

TRAINING PROGRAMS

European and International experiences

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OVERVIEW

- Seven countries
- Over 70 programs
- Programs for the:
 - unemployed,
 - preventive programs,
 - pilots for innovative programs and
 - the unemployed aiming at becoming self-employed.
- Brief analysis of strong points and best practices



Austria

Who assigns the training

Arbeitsmarktservice (AMS), the country's PES

Structure (outsourcing)

Generally, training for the registered unemployed is provided by pre-selected institutions. AMS outsources either through a competitive tendering process or through a direct award (less common).

Names of the programs looked at:

- *FiT Women in Crafts and Engineering*
- *Job-related skills training AQUA*
- *The Competence with System Program*
- *Supra-company apprenticeship training*
- *Subsidies to Apprenticeships and Training Assistance*
- *Skilled Workers' Grant*
- *Retraining Allowance*
- *Allowance for work training*
- *Subsidy for Integration Enterprises*
- *Production Schools*
- *JUST inplacement foundation*
- *In-Work Subsidies to Upskilling Employees/In-Work Training Subsidies*

Level of centralization

Most programs are available nationwide. However, certain programs (e.g. AQUA) might not be available in all regions. Moreover, for certain programs the eligibility rules and the amounts of the allowances/grants can vary across regions.

Types of programs

Austrian programs are primarily upskilling and reskilling programs, both theoretical and practical components are offered and in many cases a combination of the two. The length varies largely but under several programs the unemployed can complete apprenticeships (2-4 years).

COVID-19 response?

The AMS asked providers to switch training to an alternative format, either e-learning, distance learning, or with documents for self-study. If this was not possible, providers had to suspend the training until reopening was possible. Benefits, in general, were maintained.

Main target groups

Austria offers a wide range of programs available to different kinds of unemployed. Special attention is granted to youth, disadvantaged apprenticeship-seekers, the unskilled, and women.



France

Who assigns the training

Pole-Emploi, the country's PES

Structure (outsourcing)

Generally, training available to registered unemployed is provided by pre-selected institutions. However, there are voucher modalities and request for exceptions are possible.

Names of the programs looked at:

- *The Return to Employment Training Allowance (AREF)*
- *Remuneration for Pôle Emploi Training (RFPE)*
- *Operational preparation for collective employment - POEC*
- *Operational Preparation for Individual Employment (POE I)*
- *Workplace simulation periods - PMSMP*
- *Youth Guarantee*
- *Digital Pass*
- *Promote your professional image*
- *Skills investment plan - 10KNUM*
- *Skills investment plan - 10KVert*

Level of centralization

Although most programs are available nation-wide, collective trainings are executed regionally based on demand.

Types of programs

French programs are primarily upskilling and reskilling programs, both theoretical and practical, very variable in length, demand-oriented and aimed at preparing unemployed to economic changes and changing realities.

Main target groups

French programs have few restrictions on participation. They are, however, aimed at the unskilled or under-skilled.

COVID-19 response?

If trainings were on-line, the training providers had the possibility to keep the schedule. Whenever this was not possible, providers postpone or cancel the training. Allowances, in general, were maintained even when training was halted.



Germany

Who assigns the training

The BA Employment Agencies for the claimants of unemployment insurance benefits (UB I) and the Job centers for claimants of the means-tested benefit (UB II).

Structure (outsourcing)

The training is usually outsourced. This can be done through a voucher system (for activation or training) or through a pre-selection of the providers (done through a bidding process).

Names of the programs looked at:

- *Training vouchers*
- *Activation and placement vouchers*
- *E-Learning program LERNBÖRSE*
- *Vocational training allowance*
- *Future Starter*
- *Out-of-company vocational training*
- *Entry qualification*
- *Pre-vocational training measures*

Level of centralization

Programs are offered nation-wide. However, some programs might only be available for jobseekers claiming UB I (e.g. founding subsidy).

Types of programs

The programs mostly aim at upskilling and re-skilling the unemployed with knowledge demanded in the labor market. Theory, practice-based and mixed programs are available. There is a lot of variation in the length of the programs, the unemployed can take part in short, medium, and long-term courses (including apprenticeships).

Main target groups

Several programs are available to all unemployed who can profit from them. However, the most common target groups are the unskilled, low skilled and disadvantaged youth (incl. apprenticeship-seekers).

COVID-19 response?

In general, the training programs were suspended. Institutions could offer alternative forms of implementation, such as E-Learning. Internships were not allowed to be offered in an alternative form. Benefits, in general, were maintained.



Ireland

Who assigns the training

Intreo, the country's PES.
The further education and training authority is SOLAS.

Structure (outsourcing)

Most of the training is offered by the Education and Training Boards (ETBs), which are statutory authorities responsible for education and training within the country. Some programs are offered directly by SOLAS.

Names of the programs looked at:

- *Skills to compete*
- *Adult literacy*
- *Back to Education Initiative (BTEI)*
- *Youth reach*
- *Youth Employment Support Scheme*
- *Back to Work Education Allowance*
- *Bridging and foundation courses*
- *Specific Skills Training*
- *Vocational Training Opportunities Schemes*
- *Traineeships*
- *Apprenticeships*
- *E-college*
- *Digital Skills for Citizens*

Level of centralization

Programs are offered nationwide by the different ETBs.

Main target groups

Ireland has several programs aimed at the unemployed in general. Nonetheless, defined target groups are youth, long-term unemployed and unskilled adults.

Types of programs

These are primarily upskilling and reskilling programs, but there is a strong focus on providing basic skills during the courses. A big part of the programs is also offering training tailored to the needs of the individual. Several programs aim to offer flexible courses for those with other commitments. Courses cover theoretical, practical and mixed components, and are offered in variable lengths.

COVID-19 response?

ETBs staff switched to remote work and all in person trainings were suspended. Several ETBs are offering e-learning and zoom courses. Furthermore, a new further training initiative was created, 'Skills to Compete', to reskill and retrain those who lost their job due to the pandemic. The digital training platform e-college is now available to all free of charge.



Portugal

Who assigns the training

Institute of Employment and Professional Training (Instituto de Emprego e Formação Profissional - IEFP), the country's PES

Structure (outsourcing)

Training is generally conducted in IEFP own training centers, so it is rarely outsourced. It can, under certain programs, be carried-out by companies themselves.

Names of the programs looked at:

- *Employment and Support Program for the Qualification of People with Disabilities*
- *Employment-Insertion Contract (CEI and CEI+)*
- *Training Checks*
- *Professional internships*
- *Employment Active Youth*

Level of centralization

All programs offered by IEFP were available nationwide

Types of programs

Most programs in Portugal have a strong on-the-job component, aiming to create connections between employers and unemployed at the same time as providing training. The majority of programs is comparatively long, ranging in average from 6 to 12 months

Main target groups

Portugal has a very balanced set of programs, available for all kinds of unemployed. Special attention is granted to youth and people with disabilities

COVID-19 response?

The IEFP set out a document with specifications for each program and situation. Overall, programs may be temporary suspended or go on-line during the pandemic. Work that can be done home-based, will be done in that form in the situations where the training company decides to do so. Absences due to COVID-19 (from the trainee itself or family) are justified with no penalties. All benefits will continue to be paid during the pandemic, except from benefits associated with physical presence (transportation, security for accidents, etc.). Internships close to completion (15 days or less) will be considered complete.



Spain

Who assigns the training

The Employment Offices in the autonomous regions are responsible for assigning training, except in the two autonomous cities where the central PES (SEPE) is responsible.

Structure (outsourcing)

The programs are responsibility of the autonomous regions, which decide whether and how to outsource them. Some programs are temporary and conducted by external agencies, which apply for subsidies at the PES.

Names of the programs looked at:

- *Skills-for-work schools*
- *Job-learning centers*
- *Employment Workshop Program*
- *The National Reference Centers*
- *Free digital skills training*
- *Reincorpora-T plan*

Level of centralization

The provision of training and other ALMPs is completely decentralized in Spain. Each autonomous region is responsible for delivering these services to the unemployed. The central PES can lead nation-wide initiatives like the Reincorpora-T plan, but each region is responsible for implementation.

Types of programs

Primarily upskilling programs with the goal of meeting the skills demanded in the labor market. The majority of the programs have a digital skills module to provide access to the new information and communication technologies. In several programs a big focus is to provide work experience.

COVID-19 response?

All classroom-based courses, as well as the face-to-face part of the e-learning modules were suspended. In case of suspensions the activities were to be postponed or merged and conducted once the suspension has been lifted. This suspension does not affect the subsidies granted in the skills-for-work schools, job-learning centers and employment workshop program.

Main target groups

The main target groups of the PES are youth and the long-term unemployed.



United Kingdom

Who assigns the training

Local Jobs and Benefits office

Structure (outsourcing)

Training in the UK is highly outsourced. Either by partner training providers, contractors, or funding of training to companies and providers.

Names of the programs looked at:

- *Sector-based work academies*
- *National retraining scheme (beta phase)*
- *Employer Ownership Pilot*
- *Apprenticeship (England)*
- *Bridge to Employment (Northern Ireland)*
- *Youth Obligation Support Programme*
- *Skills to Succeed Academy (Wales)*
- *Work experience programme (Northern Ireland)*
- *Assured skills training programme (Northern Ireland)*
- *Training for Success (Northern Ireland)*

Level of centralization

Programs are very decentralized in the UK. They are generally divided between England, Scotland, Northern Ireland and Wales. Not all programs are available or managed in the same way in different regions.

Types of programs

UK programs vary largely in length, however, it is possible to spot a trend for shorter programs, from 3 to 12 weeks, for example, instead of several months or years. The broad majority of programs seen offer a mixed approach with both theoretical and practical side with work experience.

COVID-19 response?

The UK government only issued general advice and measures, countrywide. No specific guidelines for the programs were found. The general guidelines can be found here: <https://www.gov.uk/coronavirus>

Main target groups

The UK has several programs aimed at the unemployed in general. However, there is a clear focus and many programs destined to the youth



WHO ARE THE TRAINING PROVIDERS?



In Austria, several different organizations can provide training for the AMS. The regions have cooperation with different providers. Some of the providers include private training institutions, institutions led by the chamber of commerce (WIFI), training institutions led by the chamber of labor and trade unions (BFI), non-profit organizations and associations, adult education centers (VHS), and for certain programs technical colleges and universities of applied science.



In France, a wide range of organizations are allowed to provide training for Pole-Emploi. Technical schools (private or public), organizations specialized in providing skills training for the labor market (private), universities (private or public), training associations (community-led, union-led or private), industry associations (collectively led by companies, or sector professionals), HR companies, among others.



In Germany, the range of providers is also quite extensive, different institutions are available across the country. The unemployed can either receive a training voucher and choose from hundreds of courses, or they can be referred to a pre-selected provider. Some of the providers are private training institutions, vocational training schools, and non-profit organizations and foundations .



WHO ARE THE TRAINING PROVIDERS?



In Ireland, most of the training is provided by one of the sixteen Education and Training Boards (ETBs), the statutory authorities responsible for education and training. These operate further education colleges, community schools and a range of adult and further education centers. Some programs are offered by SOLAS (FET authority) directly, by vocational school, and third level colleges or universities (for DTEA).



In Portugal, training tends to be more centralized and provided in centers managed either by the government or by the IEFP. For ex: municipal training centers (public), 32 vocational training centers directly managed by the IEFP and 29 vocational training centers under participatory management.



In Spain the provision of ALMPs is completely decentralized, each autonomous region decides how to provide training services. Some regions like Andalucía have Public Vocational Training Centers, which provide the courses funded by the regional authorities. In other regions training is delivered by public schools, private training institutions, industry associations,



United Kingdom has both government funded institutions, such as UK further education (FE) colleges and private companies providing training, such as accredited training providers (private contractors). Companies, colleges and learning institutions have to apply to be training providers for specific programs, for ex, to be [apprenticeship training providers](#).

YOUTH

PRE-APPRENTICESHIP TRAINING - GERMAN



Brief description:

- The program gives young people an insight into various professional fields and transmits the contents of the first year of training.
- An aptitude analysis is used to identify existing knowledge and skills, as well as the educational and practical needs. An individual support plan with the steps for starting an apprenticeship is defined for every participant.
- Participants attend vocational school and receive support classes at the training provider. Practical content is taught in workshops at the institution and through internships with employers.
- Counsellors provide support with the apprenticeship integration process.
- In case the participant starts an apprenticeship, the pre-apprenticeship time will be discounted.

Theory/practice/mixed : theory courses at the training provider and internships at an employer

Length: Usually 10-12 months

Additional target groups: none

Program strengths:

- *This program serves as an opportunity to discover the different types of apprenticeships available before enrolling in one. Young people can already identify if a program fits their expectations and what skills are needed to complete it.*
- *An individual plan is created for all participants.*
- *The combination of theoretical and practical training allows the participant to experience both sides of dual training.*
- *Counselling is available for additional support.*
- *According to a survey, in 2006 over 65% of the young participants ended up enrolling in an apprenticeship after the program (EC, 2015).*

APPRENTICESHIP PROGRAMME - UK

Brief description:

- Apprenticeships combine practical training (80%) in a job with study in that field (20%) for participants to acquire and train job-specific skills.
- Theoretical training can take place at a training provider, on-line or at the place of work
- The participant will be entitled to wages, holiday pay and other employee rights. The National Minimum Wage for apprentices varies with age, ranging from £4.15/hour to £8.72/hour.
- The government funds up to 100% of apprentices training and assessment, depending on the company's size and apprentice eligibility criteria and up to a funding ceiling (from £2,500 to £27,000 depending on the field)

Theory/practice/mixed: there is an on-the-job component, while studying

Length: 1 to 5 years

Additional target groups: none

Program strengths:

- *Combining theoretical training with on-the-job experience tailored to the company in which the apprentice is acting. In this way, the program trains the apprentice with valuable skills for the labor market, increasing their chances to being hired by the same company or a different company in the same sector*

OUT-OF-COMPANY APPRENTICESHIP- GERMAN



Brief description:

- This program can be funded for disadvantaged young people who were unable to find an in-company training, even with training assistance. During this apprenticeship, every opportunity must be taken to promote the transition to in-company apprenticeships.
- Students visit a training institution and are supported by trainers, teachers and social pedagogues. A personal development plan and individual training curriculum are developed.
- The training takes place in the training institution and if possible, in cooperation with a recognized company.
- Some of the services offered are coaching in theory and practice, preparation for tests and exams, German tutoring, and support with everyday problems.
- The PES covers the costs of the training and participants are entitled to vocational training allowance and are covered by social insurance

Theory/practice/mixed: Mixed but possibly only at the training institution if no in-company spot is found

Length: Until the person transitions to a in-company apprenticeship or finishes the program.

Additional target groups: possible after the early termination of a in-company apprenticeship relationship if integration into in-company vocational training is

Program strengths:

- *PES provides disadvantaged young people the possibility to enter an apprenticeship, even if no employer is willing to take them in.*
- *PES acts as a mediator to make a transition into an in-company apprenticeship easier and provides interim training.*
- *A tailored training plan is developed for each participant.*
- *Additional support (e.g. tutoring and general support) is available to aid participants with the challenges of entering an apprenticeship.*

Youth Employment Support Scheme (YESS)- IRELAND



Brief description:

- This program is for young jobseekers (between 18 and 24 years old) who are long-term unemployed or who face barriers to employment.
- Provides participants with the opportunity to learn basic work and social skills in a supportive environment while on a work placement, the trainee is assigned a mentor within the company.
- Each participant agrees on a Learning Plan with the host company, this aims at increasing their self-esteem, skills, knowledge and employability, and it has a strong emphasis on personal development.
- The partner companies are in the private, community and voluntary sectors. All placements are vetted and approved by the DEASP and published on JobsIreland.
- 24 hours work per week with a weekly payment of €229.20 (paid by DEASP)

Theory/practice/mixed: practice-based training

Length: the initial placement is 3 months, but it may be extended to 6 months

Additional target groups: none

Program strengths:

- *Tailored learning plan*
- *Provides LTU youth with the possibility of learning while gathering work experience.*
- *Employers are incentivized to hire satisfactory participants after YESS is completed. This is done through a JobPlus Youth subsidy (€7,500-€10,000, paid over two years).*
- *Program not only aims at enabling individuals to participate in society, but it is also seen as a steppingstone to progress to further education and training.*

LOW-SKILLED/ LOW-EDUCATED

SECTOR-BASED WORK ACADEMIES - UK

Brief description:

- The program consists of: a) sector-specific pre-employment training of up to 30 hours a week; b) a work experience placement with an employer; and c) a guaranteed job interview linked to a genuine vacancy;
- The pre-employment training and work experience placement are tailored to employer needs to help fill vacancies more efficiently, whilst helping participants into employment in a sector with growing demand;
- The program is run in industries with high volumes of local vacancies therefore across a broad spectrum of sectors, such as: retail, hospitality, transport and logistics, food, care, manufacturing and engineering, agriculture and administration;
- While beneficiaries work normally, as close as possible as a normal employee, they remain on assistance benefits;
- Training is preferably delivered by Further Education Colleges, but may be outsourced. The training will enable participants to undertake units on the Qualifications and Credit Framework (QCF).

Theory/practice/mixed: Mixed

Length: Up to 6 weeks

Additional target groups: all unemployed at least 18 years old, and young single parents

Program strengths:

- *Demand-led, and tailored to recruitment needs, thus helping the industry to fill vacancies at the same time as preparing candidates for those specific jobs so the vacancies are filled with skilled workers;*
- *A true on-the-job experience for participants, which adds value to the CV and prepares them for the labor market;*
- *Creating a link between companies and jobseekers during placements, creating favorable conditions for hiring.*
- *A 2016 evaluation found that:*
 - *Cost-benefit analysis suggested that the program is efficient.*
 - *Participants of the program spent on average 1 month less in receipt of benefit than non-participants*

COMPETENCE WITH SYSTEMS- AUSTRIA

Brief description:

- The goal of this program is to provide upskilling possibilities for people with only compulsory or lower levels of educational attainment, most of them having already gained job experience.
- The training is based on competences and aims to ensure long-term and sustainable knowledge building. There are 12 training possibilities (e.g. retailing, financing and accounting)
- The program has three modules, allowing participants with previous job experiences to get it credited towards training and to complete an apprenticeship in a shorter time period. Depending on the experience and knowledge of the participant they can start directly the advanced or final course:
 1. Basic course: prepares the participants on how they can further educate themselves and build a career.
 2. Advanced course: participants will deepen their knowledge in the profession.
 3. Final course: preparation for the extraordinary apprenticeship-leave exam. After the exam is

Theory/practice/mixed: Theory. Participants have already gathered practical experience

Length: depends on the participant's experience, minimum of 8 weeks

Additional target groups: none

Program strengths:

- *Allows people to take part in the training between unemployment spells, making it especially practical for those who are frequently unemployed, like seasonal workers.*
- *Participant can start directly in the advanced phase if they have more experience, leading to efficient use of resources.*
- *There is a lot of flexibility, especially for those for those who are not interested in a long-term, continuous training. Jobseekers can register for a course without the need to commit for all three*

FUTURE STARTER- GERMANY



Brief description:

- This program helps young adults (25-35) to start or continue vocational training. The goal is to help the participants develop their skills and motivate them to take up a qualification-oriented (primarily in-company) scheme.
- The program is available for those without professional qualification and for those with one, if they been on semi-skilled or unskilled work for at least four years and can no longer carry out their learned activity.
- The support can be given for the following activities: retraining that leads to a recognized vocational qualification (primarily in a company), courses to prepare for an external examination, partial qualifications that can be used in the workplace, and measures to acquire basic skills.
- The amount of the funding is granted on an individual basis and may include course costs, and retraining assistance (e.g. tutoring). Those who successfully passed intermediate and final qualification exams can receive a further training bonus (€1000-€1500).

Theory/practice/mixed: preferably mixed but can variate.

Length: depends on the chosen training

Additional target groups: low skilled employees and those who are re-entering the labor market

Program strengths:

- *The program aims at providing the economy with the prospect of additional skilled workers, addressing the shortage of skilled workers in certain industries.*
- *Since it is primarily in-company, it connects employers with jobseekers. The company can qualify skilled workers according to their needs, and the participants develop skills while in the workplace (also relevant for those re-entering the labor market)*
- *An opportunity is given to people with qualifications that they can no longer practice.*

LONG-TERM UNEMPLOYED

PROFESSIONAL INTERNSHIPS - PORTUGAL



Brief description:

- The program consists of Internships with the maximum duration of 9 months in any company, or private or public organization. The program offers on-the-job learning traineeship, in which a qualified mentor shall be appointed to teach, follow and inspect the trainee's activities. At the end of the internship, the trainee shall receive a certificate of conclusion.
- The program aims to complement and develop the skills of the unemployed, improve their employability profile, support the transition between the qualifications system and the labor market and support productivity.
- The Portuguese government participates in the funding of the intern, from 65 to 80% of costs, according to the type of host (private, public, non-profit).

Theory/practice/mixed: practical only

Length: maximum of 9 months

Additional target groups: youth, single parents, refugees, disabled, other population in situation of social fragility

Program strengths:

- *The program offers a framework for the long-term unemployed to smoothly get back to the labor market while being re-trained or just trained by the company, tailored to its needs.*
- *It creates useful and valuable skills in the market while generating connections between the intern and the company, which may ease a possible future hiring.*

REINCORPORA-T- SPAIN

Brief description:

- The plan covers six axes of action with 63 measures to tackle long-term unemployment. One of the axes is training with two main objectives and seven measures to strengthen the country's training system.
- The central PES has defined the main measures to be implemented individually by the autonomous regions.
- Most measures address the reach and the overall system, but some aim to promote specific areas of training:
 - In key competences (Spanish, other official languages, foreign languages and mathematics).
 - In digital skills, with particular attention to the needs of workers over 45 years old and those with lesser digital competences.
 - Training programs aimed at qualification in sectors of preferential and public interest.

Theory/practice/mixed: depends on the type of training

Length: depends on the type of training

Additional target groups: preventive actions are aimed at unemployed over 45, unemployed due to company restructuring processes, women victims of gender violence, among others.

Program strengths:

- *This program aims to tackle long-term unemployment from different angles, not just training. Other axes of action include guidance, employment opportunities, and improving the institutional framework. This approach allows the PES to support the participants with several tools and to tackle the problems that hinder the person from reintegrating.*
- *The program not only aims at reducing LTU but also at preventing it by targeting people who are at risk.*

BRIDGING AND FOUNDATION COURSES- IRELAND

Brief description:

- These courses are primarily developed and offered to facilitate access to a mainline market-led course or entry-level employment.
- The training interventions emphasize personal development, career planning, and confidence building as well basic occupational and vocational skills. Once a bridging course is completed, learners will be given the opportunity to continue their training in a more specific area.
- Some examples of the courses offered by the Kildare and Wicklow ETB are Barista and Café Skills, Bar Service Skills, Introduction to Hospitality and Multi-Digital Skills

Theory/practice/mixed: mostly theory-based

Length: depends on the course, can be of short or long duration

Additional target groups: people returning to the labor market

Program strengths:

- *These courses work as an entry point for the long-term unemployed to then progress to other courses or employment.*
- *They aim not only at training a skill but also at regaining confidence and planning a career. This can be quite helpful for those who have been unemployed for over a year.*

BRIDGE TO EMPLOYMENT - UK (Northern Ireland)

Brief description:

- Bridge to Employment program provides customized training to unemployed people, and in particular long-term unemployed, to give them the skills necessary to compete for new employment opportunities. It is essentially a pre-employment training program that helps companies recruit unemployed people whatever their experience of work. The programs are run in response to employers with job vacancies, and the training courses aim to meet the skill requirements of the job.
- Training will be provided preferably at Further Education Colleges. Training can be provided “in-house” if this meets the company’s needs.
- Bridge to Employment programs can be arranged for one company or a group of companies with similar needs.
- The program offers to companies: Advertising of training/job opportunities; Testing and interviewing of applicants; customized training programs; and training progress reports.

Theory/practice/mixed: training can be theoretical, practical or a mix of both

Length: variable - from a few weeks to a few months

Additional target groups: general unemployed or under-employed

Program strengths:

- *Demand-led and tailored trainings to a real vacancy, easing the placement of the unemployed.*
- *Evaluation found that the program has an 80% success rate with those completing the training gaining employment within the business.*

ADULTS AND 45+

Employment-Insertion Contract (CEI and CEI+) - PORTUGAL

Brief description:

- The program consists of participants carrying out socially necessary work, i.e. work that satisfies social or collective needs, within the scope of projects promoted by private or public entities (companies, government or NGOs). The maximum duration of this contract will be of 12 months. The aims of this program are:
 - To promote the employability of unemployed people, preserving and improving their socio-professional skills, through maintaining contact with the labor market
 - Fostering contact between the unemployed and other workers and activities, avoiding the risk of their isolation, demotivation and marginalization
 - Meeting social or collective needs, particularly at the local or regional level
- Participants continue to receive their normal allowance, plus an additional € 87 monthly complement, transportation and food.
- Host entities receive a financial incentive ranging from € 43 to €500 (depending on the type of employer - public, private, non-profit)

Theory/practice/mixed: practice only

Length: maximum of 12 months

Additional target groups: disabled, long-term unemployed, other population in situation of social fragility

Program strengths:

- *Allows participants to remain active, keep their links with the labor market, and to develop useful skills while contributing to social and collective necessary activities.*
- *Incentivizes and enables the realization of community work in Portugal.*

ADULT LITERACY PROGRAM

Brief description:

- Free literacy and numeracy classes are provided nationwide by the Education and Training Board adult literacy service.
- This service involves literacy tutors providing tuition to adult students and focuses on the needs of the individual learner. Every learner has their own tutor, and they can decide, before the first class, what they would like to cover during the program.
- Classes are open to people inside and outside of the labor force who want to improve their communication skills, i.e. reading, writing, numeracy, information technology, etc.
- Programs are typically delivered for two to four hours per week during the academic year.

Theory/practice/mixed: theory-based, tutoring

Length: Depends on the individual needs

Additional target groups: LTU, disadvantaged groups, those formerly employed in declining sectors such as the construction sector, and people under 35

Program strengths:

- *Tailored to each person, guaranteeing that the specific needs of each participant are met.*
- *Covers basic skills that are needed in most jobs, this is especially important for those changing sectors.*

IN-WORK SUBSIDIES FOR UPSKILLING/IN-WORK TRAINING SUBSIDIES- AUSTRIA



Brief description:

- This preventive LMP tool aims to increase participation in in-work further training
- PES funds 50% of the course costs ,and 50% of the personnel costs from the 25th course hour and for employees with no more than compulsory schooling from the 1st course hour.
- People over 45 with education higher than compulsory schooling can be funded for training if it contributes one of the following goals: taking on age-appropriate activities in the same workplace, change to age-appropriate / less stressful job, adaptation to the current state of the art/knowledge, professional specialization, improvement of basic skills
- People over 45 with only compulsory schooling are eligible if further training contributes to one of the above or one of the following: higher-level activity in the same job, change to a higher-level job, completion of a certified training, guarantee of employment for a minimum period of 6 months.

Theory/practice/mixed: usually theory-based. Practice-based can only be funded if it is carried out by an external training or further training institution.

Length: minimum of 16 hours with a maximum of 10 course hours per day. A maximum is not specified in hours, but the funding cannot surpass €10.000 per person and per request.

Additional target groups: Employees with no more than compulsory schooling and female workers with completed apprenticeships, upper secondary technical or vocational training

Program strengths:

- *This program enhances employability and job security, and it improves the career and income situation of the eligible target groups.*
- *It incentivizes companies to upskill their workers because they share the costs with the PES.*
- *It allows for practical training in case it is needed.*

WOMEN

FIT, WOMEN IN CRAFTS AND ENGINEERING- AUSTRIA

Brief description:

- Under this program women are encouraged to choose training in non-traditional occupations. PES funding may be claimed for apprenticeship, training at vocational schools, secondary colleges or technical universities of applied sciences.
- The program is organized in several coordinated stages
 - Information Day: presentation of the FiT program
 - Clearing week: assessing the interest and skills of the participants to enable them to check their suitability for the program.
 - Broadening of perspectives: drawing up a realistic career plan, a CV and a training plan.
 - Basic qualification: refresh and acquire the knowledge necessary for training. In addition, the participants can do an internship of up to four weeks during this stage.
 - Final stage: start of training. Participants are supported by counsellors throughout training.
 - After completion of the courses, job application coaching and workshops on career entry are offered.

Theory/practice/mixed: depends on the chosen program

Length: depends on the chosen program, an apprenticeship can last 2-4 years

Additional target groups: none

Program strengths:

- *This program provides women with access to technical jobs and incentivizes them to plan future careers in these areas.*
- *Through this program the gender-specific segregation and gender-specific income differences can be reduced.*
- *It is a very complete program; it supports women throughout the whole process, provides support with career planning and previous knowledge. This can help increase confidence of those women who are insecure about entering a male-dominated field.*
- *It provides the opportunity of experiencing the workplace before starting training, giving participants knowledge on which skills are necessary for future employment*
- *Over half of the participants who successfully completed training in the framework of FiT found a job in the field of technology and trades. (EC, 2015)*

RE-ENTRY WITH A FUTURE- AUSTRIAN

Brief description:

- The course is tailored to the needs of women with career interruptions due to starting a family and who want to reorient themselves professionally.
- In this career orientation course they receive advice on professional and personal skills as well as a personalized training program to help them find a job. They also receive assistance in combining work and family and on how to divide household and family work on a partnership basis.
- If the person is unsure which profession they would like to re-enter, they receive a wide range of career information and the opportunity to try out individual career fields.
- During the course they are also taught the specific framework conditions of women in the labor market (industries, wage discrimination, etc.).
- Based on this knowledge, the participant should be able to decide their future career path.

Theory/practice/mixed: theory-based

Length: 10 to 12 weeks

Additional target groups: none

Program strengths:

- *Allows for women to use the re-entering period to reorient themselves.*
- *Offers them guidance and support in deciding how to re-enter the labor market.*
- *Gives the possibility of exploring different fields before committing to a career path.*

REPOWER PROGRAM- IRELAND

Brief description:

Provided by the Southside Partnership DLR, an independent local development company, but financed by the Irish Government and the ESF.

- The program is designed to support women towards personal growth, education and employment. It provides a range of modules and supports, and it allows for personal and skills development, and educational opportunities.
- Each participant can enroll in the modules that they are interested in. The following modules are available every term:
 - Employability Skills module, QQI Level 4
 - Personal Development with Basic Computer Skills
 - Advanced Computer Skills
 - Job Seeking Skills Workshop
- In addition to the training the program offers one-to-one coaching and counselling support on request.

*Offered only in the county of Dún Laoghaire Rathdown only.

Theory/practice/mixed: theory-based

Length: courses last between 7 mornings and 15 weeks

Additional target groups: all unemployed women who are not claiming Job Seeker Payment (unemployment benefits)

Program strengths:

- *It provides additional support through counselling for those women who need it.*
- *Women are able to choose the courses that interest them.*
- *It covers basic and digital skills but also offers more advanced courses.*
- *It is available for those who are not profiting from the programs available to the recipients of unemployment benefits.*

WOMEN HEADS OF HOUSEHOLD PROGRAM - CHILE



Brief description:

The program promotes and strengthens the insertion, permanence and labor development of working women with family responsibilities, and who have a leading role in the economic support of their households, fostering their economic autonomy, and promoting the overcoming of the barriers they may face when finding job. The program delivers:

- Work training workshops for dependent and independent women: in these training instances, participants can acquire tools for their personal and work development, knowledge about labor rights and receive support to improve their employability.
- Access to a network of support for employability: each woman prepares a work project, with which, depending on her profile and the availability of places in the commune, she may opt for some of the following benefits:
 - Occupational training
 - Leveling of basic and medium studies
 - Child care
 - Digital literacy
 - Dental care
- Intersectoral work with support to improve employability conditions: links with municipal employment offices, National Service of Cultural Heritage, National Service of Training and Employment, among others.

Theory/practice/mixed: mixed

Length: between 1 and 2 years

Additional target groups: Women between 18 and 65 years old

Program strengths:

- *The program takes into account the main barriers faced specifically by women and try to mitigate them by offering a comprehensive set of side assistance and a support network.*
- *The program offers two possibilities: training for women to achieve greater employability, easing their way back into the labor market, or, training for them to start or keep a self-employment, which may sometimes be easier to manage if they are also tied to their household chores.*

PEOPLE WITH DISABILITIES

EMPLOYMENT AND SUPPORT PROGRAM FOR THE QUALIFICATION OF PEOPLE WITH DISABILITIES - PORTUGAL



Brief description:

- The program is an employment and qualification support program for the vocational rehabilitation of people with disabilities, aiming at facilitating their access, maintenance and progression in employment. The program provides the opportunity of exercising an activity in the labor market, enhancing the employability, equipping participants with skills adjusted for entry, re-entry or permanence in the labor market.
- It is the training provider or company providing training who sets the programs for training, following some criteria from the federal government. Such criteria include the potential of accrued employability after training; taking into consideration the local market context and resources; and the use of practical training in the workplace when possible.
- Participants receive a scholarship of € 219/month, plus transportation and food
- Training providers and companies wanting to offer training may apply for funding in order to propose the training to disabled workers, employed or not.

Theory/practice/mixed: depends of the training structure set by the provider

Length: Initial formation - between 1200 and 3600 hours (may be accrued by 800 hours) Continued formation - from 25 to 400 hours

Additional target groups: None

Program strengths:

- *Offering all the necessary conditions for the training, employment, and integration of people with disabilities.*
- *Offering employers incentives to hire, train and retrain workers with disabilities.*

INTEGRATION ENTERPRISES- AUSTRIA



Brief description: offered by the Ministry of Social Affairs Service

- The program aims to facilitate vocational and social integration of people with disabilities through skills training and employment in integration enterprises (integrative Betriebe).
- People with disabilities receive not only low-threshold skills training but also access to quality training with formal credentials.
- These enterprises receive refunds from the Ministry of Employment for the additional expenditure required for the employment of people with disabilities.
- Each of these integration enterprises operates in several lines of business, offering disabled people the kind of work that is compatible with their abilities. The companies must provide a basic level of attendant care involving medical, psychological, pedagogical and social services.

Theory/practice/mixed: practical training

Length: subsidy can be granted for as long as it is agreed upon (unlimited is possible)

Additional target groups: Any person with disabilities whose working capacity is at least half the working capacity of people without disabilities for the same

Program strengths:

- *It offers both training and employment opportunities for people with disabilities.*
- *Additional services like psychological and pedagogical support are offered to aid the participants in their integration process.*
- *The enterprises are incentivized to offer the training and employment.*

PREVENTIVE UP/ RESKILLING



Brief description:

- POEC is a training program which is initiated by the industries initiative, based on skills they need and that are lacking among jobseekers. The industries and branches can count on joint bodies of skills operators called OPCOs, to whom they direct their needs. The OPCOs will then take action with Pole Emploi to finance the collective training and formation of jobseekers in that particular skills in need in the labor market. The program will then allow jobseekers to collectively acquire the skills necessary to occupy those jobs.
- Remuneration for Pôle Emploi Training (RFPE) and the Return to Employment Training Allowance (AREF) can be claimed by participants who are eligible for these financial supports
- Pôle-Emploi pays for a substantial part (90%) of the entirety of the training

Theory/practice/mixed: Varies with the industry's need

Length: maximum of 400 hours

Additional target groups: unemployed in general

Program strengths:

- *Demand-led, linked to real industry needs and opened vacancies, which at the same time facilitates the hiring of unemployed and supplies the industry with trained professionals ready to work.*

JOB-RELATED SKILLS TRAINING (AQUA)- AUSTRIA



Brief description:

- The program is aimed at unemployed who lack appropriate training and who are interested in training demanded on the labor market.
- The participant will complete the practical training at a company and will receive the theoretical training from an external training provider.
- Before starting the program, an individual plan is defined in which the duration and contents of both trainings are specified. This plan is approved by the AMS.
- The process of finding a company and training institution and the distribution of costs varies across regions; e.g. Upper Austria vs. Lower Austria
- In general the employer must cover a share or all of the training costs, but subsidies might be available in certain cases, e.g. Upper Austria
- Participants receive a subsistence allowance and other subsidies from the PES or the state authorities (depending on the region)

Theory/practice/mixed: Mixed, at least 1/3 theoretical training and maximum 2/3 practical training.

Length: the minimum duration is 13 weeks with 16 weekly hours. However, the length can vary across regions.

Additional target groups: unemployed who lack appropriate training and who are interested in initial or further training.

Program strengths:

- *Demand-led*
- *Employers, training institutions and participants work together to create a training plan that adjusts to the needs of the company and the participant.*
- *The unemployed have the possibility to learn skills needed in the industries, while gathering work-experience.*
- *Additional incentives for vulnerable groups are available, e.g. for 50+ and those with reduced working capacity in Upper Austria (by the regional authorities).*

SKILLS TO COMPETE- IRELAN

Brief description:

- In support of the post-COVID recovery plan, the Further Education and Training (FET) sector are prioritizing the reskilling and retraining of the new unemployed.
- Skills to Compete is a SOLAS initiative that will lead the reskilling and retraining of unemployed who lost their job due to Covid-19 and who are unable to return to their previous employment. This program combines and boost three strands of FET provision, linked to tailored advice and support:
 1. Transversal skills development to help employability.
 2. Build the digital capabilities now required for almost every job.
 3. Courses specific to level 4-6 of the National Framework of Qualification (medium-advance but under Bachelor level), targeting growth sectors and occupations.
- Skills to Compete will address gaps within individual skills-sets via targeted modular provision that can improve employability and ability to compete for opportunities arising. Each Education and Training Board will shape its own provision to reflect the labor market characteristics of its region.
- Specifically, in FET provision during 2020, 15,000 places will be refocused through Skills to Compete with an additional 4,000 fulltime places. The Skill to Compete program will continue in 2021.

Program strengths:

- *Very relevant for the current situation.*
- *Develops skills which are in demand in growing sectors and skills which are becoming essential (i.e. digital skills).*
- *The measures are adapted in each region to reflect the labor market characteristics.*
- *Training is complemented with tailored advice and support to help the unemployed in the transition.*
- *Can help reduce the impact of the pandemic because those who lost their jobs are retraining as soon as possible to take on jobs on demand.*

**WORK
EXPERIENCE
PROGRAMS**

WORK TRAINING ALLOWANCE- AUSTRIA

Brief description:

- The aim is to enable the person to gain work experience and train the tasks that are typical for a particular occupation, thus increasing their chances on the job market.
 - Through this program the person can also show the company their skills and commitment, make contacts, build up a professional network, and ideally find a job.
 - It is granted to unemployed people registered at the PES if gaining work experience can help them find a job.
 - The PES pays the participants an allowance which is at least as high as the unemployment benefit or assistance. It covers the living expenses, travel costs (that can be proven), accommodation and meals. Additionally, participants are covered by a health, accident and pension insurance
 - Employers do not have to compensate the employees and can profit from the work they conduct in the company
- * The conditions and the amounts of the allowance might vary across regions

Theory/practice/mixed: Practice-based

Length: maximum of 90 days

Additional target groups: none

Program strengths:

- *It gives the opportunity for people to gain work experience. This is important for those who keep receiving rejections due to a lack of experience, leaving them unable to gain any.*
- *The participant gains an understanding of the skills needed in the workplace and can show the employer their capabilities.*
- *It connects employers and jobseekers.*

WORK EXPERIENCE PROGRAMME - UK (Northern Ireland)

Brief description:

- The program offers short work experience placements with local employers
- These placements can last between two and eight weeks and will give jobseekers the chance to try out various tasks in a real work situation and develop skills needed to help them get a job.
- The work experience placement may be within private, public, voluntary or community sector businesses or organizations. Placements must be organized in a variety of real work environments which help a jobseeker develop or update their work skills or habits.
- Companies will not be asked to make any payment to the participant - participants will retain their benefit entitlement during the period of work experience

Theory/practice/mixed: practice only

Length: 2 to 8 weeks

Additional target groups: general unemployed

Program strengths:

- *With a short practical placement, unskilled workers can have a glance of what day-to-day work looks like in the area they are willing to pursue. They are also able to identify the skills that are needed to act in such area and if the work indeed interests them. Having such experience helps the unskilled to choose better which training to pursue, generating less waste of their time in trainings they could end-up dropping out of. Consequently, it saves public resources in wasted training;*
- *Improves participants levels of confidence and motivation;*
- *Creates connections between companies and participants, easing a possible future hiring.*

INNOVATIVE PROGRAMS

THE NATIONAL REFERENCE CENTRES- SPA

Brief description:

- The National Reference Centres are public centers whose aim is to carry out innovative and experimental actions to make vocational training more competitive and able to respond more quickly to the needs of the labor market. There are 37 centers around the country each with a different focus.
- The Centres have the following characteristics:
 - They specialize in different productive sectors.
 - They have the appropriate facilities and space to carry out the training and research activities of the sectors assigned to them.
 - They serve as a national benchmark within a professional group.
- Each center offers different courses and programs according to their focus. These training actions are aimed at students, employed and unemployed workers, as well as employers, trainers and teachers. However, courses are mainly planned for the unemployed who are or will be exercising their professional activities in accordance to the needs of the labor market.
- All courses are related to innovation and experimentation in vocational training and linked to the National Catalogue of Professional Qualifications.
- The centers also promote networks with both business and trade union organizations as well as with universities and technology centers in order to be at the forefront of each productive sector.

Program strengths:

- *These centers aim at identifying the demand in the different industries and providing training accordingly.*
- *They search for innovative ways to connect vocational training to the market demand.*
- *By each focusing in a specific sector, they can build up good networks and communicate more rapidly and effectively with employers.*

NATIONAL RETRAINING SCHEME - UK

Brief description:

- The UK government's new program aimed at helping adults to retrain into better jobs, and be ready for future changes in the economy, especially those brought about by automation.
- It consists in a wide range of initiatives, nationwide, such as supporting people already in work to move into better jobs through training and tailored advice; complementing existing training programs for adults; encouraging people to develop their flexibility and resilience in the labor market, so they can take advantage of new opportunities. Concrete actions include:
 - tailored advice and guidance from a qualified adviser
 - functional skills training, initially focusing on English and math
 - flexible online and blended learning, a mix of online and face-to-face provision, enabling more adults to access training
 - in-work vocational training, learnt on the job
- Initial budget: £100 million

Program strengths:

The national retraining scheme aims to respond to:

- *the changing nature of jobs and the types of tasks people do at work and new opportunities that the future economy will bring*
- *the need for a multi-skilled workforce to take on new and emerging jobs as business needs change*
- *fewer adults undertaking training despite the range of opportunities currently available*
- *barriers to retraining: financial cost; poor fit between training and working patterns; low productivity growth in the economy -*
- *helping people and businesses*

E-Learning and Digital Skills



E-LEARNING PROGRAMS

Promote your professional image (France)

- This on-line program helps jobseekers to identify and value their knowledge, know-how, professional skills; to identify and integrate the expectations of companies with regards to their professional project, profession or sector sought; and identify and develop missing skills to better meet business expectations. The program lasts between 2 and 3 weeks and can be mobilized by Pole-Emploi at any time during the support, as part of a return-to-work process.

Skills to Succeed Academy (Wales)

- It is a free, interactive, online employability training program, focused on building the skills and confidence jobseekers need to choose the right career, find a job and be successful in the workplace. The training is engaging, realistic and features relatable characters. It uses innovative methods such as simulations that let them have a go at real life scenarios, e.g. a job interview. There are 36, bite-size modules to pick and choose from, split over three courses: You and Your Career (6 modules); Getting a Job (20 modules); and Success in Work (10 modules).

Free digital skills training (Spain)

- This service offers access to free courses in digital skills provided by 24 large companies, including Microsoft and IBM. Each company offers several courses, which allow the user to gain and improve his/her knowledge in the specific area. Courses range from trends in online banking, fundamentals in Microsoft 365 and basics of e-commerce to learning how to build apps and work with different programming languages. This service is offered by the State Foundation for Employment Training (Agency supporting the central PES) but in several cases the courses are taught at the provider's platform.



E-LEARNING PROGRAMS

E-college (Ireland)

- This learning platform delivers online training courses in business, project management, information technology, graphic design, web design, digital marketing, software development and basic computer literacy. The courses are designed to give a flexible response to the specific skills needs of individuals who require training interventions, and they will assist them to upskill or re-enter in the labor market. The duration of the courses variate largely, in the current offer courses range from 14 to 34 weeks. Due to the Covid-19 pandemic, courses are temporarily available to everyone free of charge.

LERNBÖRSE (Germany)

The E-learning program available at the BA website, offers two type of access, one for everyone and one for registered users only. There are over 100 learning programs in total and a certificate is issued after a course has been completed

- The LERNBÖRSE demo (available to anyone), offers a learning module for job application training LERNBÖRSE exklusiv (only available to BA registered customers), offers free access to courses on job application training, courses on the day-to-day business operations and courses offering a range of competences related to certain occupations. Courses include business administration basics, office, communication and business etiquette.



DIGITAL SKILLS PROGRAMS

Skills Investment plan - 10KNUM (France)

- The program has a double aim: to supply the digital market with qualified employees who meet the new skills requirements; and to train unemployed, low qualified jobseekers and youth on digital skills so they can easily get back to the labor market through this growing industry.
- The practical application of the program is implemented by the Grande Ecole Numerique (GEN), which is an entity formed in partnership between the government, educational institutions and private companies. The courses offered by the GEN are partly financed by the state, up to 80%, but must be offered for free for successful candidates. Depending on the candidate's financial situation, he or she may also apply to state granted scholarship to up to 500 euros per month during the time of the course.

Digital Skills for Citizens (Ireland)

- This program provides free basic digital skills training. Citizens attending classes will learn the skills they need to use and enjoy the internet. The course is available to anyone who has not previously engaged with the internet. Small groups of adults (maximum 10 people) attend 10 hours of free training. Classes are delivered by the community and non-profit organizations and cover topics like introduction to the internet, sending and receiving emails, internet safety, online government services, online banking, social media, and how to use apps.

Computer literacy module within regular training programs (Spain)

- Most of the Spanish programs include some sort of training in digital skills for the participants. For example, in the Skills-for-work Schools, the Job-learning Centers and the Employment Workshop Program all participants take part in a computer literacy module which lasts at least thirty hours. This has the goal of providing the unemployed access to the new information and communication technologies. Furthermore, in the Reincorpora-T plan, one of the main priorities in the training is to provide courses in digital skills, giving particular attention to the needs of individuals over 45 and those with lesser digital competences.

SELF- EMPLOYED



PROGRAMS FOR THE SELF-EMPLOYED ACROSS COUNTRIES



Training/ Technical support

Austria

- The Business Start-up Program offers four phases of support to the participant. These include assistance with the business idea, start-up counselling and business-related training, support during the beginning of self-employment, and a follow-up with a management consultant.

Ireland

- Back to Work Enterprise Allowance, after entering the scheme the new self-employed can make use of counselling support from the PES and mentoring from a local development company.

Portugal

- Technical Support for Project Creation and Consolidation offers technical support prior to the approval of the project to create one's self-employment or company, including the development of skills in entrepreneurship, specific support for the creation and structuring of the project, and the preparation of investment and business plans.
- It also offers technical support for project consolidation, in the first two years of the company's activity, including monitoring the execution of the approved project and consulting on aspects related to the management and operationalization of the activity.

United Kingdom

- Successful applicants to the New Enterprise Allowance get access to their own business mentor, who provides them with guidance as they develop their business plan



PROGRAMS FOR THE SELF-EMPLOYED ACROSS COUNTRIES



Subsidy or Allowance

Austria

- Business Start-Up Subsidy, the applicable unemployment benefit/unemployment assistance/subsistence allowance with supplements under certain circumstances.

Germany

- Founding subsidy for UB I claimants, last unemployment benefit received + €300 for initial six months and possibly €300 for the following 9 months
- Entry benefit for UB II claimants, as a rule 50% of the standard rate of the UB II. However, supplementary benefits can also be granted. The maximum amount of support is 100% of the standard benefit.

Ireland

- Short-Term Enterprise Allowance (STEA), equal to the Unemployment Insurance benefit for max. of 9 months.
- Back to Work Enterprise Allowance (BTWEA), for people receiving certain social welfare payments. Amount can be variate, in general 100% of their social welfare payment for their first year and 75% for the second year.

United Kingdom

- New Enterprise Allowance offers financial support as a weekly allowance of £65 a week for 13 weeks and then £33 for the following 13 weeks (a total of £1,274 over 26 weeks) for successful applicants.



PROGRAMS FOR THE SELF-EMPLOYED ACROSS COUNTRIES



Grant

Ireland

- Enterprise Support Grant to cover the start-up related expenses. For those receiving STEA between €625 and €1000; and for those receiving BTEA a maximum of €2500.



Credit

Austria

- Microcredit Program, exemption period of six months, followed by repayment in monthly instalments within no more than five years. Maximum of €12,500 per person.

United Kingdom

- Successful applicants of the New Allowance Scheme may be eligible to receive a £25,000 to help with start-up costs.

Portugal

- There are two main credit lines made available in Portugal:
 - INVEST+: investment from EUR 20,000 to EUR 200,000 and financing of up to 100,000
 - MICROINVEST credit line: investment and financing of up to EUR 20,000 each.
 - For both, the interest rates are: 30-day Euribor, plus 0.25% with a minimum rate of 1.5% and a maximum rate of 3.5% (the 1st year of interest is fully subsidized, and the 2nd and 3rd year are subsidized partially by IEFP)

ANALYSIS

GENERAL CONSIDERATIONS

- It is important highlight that training programs are aimed at:
 - Facilitating the way back of unemployed into the labor market,
 - To ease promotions, or permanence in the labor market, or
 - To supply the labor market with skilled workers which it are currently lacking or will, by reasonable prediction, be lacking.
- Training programs are not aimed at creating demand in the labor market, but rather respond to it.
- That said, those programs may help matching workers with vacancies, but they do not solve problems of structural unemployment, where there are no vacancies.
- Nonetheless, training programs may help with increasing industry productivity, by supplying prepared and skilled workers to companies.
- Therefore, training programs that are based on current labor-market demand are likely to be more successful than untargeted programs. This is due to the focusing of resources, the increased chances of hiring by companies and the possibility to increase production levels among that sector.

GENERAL CONSIDERATIONS

- Important factors that has been found throughout literature, that may hinder training efforts, are tied to social-economic background. For example, domestic violence, homelessness, psychological abuse, drug addictions, etc.
- Government schemes that take into consideration those factors and that offer additional assistance to this share of the population, tend to have good results and less dropouts in ALMP programs (ex: France and Australia).
- Where scarce resources constrain budget allocation to trainings, on-line courses can be an option: once developed, there are very few maintenance costs and are not subject to space and attendance constraints. They may be replicated to any number of people, as many times as necessary. There are no, or very few replication costs, on contrast of in-person trainings
 - Ex of short, useful and low-cost program: free internet platform with useful tips on how to tailor and write CVs, motivation letters, how to identify and bring forward the skills workers already have, identity skills lacking - completion can be volunteer but made compulsory to jobseekers receiving assistance. E.g. of existing model: Skills to Succeed Academy (Wales/Accenture)

DISCUSSION - Lock-in Effects

- Lock-in effects, i.e. time spent on training instead of looking for a job and possibly working, are very important to consider when designing a training program. The longer the program, the more lock-in effects can be found, negatively impacting the program's cost-effectiveness on the short term. Longer programs can still be effective. However, more time and impact might be necessary to offset lock-in effects. The success or not will only be observable on the long-run.
 - E.g. Crepon et Al. (2007) have found that long training spells in France (more than one year) increase the duration of the current unemployment spell compared to shorter programs, because of the lock-in effect. By contrast, long training spells have a stronger positive effect on the duration of the subsequent employment spell.
 - Similarly, Elia et Al. (2015) have found that traineeships in Portugal had a severe lock-in effect during first 9 to 12 months of the program (as during participation in training, participants were not looking for a job). Thereafter, the program, however, significantly raised the employment probability of the treated relatively to the non-treated by 10 to 20 percentage points.

DISCUSSION - Vocational or On-the-Job Training?

- When designing a training program, countries are often confronted with the choice of placing unemployed in on-the-job trainings (OTJ) or promoting class-based vocational training (VT). Both models have advantages. On-the-job placements have the benefit of bringing employers and unemployed together and giving the latter real-job experiences:
 - When comparing labor market outcomes between apprenticeship training and fulltime vocational schooling in Germany, Parey (2016) finds that both alternatives confer similar overall levels of productivity, and that **apprenticeship training improves the early labor market attachment relative to vocational schooling**. He also finds that Firms-based apprenticeship training leads to substantially lower unemployment rates; investigating this pattern over time, the evidence indicates that former apprentices have a transitory advantage which fades out over time.
- While this model certainly helps with acquiring a first job, vocational training also has clear benefits:
 - Alfonsi et Al. (2017), when analyzing training programs in Uganda, found that wage subsidies for on-the-job training seemed to be less effective than vocational training. While both modalities were found to decrease unemployment rates, VT workers were found to be more likely than OTJ workers to make job-to-job transitions: such poaching is in line with them having **certifiable skills and having relatively more sector- rather than firm-specific human capital than OTJ workers**.
- Given the findings, when possible, a combination of both certified VT+OTJ seems to be the best option considering that both models have different and complementary potentials.

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