish, the current account surplus has risen to nearly 8% of GDP, reflecting weak domestic demand, falling oil prices and transitory demographic trends” (OECD Economic Surveys - Korea, 2016).

In April 2016, the number of employed persons totaled 26,153,000 and the employment-participation rate was 60.3%, remaining stable year-over-year. The number of unemployed persons totaled 1,075,000, for an unemployment rate of 3.9% in April 2016, also remaining the same year-over-year.

Korea has made a 70% participation rate in employment a governmental goal to achieve active economic development. The roadmap to reach this rate is a government-wide comprehensive blueprint containing 137 tasks to be implemented by 18 government agencies that represents the government’s shift of policy focus from growth to employment and embodies a paradigm shift in job creation.

The roadmap largely consists of four key priorities. They can be summed up as follows:
1. Promoting business start-ups, realizing a creative economy and creating decent jobs for fostering innovative SMEs.

2. Reforming the way of working by reducing long working hours and creating decent part time jobs.

3. Enhancing the employability of core workforces, such as women and youth by reinforcing child care services and building a competency-oriented society.

4. Strengthening economic actors’ responsibility and social cohesion to improve the quality and quantity of jobs.

Among these priorities, changing the way of working and promoting labour market participation among women and youth are key to achieving a 70% employment rate.
Canadian economic growth is projected to be 2.2% in 2017. Low growth is in part due to continuing lower oil prices and other commodities, the downgrade of investment intentions by energy firms, and sluggish global growth. These factors have offset a strengthening in net exports supported by a strong U.S. economy and improving the price competitiveness of Canadian exports in the U.S. market.

In the immediate term, employment growth and hiring intentions remain modest, largely reflecting economic difficulties in the oil-producing sectors and regions. In July 2016, Alberta’s unemployment rate reached 8.6%, the highest in the province since February 1996. The unemployment rate in Canada is expected to average 6.9% in 2016 (versus 6.1% prior to the recession). According to the five largest Canadian banks, employment growth is expected to be 0.7% in 2016 (compared to the 10 year average of 1.1%).

Although unemployment-to-vacancy ratios vary considerably across the country, over the longer-term horizon, economic growth is projected to stabilize, and labour market pressures are expected to intensify in line with demographic changes and the resulting slowdown in labour force growth.

As a result of significant improvements in life expectancy and a significant drop in the fertility rate in the past decades, the Canadian population has gradually become older. This population aging will substantially impact the Canadian labour market, with growth projected to slow to an average of just 0.6% a year between 2017 and 2050, with labour supply, growth in hours worked, expected to average just over 0.5% per year over that period, less than one-third of its growth pace over the 1972–2011 period.
Canada’s fertility rate of close to 1.6 children per woman is similar to the Organisation for Economic Co-operation and Development (OECD) average of 1.7%, but below the replacement level of 2.1. Low natural population growth is partly balanced out by the inflow of migrants. Canada has the highest immigration rate in the G-7 and one of the highest in the industrialized world.

Labour force growth is slowing from a rate of 1.1% over the past decade to an expected average of 0.7% a year between 2015 and 2024. Not only will more workers be needed, but the new jobs created by economic expansion will require higher skills. Most will need post-secondary education (over 70%), while only a minority are expected to be in occupations requiring a secondary school education or on-the-job training.

Canada has the highest proportion of core age (25 to 64 years) individuals with post-secondary education among OECD members. However, there are areas in which Canada’s skill indicators show weaknesses, such as literacy and numeracy scores for young adults aged 16 to 24. Low levels of literacy and essential skills are barriers to success in post-secondary education, apprenticeships, and workplace training.

Reduced labour market participation without an increase in productivity poses the risk of slow economic growth and a potential decline in living standards. Meeting these challenges in the immediate and longer terms will require better aligning skills development with the needs of the economy, using and retaining skills in the workplace, and mobilizing potential workers.
Targeting Clients and Measuring Programmes

1. MEASURES FOR YOUNG PEOPLE
In 2015 the unemployment rate in the age group 15-25 averaged 5.3%.

As a consequence Bundesagentur für Arbeit (BA) has identified three major action fields which offer particularly large potential for acquiring skilled workers from within the target group.

1. **Reduce the number of school leavers without school leaving qualifications**

Pupils with a migration background are at particular risk of dropping out. They leave school without qualifications almost twice as frequently as young people without a migration background. However, the main reason for this is not the migration background as such, but the socio-economic background of many migrant families in Germany. The home plays a significant important role here. The better educated the parents, the less likely their children are to leave school without any qualifications. This applies across all segments of the population, not just among migrants.

The proportion of school leavers without school leaving certificates in Germany was reduced by one-fifth to 5.7% in the period between 2009 and 2013. With a reduction of a further 20-40% by the year 2030, an additional 75,000 to 150,000 young people with school leaving qualifications could be trained as skilled workers.
2. Reduce the number of vocational training dropouts
In Germany about 150,000 vocational training contracts are terminated prematurely every year. This affects one in four new contracts. Termination of a contract does not always mean a complete break with vocational training; about half of the young persons concerned soon start new training, or a further educational qualification, e.g. at university. A change can be the sensible way to correct an incorrect decision. However, the other half of this group of young persons – this would be about 75,000 potential skilled workers annually – initially remains without any vocational qualifications. All regions in Germany are affected by this problem, as well as by the comparatively high number of school dropouts. The challenge is particularly great in craft trades, where one in three contracts is terminated prematurely. The figure for industry and commerce is about one in five training contracts ending early.

If Germany succeeds in lowering the dropout rate by 10% from the level of 2009, or even by 20%, about 70,000 to 140,000 additional trained young persons could be available to the labour market.

3. Reduce the number of university dropouts
Every year, approximately 100,000 students still leave higher education in Germany without a degree. The rate is one in three at universities, and one in four at universities of applied science. There are great differences in the dropout rates between bachelor's and master's level programmes, and between fields of study.

STEM fields (science, technology, engineering and mathematics) have particularly high dropout rates, and it is exactly in these fields that skilled workers are urgently required. Since 2009, the proportion of university dropouts has remained largely constant. Additional efforts in this area are therefore imperative.
If Germany succeeds in reducing the dropout rate of undergraduates by year 2030 by 10% to 20%, 80,000 to 160,000 additional highly qualified skilled workers could become available.
# Measures for Young People

<table>
<thead>
<tr>
<th>Description</th>
<th>Assessment Results</th>
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<tr>
<td><strong>Accordance with the aims of the European Youth Guarantee</strong></td>
<td><strong>Self-Assessment Results</strong></td>
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<tr>
<td>The Bundesagentur für Arbeit (BA) has committed to a concept of early intervention, continuous and personalised guidance and sustainable integration of young people into the labour market. It is of great importance to make all possible forms of information and guidance visible and accessible to all young people during the transition from school to employment. It is also necessary to implement partnership approaches in order to reach an utmost degree of transparency and communication between different organisations and groups (such as schools, universities, employers, social partners, political representatives, public authorities, youth organisations and incorporated foundations such as Hertie-Foundation or Bundesarbeitsgemeinschaft Schule/Wirtschaft). BA’s local employment agencies are ready to act as a coordinating force in order to get local partnership into full operation. The most important cooperation is the “youth employment agency” (see below)</td>
<td>Systematic evaluation and controlling takes place on all three levels of the BA-organisation (headquarters, Federal State-level, local level), in order to remove obstacles and increase common understanding and acting. There are clear monthly and annual targets set for the number of integrations into apprenticeships and into the labour market for those under 25. <strong>Assessment by Working Group Partner Results</strong> The Youth Guarantee is a powerful programme for tackling youth unemployment issues. Korea introduced a similar programme called “job success package programme for youth”. This measure is transferable.</td>
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### Measures for Young People

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BA’s offerings during the period of young peoples’ transition from school to employment are based on law, especially in Social Code II and III.

Cooperation with schools throughout the country was established some fifty years ago on the basis of a common contract (Rahmenvereinbarung) which was renewed in 2004. At the present there are consultations underway again with Kultusministerkonferenz (which represents the Federal States in Germany with regard to school and cultural affairs) in order to update this contract.

In practice there is a very close cooperation between BA’s local units and schools in their areas. BA’s vocational counsellors and regional teachers agree on a common approach to enable young people (aged 15-20 years) to find their way to qualified professions, training and finally into the labour market. This means that counsellors give lectures on job-finding, the application for apprenticeships, career structures and other topics as early as two years before school leaving. In many cases this includes a guided tour of a Berufsinformationszentrum (Job Information Centre) which is integrated in each main local employment agency.
## Measures for Young People

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<tr>
<td>The core of assistance – individual guidance – is provided by highly qualified counsellors. Counselling can be asked for as often as needed, either on school premises, at the employment agency or any other suitable place. The method used by all BA counsellors has been further developed within the last few years, based on scientific standards and practical experience. Vocational orientation and guidance are supported by a wide range of online and offline/print media which can be used either by jobseekers or as information/self-evaluation in school classes or other types of group learning. There is also specific material for parents who play an important role in their children’s job finding process. The main products for Sek. I and Sek. II in the German school system are available in online and offline versions: <a href="http://www.planet-beruf.de/">http://www.planet-beruf.de/</a> <a href="http://www.abi.de/index.htm">http://www.abi.de/index.htm</a> In many cases, the placement into apprenticeship follows the counselling process. In agreement with the young person and its counsellor, specialists in a separate department of the employment agency, the employer-service, use their close contacts to employers to match available apprenticeships with suitable young people. This individual process is supported by an online-matching-system, called JOBBÖRSE: <a href="http://jobboerse.arbeitsagentur.de/">http://jobboerse.arbeitsagentur.de/</a></td>
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If there are any significant problems in finding an apprenticeship for the young person, there are a number of preliminary measures to enable him or her to start an apprenticeship within the following year and thus fulfil the requirements of the European Youth Guarantee. In 2014 BA spent about 1.93 billion EURO from its own budget for those measures.
# Measures for Young People

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<th>Description</th>
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<tr>
<td><strong>Specific measures</strong></td>
<td><strong>Self-Assessment Results</strong></td>
</tr>
<tr>
<td><strong>1. Assisted Training</strong></td>
<td>NEETs are supposed to be significantly reduced in numbers by an effective system of prevention and intervention. Combined efforts of various institutions working together closely within Youth Employment Agencies or on the basis of local reciprocal agreements and networking aim at establishing a system of support that helps to keep or (re-)integrate young persons who are prone to drop out from school/society/employment.</td>
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Assisted training is intended to increase the chances of disadvantaged young people of acquiring in-workplace vocational training and help them to complete this successfully as well. It is used to help both young people and their training companies intensively and continuously during training. In addition, assisted training may comprise a training preparation phase of up to six months.

**2. PraeLab**

At present, the Federal Employment Agency is testing the web diagnostic tool PraeLab ("Prevention of Training Terminations"). With the help of a web-based survey and evaluation tool, guidance experts from the BA and teachers in vocational schools are provided with an instrument that enables them to identify young people who are at risk of dropping out at an early stage, along with ways of intervening. With this early warning system, young people are reached at a point in training at which a proactive guidance service for preventing terminations can be effective.
<table>
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<th>Description</th>
<th>Assessment Results</th>
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| **3. Accompanied in-company vocational training**<br>A practice-oriented start to working life and permanent integration into the mainstream labour market are supported by the targeted promotion of in-company vocational training of young people with a disability who need special support, but are not dependent on an institution. Where necessary, companies providing training are offered with assistance, so that smooth integration and success in training for participants can be guaranteed. | }
## Measures for Young People

<table>
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<tr>
<th>Description</th>
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<tr>
<td><strong>Youth Employment Agency</strong></td>
<td><strong>Self-Assessment Results</strong></td>
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<tr>
<td>Local employment agencies in many areas are engaged in the “Youth Employment Agency” (currently in 218 locations), based on a cooperation agreement between job centres, approved local authority sponsors, youth welfare services and the vocational guidance service of the employment agencies. The idea is to attain transparency about tools and facilities for supra-institutional requirements and also for measures and offers as a basis for joint planning of assistance. In major cities this leads to a one-stop government strategy with a merger of information and service offerings of public administration under one roof or on a joint platform. The main objective is to get in touch with pupils in general education schools at least two years before school leaving so that a very close support during the transitional phase from school to work can be achieved. Thus school-leavers can be supported in a very personal way to reach their professional goals. This is also meant to contribute to a significant reduction of the numbers of NEETS. This effort needs a very strong commitment by various other “players” such as schools, municipal authorities, employers and so on, which BA is inclined to ask for at all levels of interaction. This has been an ongoing process for several years which takes time. It is based on mutual trust and can only be achieved voluntarily and by means of conviction.</td>
<td>BA is currently revising its setting of offers in the field of vocational orientation and guidance. Basic aims are modernising its media appearance (e.g. online-tools, online-chats, and online-guidance) and getting even closer to the customers (pupils, students, parents, employers).</td>
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<tr>
<td><strong>Assessment by Working Group Partner Results</strong></td>
<td></td>
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<tr>
<td>Specialized job centres for youth are also found in Korea and Japan. Canada has special programmes for youth delivered through job centres and through community organizations. Korea introduced the creative youth jobcentre jointly with universities and the Ministry of Employment and Labour.</td>
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</tbody>
</table>
## Measures for Young People

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### Alliance for Vocational Training and Further Training

Achieving significant progress in the transition from school to work requires still more joint efforts by employers' associations, trade unions, chambers, the federal and state governments, and the BA. For example, the objective of the "Alliance for Vocational Training and Further Training" is to link players and to develop effective measures for strengthening in-company vocational training. The alliance partners are aiming not only to acquire more young high achievers for vocational training but also to enable in-company vocational training for more young persons with disadvantaged backgrounds.

### Self-Assessment Results

The cooperation between all relevant stakeholders for the integration of young people into apprenticeship contributes effectively to increase the number of skilled workers for the labour market.

### Assessment by Working Group Partner Results

Germany’s dual education system is acknowledged world-wide as a very effective way to connect the labour market with schools. Korea also benchmarked and introduced a parallel vocational school and work system in 2014.
Japan maintains a lower youth unemployment rate in comparison with other countries due to stable employment, based on the conventional simultaneous recruiting system for new graduates. Companies generally recruit new graduates from high school and university in bulk and simultaneously, at the beginning of each fiscal year.

The unemployment rate among young people (aged 24 and under) improved for 5 consecutive years after 2003, and then worsened in 2009. It improved in 2015 by 0.8 percentage points over the previous year, when it was 5.5%. For those aged 25-34, the rate in 2015 was the same as the previous year, at 4.6%.9

The number of unemployed persons aged 15-39 has remained nearly constant at around 0.8 million since 2002 (0.75 million in 2015). Of these, the number of NEET younger than age 35 has remained nearly constant at around 0.6 million (0.56 million in 2015).

The number of casual employees decreased for 5 straight years until 2008 from the peak year 2003, when it reached 2.17 million people. However, recent numbers remain high at 1.79 million in 2014. Among those aged 15-24, casual employment has tended to decrease since 2009, while among those aged 25-34, the so-called “older casual employees”, casual employment has increased since 2009. The government has set targets for decreasing the number of younger casual employees to 1.24 million.

9 Source: Labour Force Survey (Statistic Bureau, Ministry of Internal Affairs and Communications)
Unemployment Rate of Young People in Japan and Other Countries

(Source) OECD Labor Force Statistics 2014

Situation of Unemployed Persons (Aged 15-39)

Changes in the number of unemployed persons (Age 15-39)

(Source) "Labour Force Survey" by the Statistics Bureau of the Ministry of Internal Affairs and Communications
(Note) "NEETs" (Not in Education, Employment or Training) refers to those aged 15-34 not in the labour force who are not housekeepers and not attending school.
## Measures for Young People

### Description

<table>
<thead>
<tr>
<th>Employment Supports for New Graduates and Post Graduates</th>
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<tbody>
<tr>
<td><strong>“Job supporters”</strong></td>
</tr>
<tr>
<td>“Job supporters” with backgrounds in personnel and human resource management, and specialized in the support of new and recent graduates, provide assistance by developing job offers, offering individual one-on-one personal counselling, and, in cooperation with schools, consultation/employment support and seminars.</td>
</tr>
</tbody>
</table>

### Assessment Results

#### Self-Assessment Results

The approaches of focusing on youth, such as new and recent graduates, and offering attentive support by “Job supporters” experienced in areas such as company personnel selection, are user friendly and effective.

**Outcome:** Successful placement

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>194,000</td>
</tr>
<tr>
<td>2013</td>
<td>200,000</td>
</tr>
<tr>
<td>2014</td>
<td>199,000</td>
</tr>
</tbody>
</table>

**Outcome:** Development of job offers for new and past graduates

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>236,000</td>
</tr>
</tbody>
</table>

#### Assessment by Working Group Partner Results

There are similar approaches in Germany. They can be useful in addition to regular institutional supports. However it is important to guarantee a sufficient number of job supporters. It is also necessary to make their role fit into the whole system of support.
# Measures for Young People

<table>
<thead>
<tr>
<th>Description</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employment support in the “New Graduates Support Hello Work”</strong>&lt;br&gt;The user friendly and specialized job centres, “New Graduates Support Hello Work”, were established in 2010. There are now 57 locations nation-wide, mainly targeting students and graduates within 3 years after graduation with job search activities. Available service options are wide ranging, and include provision of job vacancy information, job placement, matching with small and medium-sized enterprises (SMEs), vocational aptitude testing, guidance/seminars for job search activities, one-on-one counseling, and psychological support by clinical psychologist.</td>
<td><strong>Self-Assessment Results</strong>&lt;br&gt;One-on-one counseling by designated personal supporters, which takes into account the individual situations of new and recent graduates, is effective.</td>
</tr>
</tbody>
</table>
# Measures for Young People

<table>
<thead>
<tr>
<th>Description</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Promotion of a shift from casual to regular employment</strong></td>
<td><strong>Self-Assessment Results</strong></td>
</tr>
</tbody>
</table>

“Youth Hello Work” is a specialized job centre established to encourage youth to shift from casual employment to regular employment. The main targeted users are people under age 45 (approximately), willing to find regular employment, but currently in longer-term unstable employment or with less experience working in a stable job. The “Youth Hello Work” provides individualized personal counselling by specific staff (consultation/placement, advice, and follow-up after successful placement).


**Assessment by Working Group Partner Results**

This is a transferable approach. Long-term unemployed people also get special attention in German Job Centres in order to enable them to enter regular employment. That means an overall support regarding potential handicaps and deficits (for example, lack of skills, drug problems, and debts). There are specialists dealing with young people aged 25 and under.
<table>
<thead>
<tr>
<th>Description</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Support for Workplace Adaptation after Employment</strong></td>
<td><strong>Self-Assessment Results</strong></td>
</tr>
<tr>
<td>Traditionally, support in “Hello Work” job centres focused on the achievement of a successful placement without attention to the post-placement period. Following a review of this system, since 2014, consistent support from first visit to retention in workplace is now implemented in both “New Graduates Support Hello Work” and “Youth Hello Work”. Specifically, a range of support measures could include follow-up of the newly employed, continuous support by a specific consultant and ongoing guidance for retention, by offering a perspective from the point of view of the employer and through workplace visits.</td>
<td>Continuous support after joining a company is important for retention in the workplace</td>
</tr>
<tr>
<td></td>
<td>Outcome: Rate of youth leaving their job within 3 years after graduation (Graduates in March 2012)</td>
</tr>
<tr>
<td></td>
<td>High school graduates: 40.0%</td>
</tr>
<tr>
<td></td>
<td>University graduate: 32.3%</td>
</tr>
<tr>
<td></td>
<td>The likelihood of leaving SMEs is higher.</td>
</tr>
<tr>
<td></td>
<td><strong>Assessment by Working Group Partner Results</strong></td>
</tr>
<tr>
<td></td>
<td>There is no systematic comparable approach in Germany; however, it is transferable in principle. Large scale resources in terms of staff are required to handle this approach effectively.</td>
</tr>
</tbody>
</table>
Support for occupational self-reliance of NEET

Focusing on young people who need special support such as NEET, “Regional Youth Support Station”, in cooperation with local governments, provides consultation based on the individual’s situation and on-the-job experience at actual workplaces. In cooperation with schools and related organisations, the Station also offers dropouts support in making decisions around education and work. There were 160 facilities nation-wide in 2014.

Self-Assessment Results

The number of users who were able to develop a career plan as a result of support by “Regional Youth Support Station” has been rapidly increasing since 2006. In 2014, 88% of users found a job.

Users who decided their own career course, 2016

Assessment by Working Group Partner Results

There are similar approaches in Germany, although there are still ongoing considerations to expand and systematize those efforts. This approach is transferable and of great importance for social integration and labour market participation. It requires high levels of investment.
Measures for Young People

Self-Assessment Results

Breakdown of users’ career decisions in FY2016

- Practical training: 1,523 persons (7.6%)
- School of higher grade: 767 persons (3.8%)
- Others: 129 persons (0.6%)
- Employment: 17,687 persons (88.0%)

Males: 61.2%
Females: 38.8%
Korea’s youth (aged 15-29) unemployment rate is one of the lowest in the OECD. It was relatively stable between 2000 and 2011 (7% to 8%), however, since 2012, it has been on an upward trend. As of June 2015, youth unemployment rate was 10.2%, about 2.5 times higher than the overall unemployment rate for persons aged between 15 and 64 (4.1%).

Figure 1. Unemployment rate by age group
Although compared to the OECD average youth unemployment rate, Korea’s is very low, 1.16 million young Koreans are having difficulty getting a job. Thus, the actual impact on youth is greater than the unemployment rate might suggest.

Youth unemployment in Korea mainly derives from a mismatch between youth’s university-level qualification and the market demand for skills, although there are also other factors, including low structural growth, and delay in labour market reform, factors of long persistence and complex interactions. The gap between the supply and demand for decent jobs continues due to delays in labour market structure reform and dualism.

Hourly wage level (June, 2014): Regular employees of large companies 100 > irregular employees of large companies 64 > regular employees of SMEs 52 > irregular employees of SMEs 35
While the overall employment rate has been improving since 2004, the youth employment rate has been on a downward trend during the same period, stagnating at around 40%, even as the number of youth employed gradually increased.

The imbalance between the supply and demand for labour in the industry sector is partly due to a focus on the supply side of human resource development and a mismatch of labour market information.

The Korea Employment Information Service anticipates a labour shortage between 2013 and 2023 in the following fields of study:

<table>
<thead>
<tr>
<th>Field of Study</th>
<th>Anticipated labour shortage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humanities and social sciences</td>
<td>61,000</td>
</tr>
<tr>
<td>Arts and sports</td>
<td>97,000</td>
</tr>
<tr>
<td>Education</td>
<td>26,000</td>
</tr>
<tr>
<td>Natural sciences</td>
<td>134,000</td>
</tr>
<tr>
<td>Engineering</td>
<td>277,000</td>
</tr>
<tr>
<td>Medicine</td>
<td>37,000</td>
</tr>
</tbody>
</table>

Moreover, the number of university students taking a leave of absence from school has increased over a seven year period from 258,000 (May, 2007) to 448,000 (May, 2014).

Companies prefer to hire experienced workers over the inexperienced, as experienced workers incur lower costs in terms of time and money for training. Nevertheless, the ratio between experienced workers relative to inexperienced workers has been shrinking over the years.

<table>
<thead>
<tr>
<th>Year</th>
<th>Experienced workers</th>
<th>Inexperienced workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>82.7%</td>
<td>17.3%</td>
</tr>
<tr>
<td>2011</td>
<td>80.3%</td>
<td>19.7%</td>
</tr>
<tr>
<td>2013</td>
<td>78.1%</td>
<td>21.9%</td>
</tr>
<tr>
<td>2015</td>
<td>72.9%</td>
<td>27.1%</td>
</tr>
</tbody>
</table>
# Measures for Young People

<table>
<thead>
<tr>
<th>Description</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Partnership with universities through on-campus creative job centres</strong></td>
<td><strong>Self-Assessment Results</strong></td>
</tr>
<tr>
<td>The 21 on-campus creative job centres link together and integrate employment and business start-up services which were formerly scattered across the campus and provided separately by the relevant university itself (general Human Resources Development centre), MOEL (college youth employment centre, career consultants) and the Ministry of Gender Equality and Family (MOGEF) (career development centre for female university students). Each on-campus creative job centre is funded an average of 500 million Won (around 0.4 M USD) per year in project costs, which are jointly provided by the government, university and local government. On-campus creative job centres provide guidance services to junior students exploring career paths as well as to fourth-year students preparing for employment. By receiving counseling at an on-campus creative job centre, young people get information on, and participate in, the Employment Success Package Program and youth internship programmes, and are exempted from the counseling they are required to receive at Job Centers before vocational training. Moreover, the centres make their services available to young people in other universities and nearby areas.</td>
<td>On-campus creative job centres are a typical example of government 3.0, achieved through collaboration among government agencies, such as MOEL, the Ministry of Science, ICT and Future Planning (MSIP) and MOGEF, central and local authorities and the private sector, such as universities. This programme started in 2015; it is too early to evaluate its impacts. The project period is five years, and after two years of implementation, an evaluation will be carried out to determine whether to continue support for the remaining three years. The Korean government plans to increase on-campus creative job centres to 40 in 2016, and also build an online integrated network with WordNet at its centre to support their one-stop tailored services.</td>
</tr>
<tr>
<td>Measures for Young People</td>
<td></td>
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<tr>
<td>---------------------------</td>
<td></td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td></td>
</tr>
<tr>
<td>By having an on-campus creative job centre, each university enters into a Memorandum of Understanding with the relevant innovation centre to pursue concrete collaboration.</td>
<td></td>
</tr>
<tr>
<td><strong>Self-Assessment Results</strong></td>
<td></td>
</tr>
<tr>
<td>Creative economy and innovation centres identify the workforce and training needs of locally specialized companies, while on-campus creative job centres function in the same manner as innovation centres’ branch offices. Based on information provided by innovation centres, they play a key part in delivering employment, skills development and business start-up services for young people.</td>
<td></td>
</tr>
</tbody>
</table>
# Measures for Young People

<table>
<thead>
<tr>
<th>Description</th>
<th>Self-Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Work-Study Dual System</strong></td>
<td><strong>Self-Assessment Results</strong></td>
</tr>
<tr>
<td>The workplace-based Korean-style apprenticeship system is implemented mainly for school graduates from formal education courses and students from high schools, junior colleges and universities. The Work-Study Dual System is one of the key reform tasks of the government's policy agenda and a workplace-based tailored education and training policy aimed at realizing a competency-oriented society. The Korean government will expand the system to 25,000 students in 60 vocational high schools in 2016 and all 203 vocational high schools in 2017. Various Ministries collaborate on the Dual System. These measures include reorganizing universities' undergraduate school systems into adult-friendly ones to support incumbent workers' lifelong vocational skills development; introducing work-study dual programme for incumbent workers; and designating an institution exclusively in charge of the Work-Study Dual System to develop a specialized for each government agency.</td>
<td>The industry-school partnership-based apprenticeship programme has run on a pilot basis in nine high schools since March 2015 and has expanded across 41 national industrial complexes by connecting high schools and industries. As this programme started in 2015, it is too early to evaluate its effects and performance. The way participating schools are selected and supported will be improved. Relevant government agencies will determine strategic industrial fields through consultation and choose participating schools mainly in fields fostering high-quality skilled talent considered necessary by industries. Moreover, the government will promote joint training hubs at the regional and industrial levels to make up for the lack of facilities, equipment, etc., for on-the-job training at SMEs participating in the Work-Study Dual System in order to ensure quality vocational education.</td>
</tr>
</tbody>
</table>
## Measures for Young People

<table>
<thead>
<tr>
<th>Description</th>
<th>Self-Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Youth Employment Success</strong></td>
<td><strong>Self-Assessment Results</strong></td>
</tr>
<tr>
<td>The main service package for youth employment offers a three-step programme, consisting of career counselling, vocational training and job placement. Starting in 2016, service delivery is contracted out to private sector providers.</td>
<td>The Korean government evaluates the YES package programme as successful. The employment rate of participants was between 44.7% and 52.5% in the years 2011 through 2013. The target number of participants in the programme is 200,000 in 2016.</td>
</tr>
</tbody>
</table>
### Measures for Young People

<table>
<thead>
<tr>
<th>Description</th>
<th>Self-Assessment Results</th>
</tr>
</thead>
</table>
| Uni-Tech is modeled on New York P-Tech, a school created in collaboration with IBM and City University of New York to connect IT-specialized high school and college, and Duale Hochschule Baden-Württemberg (DHBW), Germany’s university-level work-study dual system responding to growing demand for highly skilled workers in recent years. | **Self-Assessment**

Uni-Tech strengthens the connectivity between vocational education courses at specialized high schools and junior colleges, thereby helping to foster the mid- or high-level skilled workforce needed in society and providing intensive education without any wasted time gap, which usually happens toward the end of high school or during the college entrance exam season or vacations. Thus, it is expected to shorten the unemployment spell of six months to one year that young people experience before entering the labour market.

Students participating in Uni-Tech will be able to complete NCS-based systematic education courses by alternating between school-based education and in-company training and getting industry-recognized national qualifications after a successful evaluation. Participating companies will receive support in terms of infrastructure and education and training costs, such as education and training programmes and allowances for on-the-job training instructors. The project that will be conducted through collaboration between the Ministry of Employment and Labour (MOEL) and the Ministry of Education (MOE) underwent a public hearing. In 2016, after holding a project information session, the government will select 16 pilot project operators. |
# Measures for Young People

<table>
<thead>
<tr>
<th>Description</th>
<th>Self-Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Korea Jobworld</strong></td>
<td><strong>Self-Assessment Results</strong></td>
</tr>
<tr>
<td>Jobworld is a globally unique youth job experience facility to support early career development among youth. JobWorld consists of several exhibition facilities such as occupational information, kids’ job experience hall, youth job experience hall, career diagnosis hall, and a career counseling hall.</td>
<td>As of April 2016, 3.4 million youth had visited Korea JobWorld since it was founded in 2012. The Korean government considers Jobworld as a successful investment of around 200 million USD and is planning an additional regional JobWorld in Kwangjoo city.</td>
</tr>
<tr>
<td><strong>Youth internships at SMEs</strong></td>
<td><strong>Self-Assessment Results</strong></td>
</tr>
<tr>
<td>This programme gives unemployed youth internship opportunities at SMEs to increase their chances of becoming employed as regular workers, and provides wage subsidies to SMEs to reduce their burden in employing new workers. The main purpose is to reduce job mismatch at SMEs and to improve the employability of unemployed youths. The government encourages SMEs to convert young interns to regular status workers sooner and retain them longer after employment.</td>
<td>In 2015, 33,997 youth joined the youth internship programme. The rate of regular employment of internship participants is 70.9%. However, after one year of employment the rate is relatively low, 38.5%. (see tables on the next page)</td>
</tr>
</tbody>
</table>
## Self-Assessment Results

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of Participants</th>
<th>Regular workers</th>
<th>1 year employed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No %</td>
<td>No %</td>
</tr>
<tr>
<td>2009</td>
<td>31,150</td>
<td>17,659 56.7</td>
<td>10,197 32.7</td>
</tr>
<tr>
<td>2010</td>
<td>29,554</td>
<td>18,462 62.5</td>
<td>10,922 36.9</td>
</tr>
<tr>
<td>2011</td>
<td>32,079</td>
<td>20,164 62.9</td>
<td>11,983 37.4</td>
</tr>
<tr>
<td>2012</td>
<td>36,415</td>
<td>23,188 63.7</td>
<td>13,496 37.1</td>
</tr>
<tr>
<td>2013</td>
<td>43,228</td>
<td>28,786 66.6</td>
<td>16,660 38.5</td>
</tr>
<tr>
<td>2014</td>
<td>36,271</td>
<td>25,534 70.4</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>33,997</td>
<td>27,140 70.9</td>
<td></td>
</tr>
</tbody>
</table>

Measures for Young People
2. MEASURES FOR WOMEN
The employment rate of women in Germany has been increasing continuously over time. In 2014, seven out of ten women were in paid employment – with a total of 17.8 million, about 400,000 more than five years before. Germany is now above the OECD average in terms of women’s paid labour force participation and in third place in the European Union (EU), behind Denmark and Sweden.

The increase in the labour force participation by women achieved to date was caused, in the first place, by an increase in part-time employment – including marginal employment. Only about half of employed women work full-time. Since 2009, the weekly hours worked by women in part-time employment have increased by one hour, but Germany is still one hour below the EU-average. In addition, 3.3 million women are employed solely in marginal employment. In order to better access the potential skilled worker of women, their employment should match their qualifications as far as possible and permit a sustainable livelihood.

In Germany the employment patterns of men and women without families differ only slightly, but establishment of a family leads to great differences in labour force participation, above all in terms of the number of hours worked. Women still take over the greatest share of childcare and other family-related work. In addition, the increase in the number of individuals requiring long-term or elder-care is accompanied by an increase in the number of employed persons who look after these categories of dependents. Most long-term / elder-care work is carried out by women as well, the consequences being a further loss to the labour market of female skilled workers, much lower pay on their re-entry, and negative impacts on their career development and pension rights.

At the same time, many women would like to start work again or increase their working hours, if they could adapt this better to their current life situation and family and long-term / elderly-care phases. However, they frequently fail to return to the labour market or
increase their working hours because of a lack of support in the re-entry phase, a lack of childcare options, and workplaces that are not family-friendly or conducive to providing long-term care. Single mothers are particularly affected; many of the 1.4 million single mothers would like to increase their hours of work, but only 40% of them work full time.

Quantitatively and qualitatively speaking, to close Germany’s skilled worker gap, one of the most important potential untapped workforces consists of women who either want to return to work or who want to increase their number of hours worked.

More and more companies are making efforts to create working conditions that are compatible with bringing up a family or providing long-term / elder-care, for example, by offering arrangements for flexible working hours. In spite of this, one third of men fear negative impacts on their careers if they make use of these options. For women, the willingness of husbands and partners to share family or long-term / elder-care plays a significant part in their decision for or against (re-)starting work or increasing their hours of employment. Companies therefore cannot make a contribution simply by being family-friendly. Employers must also show male employees that family and work life are compatible, and that ensuring individual work-life balance will not result in career disadvantages over time. This is accompanied by the need to develop and put in place suitable management models for part-time work or working from home. Leading German industrial associations recommend companies and universities get certified as family-friendly enterprises through a work and family audit.

Suitable childcare options are among the most critical factors influencing the employment of women. By instituting the legal right to a childcare place for children under age three, Germany has taken a step in the right direction. But there is still a lack of extensive childcare facilities in the afternoon and outside normal working hours. With “Kitaplus”, a programme established in 2015 the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth together with the Federal Employment Agency try to identify effective
activities to improve childcare in the early morning, in the evening, at weekends and during holidays. The Federal Government, the state (Länder) governments and local authorities are responsible for creating reliable, high quality and affordable solutions through financial engagement and sound concepts. Companies could also support the organisation through financing or by providing their own childcare options.
<table>
<thead>
<tr>
<th>Description</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Counselling and Placement</strong></td>
<td><strong>Self-Assessment Results</strong></td>
</tr>
<tr>
<td>Women who want to enter or to return to working-life or to increase their hours of work are advised by the local Employment Agencies. The nationwide concept of counselling and placement is based on an individual and strength-based approach. The process has four phases: Profiling, Target Definition, Selection of Strategy/Strategies, and Action and Controlling. The placement officer assesses whether (re-)integration prospects can be enhanced by supporting the job seeker and if so, within which timeframe. The counselling and placement covers all matters relating to:</td>
<td>Experience has shown that the re-entrance process for women is constrained by special challenges, such as lack of role models, child-care problems, as well as individual factors related to career breaks and training needs. Specially trained and experienced representatives for equal opportunity in the labour market are important for networking, organizing and carrying out special information events for girls and women, including re-entrants, as well as employers. These experiences are taken into account for the counselling-process. With the programme PWE (for further information see below) new approaches have been explored, developed or established in several regions since 2010. Since 2014, the Bundesagentur für Arbeit (BA) has accompanied the re-entry process by additional and specialized guidance and placement officers nationwide.</td>
</tr>
<tr>
<td>- Choosing a job or a vocational training</td>
<td>- Professional development</td>
</tr>
<tr>
<td>- Changing a career or job</td>
<td>- Individual placement opportunities</td>
</tr>
<tr>
<td>- Current situation and outlook in the labour market, with respect to vocations / occupations</td>
<td>- Opportunities for vocational education</td>
</tr>
</tbody>
</table>
Measures for Women

<table>
<thead>
<tr>
<th>Description</th>
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<tbody>
<tr>
<td>Every job seeker is supported with the Bundesagentur für Arbeit (BA) online job-bank (Jobbörse) at <a href="http://www.arbeitsagentur.de">www.arbeitsagentur.de</a>. Clients can search online for job vacancies and set up and manage a personal applicant profile. The placement officers can provide support with the publishing process. A variety of training options are available throughout Germany, but offerings may vary slightly depending on the labour market, the budget of the agency, and available providers in the region. A range of training modules and measures are available online and can be used independently of location and time.</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Assessment Results</th>
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<tbody>
<tr>
<td><strong>Assessment by Working Group Partner Results</strong></td>
</tr>
<tr>
<td>In person and online resources are available at every stage. Extensive online resources mean that an individual can do considerable research on options and job prospects, or manage job search activities from home. The information centres, Berufsinformationzentrum (BiZ), offer hard copies of information and provide printing facilities for information not available on the shelf. The online tools to build a CV or cover letter and manage online applications are good supports for all job seekers. The “one-stop” model integration of information, staff and supports is based on simple co-location and also on staff awareness of the other supports and programmes available locally. This is a transferable model. The shortcoming observed is that the number of staff at the BiZ is not sufficient to provide the level of orientation that less “internet-capable” clients would need. These clients would be referred to a counsellor for referral to a training to increase their skills (e.g. computer literacy, CV building).</td>
</tr>
</tbody>
</table>
**Measures for Women**

<table>
<thead>
<tr>
<th>Description</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Special Action Program for Re-Entry</strong></td>
<td><strong>Self-Assessment Results</strong></td>
</tr>
<tr>
<td>The programme “Perspektive Wiedereinstieg“ (PWE) (Perspectives for Re-entry)</td>
<td>The programme helps to activate the “hidden” female potential. It is operated by the</td>
</tr>
<tr>
<td>(Perspectives for Re-entry) is conceived specifically with the target group</td>
<td>Federal Ministry for Family Affairs, Senior Citizens, Women and Youth together with</td>
</tr>
<tr>
<td>of the “hidden labour force” in mind. It offers guidance through the phases</td>
<td>the Federal Employment Agency and financed by the European Social Fund (ESF). The</td>
</tr>
<tr>
<td>of decision-making, integration of re-entrants through individual coaching</td>
<td>programme helps women and men, to re-enter working life after a period out of the</td>
</tr>
<tr>
<td>and the targeted application of training measures.</td>
<td>labour force due to family obligations.</td>
</tr>
<tr>
<td>Re-entrants in selected locations nationwide can access activation,</td>
<td><strong>The evaluation of the former funding periods shows that:</strong></td>
</tr>
<tr>
<td>guidance and training measures, as well as coaching.</td>
<td>• Most participants used the module orientation to the labour market, how to apply</td>
</tr>
<tr>
<td></td>
<td>for work and qualification upgrading.</td>
</tr>
<tr>
<td></td>
<td>• 60% of participants finished the programme. The main reason cited among those who</td>
</tr>
<tr>
<td></td>
<td>dropped out was starting employment (cited by 60% of respondents).</td>
</tr>
<tr>
<td></td>
<td>• Overall participant satisfaction was high, 80 % of the participants were (very)</td>
</tr>
<tr>
<td></td>
<td>satisfied. The vast majority of the participants consider participating in the</td>
</tr>
<tr>
<td></td>
<td>programme as (very) helpful for the re-entry-process.</td>
</tr>
</tbody>
</table>

**The focus is on the following in the current European Social Fund (ESF) funding period (2014 – 2020):**

- Re-entry and responsibility for care: Guidance and information about possibilities for persons interested in re-entry and for companies.
- Employment eligible for social security instead of marginal employment (mini-jobs): Support for the marginally employed who want to follow new career paths.
- "Re-entry prospects" – online: Learning with maximum flexibility with respect to time and location, via virtual classrooms and through self-teaching modules.
## Measures for Women

<table>
<thead>
<tr>
<th>Description</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Engaging family partners: Support to enable all participants’ family members to consciously shape their roles in the family transformation process.</td>
<td>The providers recommend:</td>
</tr>
<tr>
<td>• Household-related services: Provision of information about available services for women that can reduce the time they spend on household chores and family duties, and help them balance these activities with time spent on the job. As well, this activity supports the development of employment opportunities, beyond marginal services, in the area of personal and household-related services.</td>
<td>• Expanding the educational opportunities and strengthening cooperation with universities.</td>
</tr>
<tr>
<td>• Employer awareness: Contacts with companies and business federations, to campaign for re-entrants as a target group for employment recruitment.</td>
<td>• Intensifying cooperation with potential employers.</td>
</tr>
<tr>
<td>• Advisory-portal: Offers comprehensive information on re-entry. It is available at: <a href="http://www.perspektivewiedereinstieg.de">www.perspektivewiedereinstieg.de</a></td>
<td>• Maintaining the central role played by coaching.</td>
</tr>
<tr>
<td>• Re-entry calculator: Calculates the financial advantages of re-entry into working life. It is available at: <a href="http://www.wiedereinstiegsrechner.de">www.wiedereinstiegsrechner.de</a></td>
<td>• Continuing to emphasize individual attention.</td>
</tr>
<tr>
<td>• XING group: &quot;Re-entry prospects: click for new paths&quot; provides a platform for exchanges on re-entry into working life, for individuals and for HR managers, as well.</td>
<td>• New offering around aforementioned mentoring programmes and holiday programmes.</td>
</tr>
</tbody>
</table>

Based on the success of the PWE programme, a standardised PWE measure is now available nationwide. Re-entrants can access activation, guidance and training measures, as well as coaching. Offerings may vary slightly depending on available providers in the region.
## Assessment by Working Group Partner Results

The integration of supports, and the extended time period over which they are available, could be transferred to any programme that seeks to activate individuals who encounter obstacles to labour market participation.

A key component is the explicit recognition that re-entry is a process, and that while the first attempt may not succeed, lessons can be learnt and the client can be equipped for success on a second attempt.

The online re-entry calculator in the portal is a unique feature for clients and family, demonstrating the longer-range impact of timing a return to work, the number of hours worked, based on an individual’s circumstances.
### Measures for Women

<table>
<thead>
<tr>
<th>Description</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measures for single parents</strong></td>
<td><strong>Self-Assessment Results</strong></td>
</tr>
<tr>
<td>Many Employment Agencies and Job Centres offer special programmes for improving the employment opportunities of single parents. Lack of vocational training, prior work-experience and adequate and affordable childcare remain obstacles to sustained integration. Strategies for enhancing single parents’ access to the labour market require closing skill-gaps, on the one hand, and helping to develop flexible working conditions and sufficient childcare offers, on the other.</td>
<td>It is important to build employer awareness of and interest in the employment potential offered by single parents, both to promote a positive attitude towards them and to increase their chances for employment. Working in networks is an indispensable success factor (i.e. child and youth-welfare, other public bodies, training providers) in assisting these clients.</td>
</tr>
</tbody>
</table>

#### Assessment by Working Group Partner Results

Vouchers from the BA or BiZ allow clients to get access to programmes from third parties. There is financial assistance to help cover incremental child care and transportation costs to the training location. Any registered job seeker can participate in online courses in office basics, software, communications, languages (German and foreign), and soft skills, such as time management. Transferability is dependent on the budget of PES and capacity to offer or pay for training for clients.
## Measures for Women

<table>
<thead>
<tr>
<th>Description</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Part-time vocational training</strong>&lt;br&gt;For initial vocational training for women (and men) with family obligations, flexible models such as part-time vocational training are an important building block in increasing their employment prospects.&lt;br&gt;Opportunities are promoted locally through information guidance events. The opportunities offered by this training model are also explained to local employers.</td>
<td><strong>Self-Assessment Results</strong>&lt;br&gt;Employers acquire committed young talent and skilled personnel who have a high degree of reliability, conscientiousness, time management, organisational skills and life experience thanks to their family responsibilities. Representatives for equal opportunity in the labour market and the Employer Service play an important role in promoting these options.</td>
</tr>
</tbody>
</table>

| **Family-oriented personnel policy**<br>Information and guidance for companies on family-oriented personnel policy to foster better family–work life balance is available through equal opportunity representatives, in combination with the BA Employers Service. | **Self-Assessment Results**<br>In times of shortage of skilled personnel companies profit from these offers in two ways: in the recruiting and securing of qualified personnel and in an effective and efficient utilisation of human resource potential. | **Assessment by Working Group Partner Results**<br>Employers can also write off the wages of PWE clients during the placement period, giving an incentive for businesses to “try before they hire” an applicant whose most recent work experience is some years in the past. |
### Measures for Women

<table>
<thead>
<tr>
<th>Description</th>
<th>Assessment Results</th>
</tr>
</thead>
</table>
| **Representatives for equal opportunity in the labour market**

In all agencies, Representatives for equal opportunity in the labour market carry out special and targeted information for

- Girls, i.e. information events and activities such as nationwide Girl’s Days, Girl’s Day-Academies, STEM cafés, workshops and conferences to seize career opportunities in the technical and scientific fields and expand their potential spectrum of career options,
- Women, i.e. information round about a re-entry in the labour market or part time measures for single parents,
- Employers, i.e. information about creating family-friendly work places, equal pay, women in leading positions, changing part-time or marginal employment into sustainable work,
- Management of the employment agencies, i.e. about the labour market situation per gender and suitable measures and solutions in the local labour market.

They use very different methods and formats such as individual or group counselling, lectures, expositions, conventions, conferences, speed dating, interviews, workshops or print media.

- **Self-Assessment Results**

The equality of women and men in the labour market is a target in Germany’s Social Code. The existence of Representatives for equal opportunity in the labour market is based on long-term experience, and therefore, obligatory for each employment agency. Their networking competences with actors in the local labour market, the targeted initiatives for women of all ages and the counselling of managers in the employment agencies are relevant contributions for developing the potential of skilled women.

- **Assessment by Working Group Partner Results**

Considerable resources and ingenuity are brought to bear to proactively reach audiences through different locations and techniques. Some are relatively low-cost and easily transferable, for example, eye-catching postcards publicizing events are left in community centres.
Women’s employment rate in Korea increased by 2.9 percentage points (pp) from 47.0% to 49.9% between 2000 and 2015. During the same period, men’s employment rate increased by 0.4 pp from 70.7% to 71.1%, while the total employment rate increased by 1.8 pp from 58.5% to 60.3%.

Women’s employment was more sensitive to economic fluctuations compared to men’s employment.

**Figure 1. Employment rate of males and females**

Korea ranked 4th among OECD countries in terms of the size of the gap between male and female employment rates. Turkey’s gap was 40.5pp, Mexico’s 33.7pp, Chile’s 23.4pp, Korea’s 21.4pp, Japan’s 19.7pp.

To a great extent, the gap between the employment rates of men and women arises from women in their thirties who exit the labour market for marriage and/or pregnancy and fail to re-enter. In Korea, career breaks for women widen the gender wage gap, which is the largest in the OECD.

The employment rate of women in their mid-forties shows a noticeable increase which coincides with the period when they are somewhat freed from the responsibilities of raising children. The employment rate of women in their early to mid-fifties increased by 8.6 pp and 9.2pp in 2005 and 2015, respectively. This is because more women in this age group have re-entered the labour force to earn a living.
## Measures for Women

<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Women New Job Centers</strong></td>
</tr>
</tbody>
</table>

The New Employment Centre was established following the enactment of laws to promote economic activities of women re-entering the workplace. It is conducted as a cooperative project with the Ministry of Gender Equality & Family. There are 147 Women New Job Centers.

The New Employment Centre was establishedt provides comprehensive programmes from career consulting, job training, and job placement services to community projects to create better working environments for women, including:

- **One to one customized career counseling:**
  Professional career consultants provide personal consultation and aptitude tests based on the client’s career history and academic qualifications.

- **One stop counseling with partnership:**
  Provides customer-oriented consultation services in connection with educational institutes and public agencies.

- **Job information:**
  Provides information on promising job opportunities, qualifications, test schedules, and training programmes.
## Self-Assessment Results

### Women New Job Centers

**<2015 Performance>**

The job placement rates for Women New Job Centers was 47.9%, with 120,679 women finding employment.

<table>
<thead>
<tr>
<th>categories</th>
<th>Job openings</th>
<th>Job seekers</th>
<th>No of Employment</th>
<th>Employment rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>WNJC</td>
<td>312,526</td>
<td>252,161</td>
<td>Total 120,679, Permanent 69,998, Part time 12,926, Contract 23,090, Part time contract 13,525, Self-Employed 1,140</td>
<td>47.9%</td>
</tr>
<tr>
<td>DC</td>
<td>45,753</td>
<td>30,958</td>
<td>Total 19,361, Permanent 10,256, Part time 1,772, Contract 5,730, Part time contract 1,471, Self-Employed 132</td>
<td>62.5%</td>
</tr>
</tbody>
</table>

WNJC : Women New Job Center, DC : Dispatched Counselors for various organization from WNJC
However the employment rate in 2015 was slightly down over the previous year (2.1pp), and needs to improve.

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Employment</td>
<td>122,610</td>
<td>107,652</td>
<td>129,632</td>
<td>140,040</td>
</tr>
<tr>
<td>Job seekers</td>
<td>194,494</td>
<td>209,530</td>
<td>251,466</td>
<td>283,119</td>
</tr>
<tr>
<td>Job openings</td>
<td>227,924</td>
<td>233,115</td>
<td>302,439</td>
<td>358,279</td>
</tr>
<tr>
<td>(N. Employment/N. Jobseekers) X 100</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target</td>
<td>48.9</td>
<td>58.9</td>
<td>59.8</td>
<td></td>
</tr>
<tr>
<td>Achievement</td>
<td>63.0</td>
<td>51.4</td>
<td>51.6</td>
<td>49.5</td>
</tr>
<tr>
<td>Achievement rate (%)</td>
<td>128.8</td>
<td>87.3</td>
<td>86.3</td>
<td></td>
</tr>
</tbody>
</table>
## Measures for Women

### Description

**Women Resource Development Centres**

There are 56 Women Resource Development Centres in Korea. These are based on a private-public cooperation model with the private sector taking the lead. In 1977, the Women Resource Development Centre was established as the Seoul YWCA Women’s Centre, for the purpose of providing job training for women.

Government projects operated by the Women Resource Development Centres include training, customized local job placement services, the Employment Success Package (under contract with Ministry of Employment and Labour, New Job Centre for Women) and intern support programmes.

In order to help women, especially women with career breaks, re-enter the labour market, it is necessary to provide systematic support, including group counseling on job training and setting direction, as well as information on other employment services, such as supporting the balance between work and family life, and follow-up measures. Such services are not provided in a package, so the Women Resource Development Centres consolidate and act as the front line messengers in the field to provide access to various central government programmes.
Women Resource Development Centres successfully provide one-stop employment services and vocational training for women. In 2015, the number of women entering employment stood at 93,903, while 60,181 women received training.

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Number of individuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entered Employment</td>
<td>93,903</td>
</tr>
<tr>
<td>Received Vocational Training</td>
<td>60,181</td>
</tr>
<tr>
<td>Received Group Counseling</td>
<td>13,815</td>
</tr>
<tr>
<td>Received Individual Counseling</td>
<td>472,154</td>
</tr>
<tr>
<td>Participated in Career Workshop</td>
<td>347,806</td>
</tr>
</tbody>
</table>
Measures for Women

**Description**

**Maternity Protection and Child Care Benefit**

Legal and institutional improvements have been made to create conditions that enable women to continue to work without taking a career break. To be concrete, the government raised the maximum age of a child for whom a worker can take childcare leave from 6 years to 8 years, made family care leave mandatory and expanded paternity leave. It has also acted to increase the number of workplace childcare centres.

Maternity leave benefits are intended to prevent female workers from leaving their jobs due to childbirth and to remove disincentives deterring employers from employing women. An employer must grant his/her pregnant female worker 90 days of maternity leave around the time of childbirth (and pay her wages for the first 60 days of the leave). At least 45 days of maternity leave must be provided after childbirth. Any female worker who has a miscarriage or stillbirth during pregnancy can take miscarriage or stillbirth leave.

Childcare leave benefits are paid to support work-life balance and thereby eventually improve employment security for workers, and increase labour force participation. Benefits cover 40% of the worker's ordinary monthly wage, from a minimum 500,000 Won (400 USD) to a maximum of 1 million Won.

If a worker chooses to work shorter hours instead of taking full-time childcare leave during the child-rearing period, benefits amounting to a certain share of his/her childcare leave benefits are provided. Such benefits are intended to prevent working women from taking a career break due to childbirth or child care and help them balance work and family life.
Self-Assessment Results

Spending for maternity protection and child care benefits budget has increased rapidly. However, since the maternity protection budget comes from the employment insurance fund, coverage for female workers in non-regular employment is only around 42%. It is very important to increase the coverage rate for the maternity protection programme among female workers not in regular employment.

(Unit 100,000,000 Won = 900,000 USD)
Targeting Clients and Measuring Programmes

3. MEASURES FOR OLDER WORKERS
Until now, the baby boom generation has slowed the pace of population aging, giving Canada a lower ratio of elderly to working-age population than most other OECD countries. In the late 1970s, there were about 7 people aged 20 to 64 for each senior (aged 65+), this ratio falling to 4:1 by 2015. This accelerating population aging is expected to push the ratio in Canada slightly above the OECD average by 2030 (to about 2:1), higher than that of the United States and the United Kingdom; close to the elderly ratio in France; and below that of Germany, Italy and Japan.

As the population ages and older Canadians represent a larger share of the workforce, to support economic growth it is important to encourage their retention and re-entry in the labour market. In fact, older adults have experienced large gains in labour force participation. From 1976-2015, the participation rate of Canadians aged 55 to 64 rose 11.7 percentage points (pp), and that of those aged 65 to 69 rose 10.3pp. Older women had some of the largest gains in participation, with an increase of 27.3pp among those aged 55 to 64.

![Graph showing trends in participation rates by age group, 1976-2015](image)
A larger proportion of older workers are planning to work longer, delaying retirement, or returning to work after their first retirement. Working-life expectancy of workers at age 50 increased by about 3.5 years between the mid-1990s and 2008. A 50-year old in the mid-1990s could be expected to work another 12.5 years (to age 62.5) while in 2008 a 50-year old could be expected to work another 16 years (to age 66).

A working-life analysis of 50-year olds born between 1934 and 1956, shows that 24% of men and 21% of women returned to work in the 10 years following their first retirement. Reasons for working later into life include improved health and life expectancy, higher levels of education, later labour force entry as a result of spending more years in school, the need for social interaction, a desire to stay busy, as well as financial reasons.

Older Canadians have maintained relatively low unemployment rates. The unemployment rate of older adults aged 55 and over was 6.0% in July 2016, below the average of 6.9% for the entire labour force, but slightly higher than Canadians aged 25 to 54 (5.9%). On a year-over-year basis, the participation rate for the older worker group increased 0.3pp to 37.4% in July, as growth in labour market participation outpaced population growth during this same period.

Despite their expectation to continue working, some older workers face substantial barriers to employment. In particular, when older Canadians become unemployed, they have more difficulties finding new jobs and are more likely to experience long-term unemployment or retire earlier than expected. Unemployed older workers in economically undiversified, remote communities are particularly likely to face greater barriers to re-employment, placing them at much higher risk for extended unemployment and premature withdrawal from the labour force.
Compared to younger workers, older workers are disproportionately employed in declining industries (2014 figures) including Fishing, Hunting and Trapping (34.6%); Agriculture (34.4%), and Forestry (25.3%), sectors with a higher risk of unemployment. Level of qualifications also plays a role. In 2014, individuals aged 55 to 64 with less than a high school education had an unemployment rate of 9.0%, significantly higher than the unemployment rate of those with a high school diploma (5.9%), a skilled trade certificate or college diploma (5.9%), or a university degree (5.3%).

Older recent immigrants also have considerably higher unemployment rates than those who have lived in Canada for 10 or more years, or than adults who are Canadian-born. The unemployment rate of older immigrants who have lived in Canada less than 5 years was 19.7% in 2014, significantly higher than their counterparts in Canada for 10 or more years (5.0%), or Canadian-born workers (5.6%).
Measures for Older Workers

**Targeted Initiative for Older Workers**

The Targeted Initiative for Older Workers (TIOW) was introduced in 2006 to help unemployed older workers in small, vulnerable communities (i.e., less than 250,000 residents) through activities aimed at reintegrating them into employment or to increase their employability. TIOW is the only dedicated federal programme that targets this group. The programme is cost-shared (70-30) between the federal and provincial/territorial governments.

Priority is given to communities affected by closures and downsizing in traditional sectors, such as forestry, fishing, textile and apparel and mining. In addition, priority communities are those with limited employment services, training facilities and other programming available to unemployed residents.

Projects are normally coordinated by community-based organizations with expertise in delivery of employment programmes that address the special needs of older workers or with the necessary community partnerships to ensure appropriate programming for older worker participants.

To be eligible to participate in TIOW, older workers must be unemployed, be legally entitled to work in Canada, be from 55 to 64 years old (with some exceptions), lack marketable skills, and live in an eligible community.

**Self-Assessment Results**

The TIOW model was developed based on best practices and lessons learned from previous older worker programmes, such as the Older Workers Pilot Projects Initiative, which was in place between 1999 and 2006. These lessons included that older workers benefit from:

- Group programming with coaching and peer support,
- Training that is hands-on, relevant and practical,
- Flexible programming that can respond directly to individual employment needs, and
- Projects that involve community partners.


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1 The Government of Canada provides broad based supports for unemployed Canadians, including older persons, through Employment Insurance (EI), Labour Market Development Agreements (LMDA), the Canada Job Fund Agreements (CJFAs), and Labour Market Agreements for Persons with Disabilities (LMPD). EI Part I provides income support to eligible unemployed workers, and EI Part II provides employment services and training, which are funded by the Government of Canada and delivered by the provinces and territories through LMDA. The Government of Canada also works with provinces and territories to encourage age-friendly workplaces and flexible work arrangements. The federal, provincial and territorial governments work together through the Forum of Federal-Provincial-Territorial Ministers responsible for seniors, which was established to share information, discuss emerging trends, and work collaboratively on projects.
### Measures for Older Workers

<table>
<thead>
<tr>
<th>Description</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Shared responsibility model</strong></td>
<td><strong>Self-Assessment Results</strong></td>
</tr>
<tr>
<td>The federal government establishes policy parameters, oversees overall implementation of agreements, manages allocations, and conducts programme evaluations. As well, Ministerial approval is required on all TIOW projects. Provinces and territories are responsible for targeting specific communities for interventions as well as for designing and delivering projects based on their local labour market situations and client needs.</td>
<td>The programme’s flexibility enables jurisdictions to adapt the TIOW model to meet participant needs and to respond to evolving labour market opportunities and challenges at the local level. TIOW projects are often embedded in regional economic development strategies and complement existing employment programming and adjustment initiatives in the region.</td>
</tr>
</tbody>
</table>
## Measures for Older Workers

<table>
<thead>
<tr>
<th>Description</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TIOW activities and supports</strong></td>
<td><strong>Self-Assessment Results</strong></td>
</tr>
</tbody>
</table>
| A group-based project model places emphasis on peer mentoring and support. A significant portion of TIOW project activities take place in a classroom environment or other type of collective setting, and project participants are encouraged to learn from and support one another during the training. Under the programme guidelines, all projects must involve at least 25 hours per week of activity for participants, however, no minimum or maximum number of weeks is established for the duration of a TIOW project. Group-based activities take place in a classroom setting. Project sponsors ensure the provision of employment assistance activities including assessment, counselling, résumé writing, interview techniques, and job finding clubs. | This group-based aspect of TIOW interventions has often been cited by both participants and training providers as having a particularly positive impact on participant learning, confidence and motivation. The 2014 Summative Evaluation of TIOW found that:  
- 82% were satisfied with the activities and/or training received  
- 69% felt more employable as a result of their participation in the programme,  
- 64% agreed skills they learned linked well to employment opportunities in their area, and  
- 73% of participants who found employment agreed they found the type of work they wanted.  

**Assessment by Working Group Partner**  
The TIOW project, “NewStep” – Networking, Employment, Work Skills and Training for Experienced Participants at the Employment and Education Centre, Brockville, Ontario, design programmes to suit local needs to help clients remain active and productive labour market participants. |  
TIOW projects cost on average $7,000 per participant for an average of 4.4 months programming; costs include employment assistance activities, employability improvement activities, and income support in the form of allowances, wages or wage subsidies to employers.

**TIOW Project**

Must include job search skills and a minimum of two other activities

- Employment Supports
- Community or Employer Based Work Experience
- Preparation for Self-Employment
- Mentorship
- Specific Skills for current or anticipated demands
- Essential Skills e.g. reading, numeracy, computers
- Assessment e.g. prior learning, vocational interest
- Post-Project Follow-up

**Assessment by Working Group Partner Results**

The group-based model offers participants an additional source of mutual support, beyond that supplied by the counsellor. It helps clients to develop networking skills and contacts as each participant brings a wealth of experience, skills and competencies.

The format also reduces costs over the one-on-one delivery model. Participants work through the job search: i.e., career exploration; career decision making (via self-analysis and professional assessments, review of transferable skills); labour market research; job search techniques for the “newer” world of work; cover letter and résumé development (job specific for both advertised and non-advertised jobs), networking (importance and steps involved), interviewing skills; business cards, use of social media, certifications etc.

Coaching is a significant time-component of the project and is regarded as one of the keys for success by both clients and counsellors. One employment coach works with all TIOW clients and contacts each client daily.
# Measures for Older Workers

## Participation

As of April 2016, TIOW had served 39,827 participants through 998 projects.

## Self-Assessment Results

According to the 2014 Summative Evaluation, the profile of TIOW participants indicates that a majority of them have low levels of education, had low employment earnings before they entered the Program and had experienced a recent job loss.

Half of the participants did not hold more than a high school diploma, while half had some post-secondary education (PSE), including 26% with a PSE certificate or diploma and 11% with a university degree.

Over half of the participants (55%) experienced a recent job loss, either in the year they started the TIOW programme (24%) or the year prior to starting in the programme (31%).

## Assessment by Working Group Partner Results

Many older clients have limited or outdated computer skills. At the project visited, having the formal computer training component early in the programme is a transferable practice; clients are able to put the skills into practice immediately since it supports other components of the programme, such as job search, cover letter and résumé development, and reinforces what has been learned.
Measures for Older Workers

<table>
<thead>
<tr>
<th>Description</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>TIOW Employment outcomes:</td>
<td></td>
</tr>
</tbody>
</table>

**Self-Assessment Results**

Results from the 2014 Summative Evaluation show that TIOW participants were more likely (by 6 percentage points) to find employment than participants who received limited treatment consisting of Employment Assistance Services under other programmes. Approximately 18 months after starting the programme, just over half participants (51%) reported being employed full-time (26%) or part-time (25%). In addition, very few of those who worked after the programme had to relocate to obtain their job (6%).

Participants who were not employed cited various reasons for the inability to obtain employment including: a lack of jobs, reluctance among employers to hire older workers, health problems, seasonal work, and their skills not being in demand.

**Assessment by Working Group Partner:**

The project visited makes use of in-house job creators who have extensive existing networks with local employers to find options or to create jobs that match clients’ skills and interests. This was key since many participants had few contacts in the local labour market.
### Measures for Older Workers

#### Description

**Impact on income**  
In Canada, older workers who have been displaced from employment tend not to recover well in terms of their earnings when they re-enter the labour force.

TIOW participants had low employment earnings before they entered the Program. In the year just prior to their TIOW start year, 75% of TIOW participants earned $20,000 or less, 29% earned $10,000 or less and nearly one third of the participants (31%) had no employment earnings.

#### Assessment Results

**Self-Assessment Results**  
While the TIOW programme may have mitigated potentially more negative labour market impacts among programme participants than might have been the case in the absence of participation, two years after participating in the programme, participants were not able to recover the annual earning level they had prior to losing their job.

Two years after starting in TIOW, average annual earnings rose to $11,300, representing a $2,800 increase, but below the average earnings in the year prior to their participation.

![Mean Employment Annual Earnings Overall and by Gender ($'000s) for Participants with a Start Year in 2008 and 2009](chart.png)
The Government of Canada is committed to implementing policies to encourage and facilitate longer working lives, and work at older age that may contribute to the income security of seniors.

<table>
<thead>
<tr>
<th>Description</th>
<th>Assessment Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some changes that may strengthen the TIOW programme in the future include: broadening the age range to better accommodate population aged 50-54; collecting older worker demographics to capture other targeted populations (e.g. Indigenous, persons with disabilities, women); targeting larger communities, thereby providing specialized services across Canada; and, expanding self-employment stream of programme to further support entrepreneurship.</td>
<td></td>
</tr>
</tbody>
</table>

**Self-Assessment Results**

Assessment by Working Group Partner:

Intensity appears to be more key to success than duration; however, the duration of the programme could be adapted to local circumstances and budgets. There is no centralised recruitment plan. Individual projects are responsible for raising the profile of the programme in their community among employers and clients. Consider more use of social media, which are inexpensive and may reach older individuals indirectly, through family members, or information packages created by governmental Public Relations staff which can be combined with local information as “take-aways” or combined with media advertising.
Conclusions
And
Recommendations
Young people have to be engaged on labour market issues, involved in the process of decision making regarding their career goals, and have realistic information on their chances of qualifying for a job that satisfies them and enables them to earn their livelihood.

This process ideally starts at school, and as early as possible. It has to be supported by intelligent vocational orientation, practical experience and qualified counselling.

The “Korea JobWorld” is good example of a facility for motivating children and youth to develop the concept of a future career.

In the Korean experience, youth are not familiar with government job centres, so additional outreach efforts are required. The operation of job centres in universities have shown themselves to be is highly successful. Germany has established “Youth Employment Agencies” nationwide to offer linked services, information and support to young people. These agencies are based on a cooperation agreement between job centres, local youth welfare services and the vocational guidance service of the Public Employment Service (PES) Bundesagentur fürArbeit (BA).

In Germany the BA is committed to the concept of early intervention, continuous and personalised guidance and sustainable integration into the labour market, supported by all possible forms of information and guidance during the transition from school to employment. To accomplish this, it is very important to implement partnership approaches with schools, universities, employers, social partners, political representatives, public authorities, youth organisations and incorporated foundations.

Collaborative approaches are key to success with young job seekers. The German “Alliance for Vocational Training and Further Training” (founded in 2014) brings together the main stakeholders at a national level (employers’ associations, trade unions, chambers, Federal and State Governments, Federal Employment Service) in order to steer the process of integration of young people commonly.
In Japan, the collaboration between schools and the PES has been extremely successful: virtually all Japanese students who choose not to pursue tertiary education have a job offer when graduating from senior high school.

Young job seekers have different backgrounds, such as new graduates, non-regular workers looking for regular employment, and NEET youth. Based on their situation, the PES should design a range of support options and provide them appropriately.

Young people who have difficulties in integrating into society and the labour market, especially NEET youth, call for a sensitive, but practical and supportive approach. It seems very useful to include the parents in this integration process. For NEET youth, special support, such as counselling aiming at occupational self-reliance, individual/group programmes for finding job and workplace experience are especially suitable.

Also for young non-regular workers who wish to shift regular employment, continuing, individual, personal counseling by specialized staff (offering counseling, placement, advice, and follow-up after successful placement) is appropriate.

Youth unemployment issues can also come from labour market mismatching caused by over education. Highly educated youth have higher reservation wages and tend to seek well-paying jobs in large corporations and in the public sector. Career counseling and job placement services are effective measures to resolve mismatching in labour market.

As longer-term approaches, the Korean government has instituted early career counseling through efforts such as Korea JobWorld, dispatching career coaches into every school, the dual education system, the youth employment success package, and a school semester dedicated to career planning.
Increasing labour market participation of women is important for economic development as well as gender equality. A successful and sustainable participation of women in paid employment is a social and economic benefit for society and represents a major step on the way to equal participation of women and men in family responsibilities.

For re-entrants, they themselves benefit from appropriately remunerated and sustainable employment, which also helps to secure a pension income for their retirement. Employers benefit from a source of skilled workers with highly developed social competences.

However, re-integration poses a real challenge. Underemployment is especially a risk faced by well-qualified women, whose return to work often results in a job not commensurate with their education, or in part-time or marginal employment.

A return to the labour market or an efforts to increase hours worked may fail due to the lack of support in the re-entry / transition phase, a lack of adequate childcare or to workplace policies that are not family friendly. Single mothers are particularly affected.

Increasing women workforce participation rate constitutes the main strategy to achieve the goal of a 70% employment rate set by the Korean government. Mainstream programmes to increase women’s workforce participation include the Women New Job Centre, Women Resource Development Centre and Maternity Protection and Child Care Benefit.

Given that women’s workforce participation rate increased from 62.9% in 2009 to 65.4% in 2015, the programmes are considered successful. However, the creation of women’s specialized service centres can be a viewed as a gender equality issue. Some women rights activists insist that these programmes should be ended in the long run.
The experience with the integration process of women into the labour market and especially in the ESF model programme “Perspective of Re-entry (PWE)” shows, that re-entry is a complex process that requires broad support.

An integrated set of resources and supports is needed to support increased labour market participation by women. For women who want to return to the labour market, an extended counselling support is of great importance; re-entrants often need to access advice and support even before a decision to return to work has been made, and the support should continue through the transition period until work starts.

Advice and support should also be offered in terms of the financial outcomes of full-time employment and the impact of working-hours on pension rights. Re-entrants should have access to comprehensive information on the local demand for skills and options for re-employment in related fields.

Advice and support should be available too for employers concerning the potential of female workers, the necessity and options for creating family-friendly business structures and workplaces, and the advantages that accrue to family-friendly companies in competition with other companies for skilled workers.

The availability of suitable childcare is a critical factor in employment decisions for many women and their partners. Childcare facilities need to be locally accessible, reliable, of high quality, and at the same time affordable. Women’s partners should be involved in the counseling-process, and external support options should be considered for household or caregiving responsibilities.

Laws and regulation, maternity benefits, and career services should all be aligned as mixed policy to draw women into the labour market.
When creating special programmes for women, the following aspects can be taken into consideration:

- Of great importance seems to be the support of a peer-group of women in the same situation.
- Individual and group coaching should be available throughout the programme.
- The combination of placements with employers and a regular training schedule for the course (e.g. 15 hours per week) should give participants time to establish and adjust to new routines around travel, child care etc.
- The portfolio of tutorials should cover modules, e.g. creating an application including resumé, Office, business, project-management skills as well as personal modules e.g. time-management and personal goal setting.
- Learning, communication and work methods which include new media also support the target group of female re-entrants: studying from home, time-flexibility, repeating sessions on demand, a combination of class and self-study modules, virtual exchange with other participants, videoconferences or tele-workplaces are possible options.
- The coverage of transportation and incremental childcare costs, and no-cost family coaching sessions can help to make the programme accessible to clients from lower-income families.
- Since networking and good contacts between providers and employers are important for the success of the integrational process, a re-integration programme for women should last for several years.
- The programme can be accompanied and supported by a marketing campaign (TV/Radio-spots, posters, articles about good practices, web-pages), addressing not only potential re-entrants but also their partners and employers.
- If an attempt to return to work or increase hours worked is not successful, counselling can help to identify the cause(s) and align additional resources.
- Mentoring programmes can support the process and stabilize the employment relationship.
Employment services must be targeted to the needs of the re-entrant, and the re-entrant themselves must take advantage of the supports offered. The family must also accept and support the re-entry. Community supports, such as childcare must be available and used. Employers must create family-friendly-structures.

Other institutional partners in society, economy and politics must create a supportive framework. Only if all concerned individuals pull together to pursue the goal of a sustainable return to work, can everybody benefit from the success.
The continued participation of older workers in the labour market is important as they represent a source of labour supply for anticipated labour and skills shortages.

Interventions targeting older workers should provide more intensive and integrated support, consisting of both employment assistance activities and employability supports. Employability improvement activities for older workers include: vocational and/or learning assessments; mentorship, including peer mentorship; basic skills upgrading; specific skills training targeted to identified or anticipated labour market demands; employer-based work experience; preparation for self-employment; community-based work experience; direct marketing to employers; certification; and post-project follow-up mentoring and support. Individual needs must be recognized and accommodated in group-based settings.

The Targeted Initiative for Older Workers (TIOW) programme offers participants an opportunity to better understand their personal traits and skills related to employment. It increases self-confidence of participants that they continue to have something to offer and gives them the tools (knowledge about the labour market, résumés, interviewing, marketing, etc.) to move towards their goals. Important aspects of the programme include:

- The mutual support by a peer group of older workers who understand that there are others in the same situation,
- An approach based on assets rather than deficits,
- Individual coaching available throughout the whole process,
- The improvement of computer skills at an early stage of the programme, and
- Individual training where needed.

Local labour market information plays an important role in determining the communities in which these measures are needed, and how activities should be customized to meet the needs of clients. This knowledge underlies the ability to meet the
dual objectives of meeting the needs of both clients and the local area.

While employment is a primary goal, in vulnerable communities or in client situations where there is little likelihood of immediate employment, activities can be aimed at ensuring older individuals increase their general employability and remain active participants while their communities undergo adjustment.

Project sponsors are advised to consult within the community for advice and guidance to help inform project design. This could include strategic planning committees, local economic development organizations, educational institutions, employer associations and local sectorial/special interest groups.

The TIOW model could be applied to other groups that face a common obstacle, such as refugees. Projects should include a variety of approaches to recruit interest among potential participants:

- Partnering with local organizations that serve the target group, such as social clubs, health clinics, libraries, and religious groups,
- Information sessions and/or outreach activities, and
- Publicizing projects through different media sources.

In programmes for older workers, work experience opportunities could be identified by participants marketing themselves by applying the job search skills they acquire, or by counselors, or a combination of the two. If participants are placed with an employer for wage-subsidized work experience, precautionary measures should ensure that existing employees are not displaced as a result.

Programs should be regularly reviewed, both with respect to client satisfaction, and immediate and longer term impacts on labour market activity and outcomes. In addition, policy design should build in regular reviews of the international literature on older worker labour market programming for lessons learned and best practices so that the achievement of results are as cost-effective as possible.
How to carry out your own WAPES Peer Review
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1. Selecting the topic

- Find a topic and two to four peer PES
- Draft a concept note on reason and objectives of the review
- Present the idea to the WAPES Managing Board for budget approval
How to carry out your own WAPES peer review

2. Plan the review

- Hold a kick-off meeting for the project plan and study visit agenda
- Coordinate self-assessment survey of peer PES
- Monitor bi-lateral study visits for benchmarking purposes
How to carry out your own WAPES peer review

3. Write the toolkit

- Find a clear message and structure for the toolkit
- Lay out comparable (peer) results of the learning process
- Formulate clear and transferable recommendations
For details and application contact

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The opinions expressed in this toolkit are those of the participants of the peer review and do not necessarily reflect the views of WAPES.

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