

# Self-Assessment Tool

The self-assessment document is a tool created within the WP2 activity in order to identify strengths and weaknesses, to understand promising areas for improvement and to explore potential actions. The self-assessment is considered as a preparatory step to the implementation of LDDs, but at the same time it will provide new competences and perspectives for the involved staff. Each PES partner conducts a self-assessment on the 4 areas of Benchlearning and sends it before the LDD to all partners in order to gain a deeper understanding and analyse all the performance enablers drawn up by partners.

## Working areas and performance enablers

### 1. Sustainable activation and management of transitions

- 1.1 Holistic profiling
- 1.2. Segmented and tailor-made action plan and ALMP-measures to enhance workforce inclusivity and diversity management
- 1.3. Users' accessibility and engagement

### 2. Relations with employers

- 2.1 Specialized Units for Employer Services
- 2.2 Matching Labour Supply and Demand to Overcome Labour Shortages
- 2.3 Employer Engagement Strategy

### 3. Evidence-based design and implementation of PES services

- 3.1 Promotion of Local Labour Market Understanding and Knowledge
- 3.2 Monitoring and evaluation systems
- 3.3 Policy design through change and innovation

### 4. Management of partnerships and stakeholders

- 4.1 Perception of PES and impacts on the users' and stakeholders' engagement
- 4.2 Building Strategic Partnerships
- 4.3 Resource Allocation and Funding



Working area	1. Sustainable activation and management of transitions						
Performance enabler	1.1 Holistic profiling						
Description of the ideal performance	<p>A PES bases the assessment of an individual's employment potential (profiling) on a holistic approach. The profiling is based on information about an individual jobseeker's employment record, work experience and formal qualifications ('hard facts') and on the full spectrum of competences/skills of a jobseeker (skills-based profiling). In order to succeed in the implementation of this approach and to achieve ideal standards of performance, PES should consider the following key elements:</p> <ul style="list-style-type: none"> <li>PES encourages multi-level cooperation in the public sector (social services, health services, education and training organisations, etc.) in order to take into account the different aspects that contribute to the understanding of the user's profile</li> <li>In the profiling phase, there are multidisciplinary teams working together within the PES</li> <li>In the PES there is a system of IT cooperation between different public administrations and other (private) service providers that allows a real-time exchange of information regarding PES users</li> <li>The PES has developed a personalised, individualised and reinforced psychological support system with the assistance of specialised advisers to end-users (promoting specific training for operators to acquire these skills)</li> </ul>						
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column				X		
Description							
<p><b>Provide more details on the current PES performance on that topic including some evidence:</b></p> <p><b>1. Customers start their job search</b> on the <a href="#">Job Market website</a>. The system allows the creation of a digital job search profile, which companies can use to find suitable employees. The customer process focuses on an intensive start to speed up the employment process. The initial services will match the customer to the right team based on profiling (currently one important criterion is education level, from 2025 onwards the determining factor will be the customer's "distance" from the labour market) and risk factors that hinder employment.</p>							



2. The client will be assigned a personal specialist who will contact the client by telephone within 5 days for a first job search interview.
3. The client is scheduled for an initial interview in 2 weeks, during which a personal employment plan is drawn up. The employment plan is created together with the client and includes an obligation to apply for a certain number of jobs per month. It may also include coaching, additional training, etc.
4. There are 4 complementary job search interviews with the client over a period of 3 months (by telephone, remotely or face-to-face). The interviews review the client's progress towards work and support the client in promoting his/her employment.

**5. Job search interviews are held every 3 months.**

**Continuous profiling is carried out throughout the customer process.** Resources are also allocated from a vulnerability and service needs perspective. Based on data analysis, employment services have identified risk factors predictive of prolonged unemployment, such as lack of education or work capacity challenges. By identifying these factors, we aim to identify the client's starting points and service needs as early as possible, so that we can provide the right targeted and effective service to the client. Vulnerable and critical target groups for employment services have been identified as migrant clients (language skills challenges, educational and work history matching with open positions, lack of civic skills), older people, especially men, who have become unemployed for a long period of time, and NEETs, i.e. young people who are not attached to work, education or any of the services that promote them. Within these target groups, there is a wide range of different situations and needs, such as integration time challenges for migrants and clients who have overstayed their integration period and are no longer eligible for statutory integration services, although the need for integration services and language training remains. Among older long-term unemployed clients, challenges include the deterioration of working capacity and the upskilling of clients through skills development for jobs that meet labour market needs, such as those that contribute to solving the challenges of the green transition and digitalisation.

The laws support multidisciplinary action. Cooperation with social, rehabilitation, health and education services. Specialists are trained (+ continuous training) to identify different work capacity challenges and refer to different services according to the needs. The client is also referred to health check-ups for the unemployed, as appropriate. The health check is carried out in the city's public health services.

The employment services are resourced with multidisciplinary skills: **14 career guidance psychologists, 4 guidance counsellors, 5 assessing teachers (literacy), 6 work life coaches, 2 work ability coordinators.** These staff members use the Employment Services' common client information system; they provide targeted services to clients and consult with client teams on multidisciplinary assessment and services.

The Multidisciplinary Joint Service for Employment (TYP) will provide stronger multidisciplinary support, including social welfare and rehabilitation services, to jobseekers in need. In the multidisciplinary services, the client has access to support from, for example, a health worker and a social worker. The range of services also includes rehabilitative work activities, The Common Customer Information System (TYP) with the social services and the UMA (Aliens Case Management and Customer Management System) provide information shared between different public actors.

For young people under 30, there is a multidisciplinary Ohjaamo (Navigator, one stop shop guidance centre), which can also be used anonymously. Ohjaamo has been specifically designed to reach NEET young people, one of the identified vulnerable client segments and a critical target group for whom it is seen as essential to improve service provision and inclusion in services. Through Ohjaamo (Navigator), young people can access support from an employment specialist, health care services, support from a social worker and services from a vocational psychologist.



Assessment and profiling services are also purchased, e.g. language assessment and assessment of competences and skills.

## Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

[Henkilöasiakkaat - Job Market Finland](#)

[Act on Multidisciplinary Promotion of Employment](#)

[Ohjaamo Helsinki - Youth Helsinki](#)

[Service Manual](#)

## Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

TYP-system (for The Multidisciplinary Joint Service for Employment )is shared with the social services, but otherwise there is a lack of information exchange at system level, e.g. with actors in the social welfare sector. Not all systems "talk" to each other, which means that there is a lack of information exchange. This is a national problem, partly due to legislation.

Holistic segmentation is not yet fully complete, but we are moving towards it. This will require defining needs and profiling more on the basis of the stage (process) of employment.

We have an important network of cooperation at city level and many external partners. However, cooperation is fragmented and a comprehensive networking strategy is missing. There is no designated responsibility for coordinating networking.

## Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance

Intersectionality - not yet at a sufficient level of intersectional analysis, there is still room for further development - intersectional analysis must start from the perspective of promoting the objectives of the organisation and the success and effectiveness of activities should be examined through the extent to which intersectional methods have contributed to the effectiveness of the services provided to the target clients.

Qualitative evaluation must be developed, we are moving towards it. The new organisation (2025) will profile more on the basis of the stage of employment and risk factors affecting employment.



There is a need to establish a strategy for networking and create clear roles of responsibility to maintain and develop it.

### PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved

**Mark which stage of the process has been covered**

PLAN	DO	CHECK	ACT
Planning is based on the organisations' /clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis
X	X	X	

### Description

Provide more details on the reasons for the provided positioning in the PDCA cycle

Holistic profiling has been developed a lot and some parts are at a mature stage, others are still being further developed. However, other parts are still in the planning stage. Profiling is very much part of the service organisation and at the forefront of development. As part of the transition to the new organisation (2025), a critical assessment of the services will be carried out and the missing elements will be developed further.

Performance enabler	1.2. Segmented and tailor-made action plan and ALMP-measures to enhance workforce inclusivity and diversity management
<b>Description of the ideal performance</b>	<p>The PES designs effective employment policies through the knowledge about the different specificities of the various groups to which the policies want to impact, with a particular focus to the most vulnerable ones.</p> <p>In order to succeed in the implementation of this approach and to achieve ideal standards of performance, PES should consider the following key elements:</p> <ul style="list-style-type: none"> <li>▪ The PES groups job seekers according to their likely level of need based on the holistic profiling <ul style="list-style-type: none"> <li>▪ in-depth knowledge of different needs</li> <li>▪ taking into consideration the intersectional aspects of vulnerable job seekers</li> </ul> </li> <li>▪ PES builds and implements individual Action Plans on the results of holistic profiling <ul style="list-style-type: none"> <li>▪ adapting active labour market measures to the needs of jobseekers, especially vulnerable groups</li> </ul> </li> <li>▪ PES employs training and qualification measures for jobseekers (especially in transition-related sectors) <ul style="list-style-type: none"> <li>▪ There is a collaboration of PES with vocational education/training providers</li> <li>▪ There is a collaboration between PES and companies on training issues</li> <li>▪ PES has the capacity to identify specific sectors facing shortages and understand evolving skills needs in the labour market</li> <li>▪ There are fast and agile training solutions for applicants who only need specific and sectoral skills</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>PES assesses the efficiency of active labour market policies <ul style="list-style-type: none"> <li>Periodic evaluations</li> <li>User opinions and concerns are collected</li> </ul> </li> <li>PES trains internal staff for guidance on issues related to the green and digital transitions</li> </ul>						
Score	Fill-in-the-blanks  Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column				X		

Description
<p>Provide more details on the current PES performance on that topic including some evidence</p> <p><b>Continuous segmentation is strongly embedded in the customer process.</b> A segmentation tool has been developed in Employment Services during 2024 to help deepen segmentation and it will be further developed. The segmentation tool will be used to shape customer service processes according to customer needs.</p> <p><b>The new customer intelligence system will also help with profiling, as AI will better guide customer profiling</b> and the asking and answering of the right questions. Resources will also be allocated from a vulnerability and service need perspective.</p> <p>Service organisation <b>processes and service design are based on target group specific needs</b> e.g. Digital skills-course, KaMaRa (Employment service for the trade, tourism and catering sector, labour shortage areas), Tailored Job Coaching and Work Channel. There is a real range of services tailored to specific vulnerable groups of clients, including services tailored to the client's situation. Currently, the Employment Services are launching an ESF+ funded project (Ability and Willingness to Work 3/2025 - 11/2027) with the Metropolia University of Applied Sciences to pilot IPS job coaching for the employment of the long-term unemployed. The specific target group will be 55+ Finnish-speaking men, which has been identified as one of the vulnerable groups based on the data.</p> <p><b>Successes in holistic profiling:</b> the knowledge management process has been systematically developed and a lot of resources have been allocated to it. The Knowledge Management team meets regularly, and the situation is monitored. Holistic profiling tools are in place and are being further developed to ensure that segmentation is based on data. Quantitative assessment has been successfully developed - defining needs and profiling more on the basis of the stage of employment (process).</p>

Individual employment or activation plans are made for each client and the measures are documented. The implementation of the plan is monitored and modified at least periodically, and as the situation changes. There is strong cooperation with vocational training providers to develop solutions that meet client needs and client situations. Cooperation with employers will take the form of tailor-made skills services. A variety of Short Training Courses and individual training support (financial benefit) are offered.

Data scientists have been used to analyse the effectiveness of certain services and this analysis will be further developed.

**Labour shortage sectors are identified** and have been identified, (e.g. HoReCa) and projects have been launched to ensure their convergence (e.g. KaMaRa (Employment service for the trade, tourism and catering sector, labour shortage areas), pathways and recruitment organised by business planners e.g. for early childhood education and social services ). Financial support for employers is also available (wage subsidy, Helsinki supplement).

In 2023, the **Vihta- project** (Green Transition and the impact of digitalisation on guidance work and customer skills development) has been implemented. The project was implemented in cooperation with Haaga-Helia University of Applied Sciences. The project produced a guide to support customer guidance. During the project, webinars, and training of 2 hrs for experts was organised.

#### Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

[Digital solutions for green work - Vihta - Laurea-ammattikorkeakoulu](#)  
[Employment services for the commerce, tourism and catering sectors | Helsinki Employment Services](#)  
[Digital skills | Helsinki Employment Services](#)  
[Pay subsidy | Helsinki Employment Services](#)  
[Helsinki benefit for job seekers | Helsinki Employment Services](#)  
[Employment Service for HoReCa-sectors](#)  
[Ability and Willingness to Work - decision](#)  
[Tailored Job Coaching LIVE](#)  
[Tailored Job Coaching Hoivatie](#)

#### Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

The use of foresight to design effective services is still evolving. There is no systematic model in the organisation to use foresight and put knowledge into practice. Effectiveness of services through data analytics, but this needs to be further developed.

No impact evaluation/analysis of the effectiveness of city-wide services has been conducted.

More labour market data is needed related to the changes influenced by the green transition. More training is also needed on the subject, both within the organisation and for clients. We need strategic partnerships to strengthen our capacity to offer "green jobs". The employment services have not yet identified





and articulated the dual transition as a strategic objective, although the 2030 Agenda for Sustainable Development goals permeate the city strategy. There is much research evidence that the dual shift is a major driver of labour market change, yet the Employment Services have so far made no significant policy adjustments to adapt to it.

#### Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance

In the future, city-to-city activities should be developed, in particular to strengthen the convergence of sectors with labour shortages. In addition, the effectiveness of city-wide services should be monitored.

The model of employer cooperation should be developed. Currently, there is no employer services/service procurement yet and is not part of the mission, but a change is coming in 1/2025. An employers' needs identification tool is being planned to collect the right labour markets' and employers' needs. In addition, a jobseeker-database for employers' sectoral needs is being developed to provide more labour market information and to respond specifically to matching challenges.

Intersectional analysis is not yet sufficiently advanced. Intersectional analysis must start from the perspective of promoting the objectives of the organisation.

The employment services should organise more internal training on the impact of the green transition on the labour market. Partnerships around this theme should also be developed.

#### PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved.

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X	X	X	

#### Description

Provide more details on the reasons for the provided positioning in the PDCA cycle

Holistic profiling has been developed a lot and some parts are at a mature stage, others are still being further developed. However, other parts are still in the planning stage. Profiling is very much part of the service organisation and at the forefront of development.





Performance enabler	1.3. Users' accessibility and engagement						
Description of the ideal performance	<p>The PES combines channels, tools and strategies to encourage accessibility, commitment, motivation and engagement of the job seekers, such as the following ones:</p> <ul style="list-style-type: none"> <li>Combination of different channels of service provision (online, face-to-face, telephone, etc.) <ul style="list-style-type: none"> <li>Digital literacy programmes for users and staff</li> <li>Procedures for monitoring and evaluating the usability, effectiveness, and efficiency of different channels</li> <li>User Support/Help Systems</li> <li>Preserves physical local agencies and meet face-to-face with job seekers</li> </ul> </li> <li>Development of strategies to encourage the commitment, motivation and proactivity of job seekers in their efforts to find work and/or improve their employability. These strategies feature: <ul style="list-style-type: none"> <li>Early intervention of PES as soon as situations of unemployment occur and constant contact between the jobseekers and the counsellor</li> <li>Regular reporting and monitoring of work availability and job-search actions</li> <li>Direct referrals of unemployed jobseekers to vacant jobs and/or ALMP to prevent loss of motivation, skills and employability as a result of the increased duration of unemployment</li> <li>Establishment of individual action plans according to a tailor-made approach</li> </ul> </li> <li>PES facilitation of the mobility of jobseekers (e.g. to go to training, job interviews, etc.)</li> </ul>						
Score	Fill-in-the-blanks  Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column				X		
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>The service process is based on a strong start, which is why a <b>multi-channel service is provided</b> and information is shared through different channels. The Employment Services have <b>3 offices where face-to-face services</b> are available In addition, there is a <b>Ohjaamo-Guidance Centre</b> for young people under 30 years of age, which offers multidisciplinary <b>walk-in counselling</b>. The other offices also have <b>physical counselling points</b>. Clients also have the possibility to contact <b>by telephone and, if necessary, client meetings can be held remotely</b>. Information on employment services is provided through the Employment Service <b>website, the national labour market portal, and social media</b>.</p>							



Self-employment and access to services will be supported, for example by promoting access to services through multiple channels. Various experiments have been carried out to reach critical target groups of clients. For example, the **Yodel platform has been used to reach young people**, especially NEETs. However, the challenge is how to get customers to engage with the service.

**One successful example of sustainable activation is the Service Manual**, which supports the work of professionals and activates the client's involvement in their own process, enabling the client to be proactive. The Service Manual allows customers to find out for themselves what services are available.

**Digital courses aim to support digital skills required in working life** and society and involve close cooperation between employment and training services. They implement an early intervention model and strong start support.

Staff are supported through various training activities. Once a week, there is an hour-long "Morning School" session to support the work of employment specialist. These sessions provide information on a range of current services, including statutory services, the employment services' own services and services provided by the third sector. In addition, training is provided to strengthen the skills of the employment specialist on different topics through specific learning platforms.

The systematic development of customer involvement and customer experience has started in 2024. Team-based customer experience surveys have been piloted, but the service promises are still in the design phase. There is still a need to integrate the theme better into management, to define the objectives and what customer experience data will be used for.

## Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

Employment services' web-page: [Helsinki Employment Services | Helsinki Employment Services](#)

The Service Manual: [Etusivu | Työllisyyspalveluiden Palvelumanuaali](#)

Ohjaamo: [Ohjaamo Helsinki - Youth Helsinki](#)

Information and Guidance services: [Employment services advice | Helsinki Employment Services](#)

## Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

There is no assessment of multi-channel service provision, i.e. which channel works most effectively.

The challenge is to attract critical client groups (e.g. NEET young people and long-term unemployed men over 55) to the service pathways.



The development of customer involvement activities needs to be further developed in a more systematic way.

### Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance

Many good experiments have been carried out, but not everything has been implemented into the service process. It is not enough for the customer to register for services. Currently, clients are referred to services, but many do not start, and the information does not always reach the responsible person. This should be considered in the service referral process by providing stronger support during the service. The Early Intervention model and strong start support of the Digital Courses and KaMaRa-service (Employment service for the trade, tourism and catering sector, labour shortage areas) should be scaled up to other services.

A communication channel strategy should be built - how should each channel be used? The image of the organisation and its activities should also be developed more systematically. Multichannel is also being considered from a cost-effectiveness perspective. A critical issue is that, despite awareness of the importance of multi-channel and efforts to act accordingly, some customers still face challenges in accessing services.

The development of customer involvement activities needs to be developed in a more systematic way.

### PDCA (Plan, Do, Check, Act)

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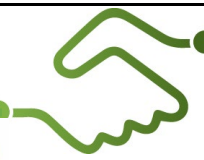
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X	X	X	X

### Description

Provide more details on the reasons for the provided positioning in the PDCA cycle

The accessibility of services has been a focus of the organisation, and this aspect has been and continues to be developed. The design of service concepts always considers multichannel accessibility and specific customer needs, which is already well established. The development of customer involvement is very much in its early stages, and this is very much at the planning stage.



Working area	2. Relations with employers						
Performance enabler	2.1 Specialized Units for Employer Services						
Description of the ideal performance	<p>To manage relations with employers, the PES establishes specialised units (department or team). For this reason, it is necessary that the PES foresees:</p> <ul style="list-style-type: none"> <li>The staff of these units is made up of a multi-level team of counsellors, advisors and other professionals with a strong set of competencies and skills: <ul style="list-style-type: none"> <li>Profound knowledge of the regional/local labour market's composition and dynamics, within the broader framework of the transformations and challenges that national and international labour markets are constantly facing, especially within the Twin transition;</li> <li>Skill forecasting and knowledge of emerging professional profiles which can be relevant at local/regional level, to boost innovation drivers within companies;</li> <li>Proactivity and customer-oriented approach, in order to identifying and implementing tailor-made solutions to support employers effectively;</li> <li>Mediation and facilitation skills;</li> <li>Ability of working in team, with a collaborative attitude;</li> <li>Communication and marketing skills, especially to support companies in enhancing the attractiveness job offers;</li> <li>Constant update on regulations/laws that can be relevant for employer customers, especially in terms of hiring incentives, subsidies and ALMPs. may be relevant to employer clients, especially in terms of hiring incentives, subsidies, and active labour market policies</li> </ul> </li> <li>Ongoing training to acquire and improve their strategic skills and knowledge supported by a wide range of ICT tools and methodologies, including mentoring and coaching programmes</li> <li>Specialised units dealing with companies/employers and those dealing with unemployed people and jobseekers</li> </ul>						
Score	Fill-in-the-blanks  Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
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Description							



Provide more details on the current PES performance on that topic including some evidence

Currently, employer cooperation is carried out with very limited resources (3+3 people) and in identified and selected labour shortage sectors (construction, real estate, cleaning, trade, logistics, social services, horeca). Other sectors are also served on a seasonal and ad hoc basis (e.g. hiring +10 workers in the event of business expansion). Private temporary staffing and recruitment agencies have been contracted to refer jobseekers who meet certain criteria to apply for work through them.

A significant part of the business cooperation is multi-channel communication. **Around 40 recruitment events are organised annually**. Concepts: recruitment events 1 employer - multiple employers. Recruiting short training courses, recruiting labour market training courses, application information for labour market training courses, work experience and apprenticeship pathways and application information for these pathways are organised with companies.

The concept of employment through procurement ( [Hankinnoilla työllistäminen \(Helsinki\) | Työllisyyspalveluiden Palvelumanuaali](#) ), where Helsinki's contracts are subject to an employment condition to employ the most vulnerable job seekers. The employment condition requires the contract partner to offer a job or apprenticeship to one or more persons.

Various types of support are available to employers (financial support such as wage subsidies, the Helsinki supplement, language support, job counselling, job coaching).

A matching service is provided by the employment team, based on the needs of companies and client profiles, piloted in 2024. Business matchmakers regularly inform employment specialists about vacancies, through industry breakfasts and weekly workshops. The planning officers analyse the labour needs situation together with companies and skills development needs with training institutions and employers.

An employer services unit is planned to start in 1/2025, when the organisation will be implemented through sectoral teams. Monitoring and evaluation of the results of recruitment events will be ongoing, as will the collection of customer experience.

## Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

Upcoming recruitment events: [Events by Helsinki Employment Services | Helsinki Employment Services](#)  
[Pay subsidy | Helsinki Employment Services](#)  
[Helsinki benefit for job seekers | Helsinki Employment Services](#)  
[Labour market training | Helsinki Employment Services](#)  
[Helsinki City Strategy | City of Helsinki](#)  
[TE2024 reform | Helsinki Employment Services](#)  
[Frequently asked questions about the TE services reform 2024 - Ministry of Economic Affairs and Employment](#)



### Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

Forecasting labour market developments is very cautious and not based on any agreed concept. At present, industry/labour market information is very fragmented, not systematic and nobody is responsible for it. The knowledge of planning officers is mainly concentrated in the sectors **where** they are responsible.

Attendance at recruitment events is monitored, but otherwise the number of people employed through these events is not monitored. Monitoring of effectiveness therefore needs to be improved.

There is no common city-wide CRM system. In addition, there is currently a lack of resources for communication. Co-development with Business Helsinki is non-existent. The organisation does not provide sufficient information/support to start-up entrepreneurs/entrepreneurs, although Business Helsinki has many services, such as entrepreneurship counselling. In addition, the support available is fragmented. This is probably due to a lack of awareness of the services available in the personal customer service.

The organisation lacks coordinated stakeholder cooperation with employers. There is no evaluation of effectiveness.

### Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance

We need both a people and employer-customer strategy based on the Helsinki City Strategy. Goal setting, the harmonisation and measurement of operational processes and knowledge management in general must be made part of the employer services' activities. Cooperation with Business Helsinki (international recruitment, start-up services) should be developed. The business services need a city-wide CRM system.

Employer services also need better resourced communication support and a web communication strategy. Employer services should have their own designated communications planner for social and stakeholder communications, event marketing and news.

Evaluation of the effectiveness of services should be developed.

Business Helsinki's entrepreneurship advice services are available to clients, but are not always well targeted to the unemployed in specific sectors (e.g. the arts industry). In this respect, cooperation with Business Helsinki should be developed. The competence of the personal customer service in entrepreneurship services should also be strengthened.

### PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved.

**Mark which stage of the process has been covered**



PLAN	DO	CHECK	ACT
Planning is based on the organisations' / clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis
X	X		
<b>Description</b>			
Provide more details on the reasons for the provided positioning in the PDCA cycle			
A new operating model for the new organisation is currently being developed, processes are being defined and the skills needed for the future are being identified. A completely new set of employer services is being created. In practice, all aspects of the PDCA cycle are being redesigned.			

Performance enabler	2.2 Matching Labour Supply and Demand to Overcome Labour Shortages
<b>Description of the ideal performance</b>	<p>PES offers adequate solutions and measures, which are consistent with the specific dimensions of the market mismatch and features of the issue at local level, always considering the impact of the twin transition.</p> <p>Services offered by PES to companies in order to address labour market mismatch must:</p> <ul style="list-style-type: none"> <li>Support companies in identifying their needs (in terms of professional profiles, tasks, skills required) and improving the attractiveness of their job offers, also by rising employers' awareness regarding innovative organisational assets, welfare solutions, flexibility, work-life balance, sustainability, etc.</li> <li>Take an active role in communicating the needs of the companies to educational institutions, so that they can provide the proper customised training in order to improve the skills of job seekers and to offer skilled workforce to the companies.</li> <li>Offer transparency and visibility to the job vacancies acquired from companies, taking care of the communication aspect;</li> <li>Provides support and advice in all phases of the selection and recruitment process. AI can support matching processes and ICT drives automated skill-based matching, with a further selection by the employment counsellors.</li> </ul>





	<ul style="list-style-type: none"> <li>Provide training programs or other on-the-job learning measures aimed at improving candidates' skills based on the specific needs of companies, on the one hand, and labour market emerging needs (e.g. twin transition) on the other hand, thus facilitating transitions to the labour market;</li> <li>Organise initiatives, job fairs and public events.</li> <li>Participate in specific training and stay informed regularly (via specific tools: employment observatories, regional newsletters, etc.) in order to know the regional/local labour market and the diagnosis of the territory and in order to respond better and quickly to job seekers and companies.</li> </ul>						
Score	Fill-in-the-blanks  Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column			X			
<b>Description</b>							
Provide more details on the current PES performance on that topic including some evidence							
<p>Currently, the Employment Services have three business cooperation planners who are responsible for business cooperation. Their responsibilities are divided by sector. The business cooperation planners regularly inform the client employment specialists about job vacancies, through sectoral -info events and weekly workshops. The planners analyse the situation of labour needs together with companies and skills development needs with training institutions and employers.</p> <p><b>A matching service is provided</b> by the employment team based on the needs of companies and client profiles, piloted in 2024. Planners and experts are in constant dialogue with educational institutions and employers in terms of skills development, but this is on a case-by-case basis. Many tools are in place to promote contact, such as recruitment fairs, language training workshops and short training courses. Multilingual digital and CV workshops are also available to help strengthen the skills of job seekers.</p> <p><b>Labour shortage sectors are and have been</b> identified (e.g. horeca, construction, early childhood education and care, social services) and projects have been launched to ensure their convergence (e.g. KaMaRa, pathways and recruitments organised by business planners, e.g. for early childhood education and care services). Financial support for employers is also available (wage subsidy, Helsinki supplement).</p>							



**Workforce training for the labour market needs of the green transition is currently being planned and implemented.** Cooperation with the Finnish Environmental College Sykli is ongoing. Training will be provided on topics such as low carbon and resource efficiency. Business and employer cooperation has also been integrated into the training.

## Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

Upcoming recruitment events: [Events by Helsinki Employment Services | Helsinki Employment Services](#)

Upcoming events (cv-workshops etc.): [Events by Helsinki Employment Services | Helsinki Employment Services](#)

Service Manual: [Etusivu | Työllisyyspalveluiden Palvelumanuaali](#)

[Finnish Environmental College Sykli](#)

[Digital skills | Helsinki Employment Services](#)

[Pay subsidy | Helsinki Employment Services](#)

[Helsinki benefit for job seekers | Helsinki Employment Services](#)

[Labour market training | Helsinki Employment Services](#)

More information on the upcoming organisational change:

[Frequently asked questions about the TE services reform 2024 - Ministry of Economic Affairs and Employment](#)

[TE2024 reform | Helsinki Employment Services](#) and [TE24, KOTO24, KEHA24 – kolme mittavaa uudistusta - TE24, KOTO24, KEHA24 – kolme mittavaa uudistusta - Job Market Finland](#)

## Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

There is currently no systematic solution to the labour market mismatch problem. Analysis of sectoral trends is sporadic. However, dialogue with industry advocacy organisations and other foresight organisations is being built up. The transmission of employer information to jobseekers is largely based solely on information on jobs available on the public portal.

There is no systematic research cooperation (research, development and innovation, RDI) in the organisation, e.g. with universities, or with the third sector (e.g. future skills needs and megatrends such as circular economy and green transition) from a forward-looking perspective.

In the matching process, more centralised expertise and support is needed to filter/screen customer data and select target groups (selection criteria are not sufficiently detailed).

The model of employer cooperation needs to be developed. Currently there are no employer services/procurement of services yet and not part of the mission, but change is coming in 1/2025 when employer services will be transferred from the state to the new employment regions. An employer needs

mapping tool is planned to collect accurate labour market data and employer needs. In addition, an employers' sector pool is being developed to increase labour market information and to respond specifically to matching challenges.

#### Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance

A more systematic plan, a service strategy and adequate accountability and resourcing are needed to address the problem of labour market mismatches.

More use of data in everything we do, for example through the introduction of AI tools.

Management should be clarified. Better resourcing of support and development of the matching process and communication. Systematic cooperation with universities and RDI cooperation should be systematically developed in a more strategic direction.

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X	X		

#### Description

Provide more details on the reasons for the provided positioning in the PDCA cycle

We need a much more systematic approach to solving the whole problem of labour market mismatch. This must be accompanied by the development of effective processes and monitoring mechanisms. However, a lot of work has been done in the current organisation to address the matching challenges, especially in the labour shortage sectors (the city's own sectors).

Performance enabler	2.3 Employer Engagement Strategy
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<b>Description of the ideal performance</b>	<p>The PES builds a mutually beneficial relationship of trust between PES and enterprises, strengthening employers' commitment and active participation. With this aim, the PES should consider the following key elements:</p> <ul style="list-style-type: none"> <li>• Goal-oriented approach</li> <li>• Existence of a one-stop-shop for employers, with individual contacts for each employer</li> <li>• Uses segmented and/or tailor-made employer services and target-oriented tools such as newsletters, seminars, conferences, etc.</li> <li>• Ability to build a relationship with the employer according to its characteristics (with respect to size, economic sector, geographical location, level of development of the human resources department, etc.)</li> <li>• PES should engage employers in long-term partnerships to develop and find customised solutions</li> <li>• In order to reduce tensions in recruitment PES must: <ul style="list-style-type: none"> <li>- Invite employers to events such as hiring and information fairs</li> <li>- Find other recruitment methods to attract all types of public (including vulnerable people)</li> </ul> </li> </ul>						
<b>Score</b>	<i>Fill-in-the-blanks</i>  <i>Level of evidence</i>	<b>1</b> <b>No evidence or some ideas</b>	<b>2</b> <b>Some weak evidence, related to some areas</b>	<b>3</b> <b>Some good evidence related to relevant areas</b>	<b>4</b> <b>Strong evidence related to most areas</b>	<b>5</b> <b>Very strong evidence related to all areas</b>	<b>6</b> <b>Excellent evidence (= full compliance with excellence), related to all areas</b>
The score is based on the evidence provided related to the ideal performance	Mark the relevant column		X				
<b>Description</b>							
Provide more details on the current PES performance on that topic including some evidence							
<p>The work with employers is being systematised and first approaches have been agreed with the private employment agency. Currently, employers are provided with contact persons by sector and the structure will be strengthened from 1/2025 when new specialists will join us. Employers are not very well aware of the current provision of public employment services, and this will be addressed through communicative means.</p> <p>A pro-active approach to client cooperation is being prepared, whereby jobseekers will be actively referred to employers. A tool is being developed to identify the employment needs of employers. Projects/activity pools are being set up to find jobseekers quickly, in order to respond to employers' enquiries and requests quickly and with high quality.</p>							
<b>Resources</b>							



Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

More information on the upcoming organisational change: [TE2024 reform | Helsinki Employment Services](#) ja [TE24, KOTO24, KEHA24 – kolme mittavaa uudistusta - TE24, KOTO24, KEHA24 – kolme mittavaa uudistusta - Job Market Finland](#)

[Frequently asked questions about the TE services reform 2024 - Ministry of Economic Affairs and Employment](#)

### Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

Employer services have not been involved in the provision of municipal employment services, which have been provided to individual customers since 2021, but have been provided by employment services under the responsibility of the state. It is only now that employer services are being developed in Helsinki and will become visible from the beginning of next year.) There is no clear communication package for business cooperation, visibility towards employers is unclear. No single point of contact and no single channel (e.g. common email/phone number) yet, but will be in place from the beginning of the year.

### Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance

Developing the employer services brand, strengthening cooperation with Business Helsinki, sharing information openly with stakeholders (e.g. Power BI figures for employers, what kind of job seekers by profile). Systematic proactive employer engagement based on industry segments.

### PDCA (Plan, Do, Check, Act)

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X			



Description
Provide more details on the reasons for the provided positioning in the PDCA cycle
We lack a customer strategy and targets to engage customers. Organisational responsibilities towards customers are unclear and only certain divisions have so far been assigned responsibilities. We do not have sectoral action plans and the means to engage customers are not present. Until the end of the year, mandates from employers will still go to the State Employment Service, so our own client work with employers is based only on previous working relationships. The designated contact persons are currently being implemented in selected sectors, but large sectors are not covered. Tailored services are partially implemented.

Working area	3. Evidence-based design and implementation of PES services						
Performance enabler	3.1 Promotion of Local Labour Market Understanding and Knowledge						
Description of the ideal performance	<p>PES should foster a better understanding of the local labour market both internally (PES employees at all levels) and externally (stakeholders), in order to shape their services according to the real needs of the local ecosystem. With this aim, the PES should consider the following key elements:</p> <ul style="list-style-type: none"> <li>The PES produces and disseminates both quantitative data (administrative and statistical) and qualitative data collected through field research, which integrates a system of support to interpret and contextualise the data numbers</li> <li>The PES has a local labour market research observatory/department</li> <li>The PES works in synergy with universities, research centres, and employers' associations to develop knowledge about the local labour context</li> <li>PES ensures the accessibility of this type of information to other public administrations, partners, stakeholders and civil society, by implementing and constantly updating their own data navigation system or open datasets.</li> <li>Both internal staff and external organisations (public and private) need to have the right methodological tools and knowledge on how to make the best possible use of available information and data to design and implement evidence-based services and measures.</li> <li>PES should identify concrete actions in the labour market to raise awareness among businesses in order to accelerate the digital and green transitions while training jobseekers and employees in digital and environmental skills.</li> <li>To pursue this goal, PES must have a digital/green transition expert working with businesses and labour market actors to support them in the green and digital transitions.</li> </ul>						
Score	Fill-in-the-blanks  Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to	Mark the relevant column			X			



the ideal performance							
<b>Description</b>							
Provide more details on the current PES performance on that topic including some evidence							
<p>A lot of information already exists (both national and self-produced), but it is not always used. The production of labour market data on a city-wide basis (a city data service with researchers) is being planned, as it may not be worth producing everything by ourselves.</p> <p>Tools have been developed to support foresight, e.g. Power BI data windows. This is also linked to the wider development of the knowledge management package, which is well resourced.</p> <p>The use of knowledge management in process management has been piloted. In the future, it is intended to better support process monitoring and performance. For jobseekers, a baseline and needs assessment is carried out to inform the design of customer service services and processes.</p> <p>A regular quarterly situational analysis is carried out in the organisation. This allows teams to self-assess their own performance and plan improvement actions (qualitative performance and performance evaluation). The analysis assesses the achievement of objectives and the factors contributing to and hindering success.</p> <p>Staff and customer experience is regularly collected quarterly.</p>							
<b>Resources</b>							
Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described							
<a href="#">Tutkimus- ja tilastotietoa Helsingistä</a>							
<b>Critical Issues</b>							
Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage							
<p>We need ways to break the long-term unemployment trend. There's also need for the courage to make choices/prioritisation in more explicit ways.</p> <p>There should be more discussion about how knowledge is used to address all identified critical challenges. Currently implementation is not always consistent with knowledge and resources should be allocated correctly. Data should be used as a management tool in a consistent way across the organisation. For example situational analysis should be used as a performance management tool. Also, the Power BI windows are not systematically monitored at team/expert level. The development of a customer relationship management model should be based on data analysis.</p> <p>Service procurement should be more cost-effective.</p>							





There is no systematic research collaboration (RDI) in the organisation with universities (e.g. future skills needs and megatrends such as circular economy and green transition) from a proactive perspective.

### Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance.

We need to be more determined and systematic in promoting the sharing of information, the analysis of information and the application of information to achieve client objectives. Networks should also be more involved in the analysis work. Foresight should be practical - the key to obtaining and analysing information is what you want to use it to solve.

The strategy needs to be articulated in clear priorities and actions.

The data from staff and customer experience should be used to develop effective service solutions.

The implementation of job brokerage and the promotion of encounters must be supported and developed more strongly.

RDI activities should be developed with a particular focus on future skills needs.

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X	X		

### Description

Provide more details on the reasons for the provided positioning in the PDCA cycle

Activities are currently being developed for future employment services. The development has started from the work and analysis carried out during the Municipal Pilot 2021-2024. So partly we are still in the development phase and partly we are already doing things. However, a review of the situation will be needed by next year at the latest, once the new organisation of the Employment Services has been up and running for some time.



Performance enabler	3.2 Monitoring and evaluation systems						
Description of the ideal performance	<p>Promoting evidence-based design and implementation of active employment services and policies is a crucial step in improving the effectiveness and efficiency of PES. To achieve this goal, PES have robust monitoring and evaluation systems, which contribute to the continuous improvement of the policy cycle. Monitoring and evaluation systems should cover the entire political process. For this reason, it is necessary that the PES foresee:</p> <ul style="list-style-type: none"> <li>An ex-ante evaluation system to assess specific objectives and expected effects/impacts</li> <li>A data collection system that allows PES to monitor progress and results achieved from a quantitative point of view;</li> <li>An ex-post evaluation system that integrates qualitative aspects into quantitative data <ul style="list-style-type: none"> <li>The results of the evaluation are made available and regularly communicated to all PES organisational levels, relevant stakeholders and the general public</li> <li>PES integrate evaluation results into the design of programmes and services, ensuring a transparent change and innovation management system</li> </ul> </li> <li>The PSE regularly measures user satisfaction by collecting user feedback through surveys, interviews, and direct interactions <ul style="list-style-type: none"> <li>The information obtained helps to verify compliance with the key performance indicators established in each organisation, to identify possible critical aspects and weaknesses, areas for improvement, etc.</li> </ul> </li> <li>Evaluation of pilot projects on a small scale, the results of which should be monitored and evaluated</li> </ul>						
Score	Fill-in-the-blanks  Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column			X			
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>Knowledge management is an important part of the strategy. Tools have been developed to support monitoring, e.g. Power BI data windows. Data analytics has also been used to develop the impact analysis of services. These are linked to the broader development of a more holistic approach to data management, which is well resourced. A comprehensive summary of the statistical data is published monthly, including tracking changes e.g. comparison with data from a year ago. This summary is available to the whole organisation.</p> <p>In 2024, a research-based customer segmentation tool (customer segments based on labour market status) has been developed and will be further developed to become even more operational.</p>							



A regular quarterly situational analysis will be carried out in the organisation and the results are reviewed at the level of the whole organisation.

Employee experience is regularly collected in the Employment Services (monthly sentiment survey, quarterly situational analysis), both internally and city-wide (Municipality 10-survey).

Customer experience is regularly collected on a quarterly basis.

### Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

### Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

There is no information on how Power BI windows are used to support customer work in a consistent and systematic way. In addition, service monitoring data is patchy and there is not yet sufficient monitoring of the effectiveness of services. We need to be more determined and systematic in promoting data sharing, data analysis and the application of data to achieve client objectives.

Customer satisfaction is measured regularly, but there is no systematic use of the data. Customer participation is also very limited, e.g. customer councils are not organised. Customer involvement therefore needs to be developed in a more systematic way.

### Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance

Developing data analysis skills. Monitoring and measurement of impact data, both quantitative and qualitative, should also be developed. This should be developed in a more determined way in collaboration with different stakeholders and stakeholders should be engaged in the production of data.

Implementing the data management strategy: develop processes for using data: how to use data to improve performance and impact.

Processes to improve the use of customer satisfaction data and customer feedback as a management tool. Customer involvement activities should also be developed in a more systematic way.

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	X		

#### Description

Provide more details on the reasons for the provided positioning in the PDCA cycle

Monitoring and follow-up is already taking place in many areas. However, the use of the information generated by monitoring needs to be developed in order to strengthen its effectiveness.

Performance enabler	3.3 Policy design through change and innovation						
Description of the ideal performance	<p>PES strategically embraces change and innovation. It anticipates and proactively manages these processes, perceiving them as avenues to enhance performance and to enable evidence-based design and redesign of public employment services. Engaging employees, customers, and relevant partners from the outset and throughout the process is integral to the PES approach with the aim to trigger change and innovation, and leverage expertise across all levels of the organisation. For this reason, it is necessary that the PES foresee:</p> <ul style="list-style-type: none"> <li>- The creation of collaborative workspace where employees, partners, job seekers, and companies come together to exchange ideas and co-create innovative solutions to design and redesign public services based on evidence.</li> </ul>						
Score	Fill-in-the-blanks  Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
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Description							



Provide more details on the current PES performance on that topic including some evidence

A lot of work has been done in the employment services to develop services during the Municipal Pilot (2021-2024), but it has been very selective and reactive. There have been and still are individual projects to model new types of services. There has been strong co-development of services with some strategic partnerships such as the city's own education and training sector such as Stadin AO, Metropolia, Taitotalo (these are under the city's control/ownership). One example has been the KAVOT project (International Skills for Employment, 1.1.2023–31.12. 2024) which has modelled a concept for international recruitment in companies. The project has been implemented in cooperation with the Helsinki University of Applied Sciences, The ShortCut and employers.

Proactive services unit is currently being planned and will be launched on 1/2025. This unit will be responsible for developing partnership cooperation, as well as strategic project and innovation cooperation. The aim is to use strategic partnerships more systematically in the future to develop cooperation and services.

The City of Helsinki and the Employment Services have joined the Co-impact co-development activities facilitated by the Deaconess Institute in 2024. This is a results-based and network-like concept to develop a service network for NEET youth and to find effective ways to support young people's well-being and their paths towards education and working life. Co-impact project is implementing a pilot period 10/2024-6/2025.

### Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

[Etusivu - ColImpact](#)

[KAVOT | Helsingin kaupunki](#)

### Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

A lot of work has been done in the employment services to develop services during the Municipal Pilot, but it has been very selective and reactive. There has been no development plan at strategic level. There has been no strategic co-development of RDI, but cooperation with different actors (e.g. universities) has been more occasional.

### Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance

Network cooperation should be more clearly/strongly goal oriented. There is a lack of target setting, monitoring and indicators of effectiveness and efficiency. A partnership and network strategy should be developed.



RDI cooperation should be developed in a more systematic way. A development forum bringing together different stakeholders (employers, job seekers, other stakeholders) could bring significant added value to the development of the Employment Services.

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X	X		

#### Description

Provide more details on the reasons for the provided positioning in the PDCA cycle

There has been strong co-development of services with some strategic partnerships. Also there has been different initiatives and piloting. However, there has not been development plan at strategic level and no strategic co-development of RDI. On the other hand a new unit is launched in 1/2025 and lots of planning is done according to those new services and functions.

Working area	<b>4. Management of partnerships and stakeholders</b>
Performance enabler	<b>4.1 Perception of PES and impacts on the users' and stakeholders' engagement</b>



<b>Description of the ideal performance</b>	<p>PES' reputation is shaped by their adaptability, collaboration and commitment to address labour market challenges, but some endogenous factors can influence it. Sometimes PES perception may be affected by stereotypes or disinformation. Ideally, PES develop their own brand and recognizable identity to enhance their reputation positioning. Accessible and creative communication strategies and tools should be used, including social media, TV and the radio. For this reason, it is necessary that the PES foresee:</p> <ul style="list-style-type: none"> <li>• PES develop their own brand and recognizable identity to enhance their reputation positioning.</li> <li>• PES must use accessible and creative communication strategies and tools, including social media, television, and radio.</li> <li>• PES should promote a positive image of services, emphasising the willingness to be agile while respecting equity and inclusion, to provide added social value and generate a positive impact on the beneficiaries.</li> <li>• PES must activate clients by involving them in service planning, regularly collecting feedback on services, or organising client councils.</li> <li>• PES must launch targeted promotional campaigns to raise awareness about the services offered.</li> <li>• A strong reputation strategy should also include transparent information on the impact of funding and resource allocation</li> <li>• PES develops internal communication on evidence-based outcomes and storytelling as inspirational tools</li> <li>• PES includes in its communication policy transparent information on the impact of funding and resource allocation</li> <li>• The level of user satisfaction is monitored.</li> </ul>						
<b>Score</b>	<i>Fill-in-the-blanks</i>  <i>Level of evidence</i>	<b>1</b> <b>No evidence or some ideas</b>	<b>2</b> <b>Some weak evidence, related to some areas</b>	<b>3</b> <b>Some good evidence related to relevant areas</b>	<b>4</b> <b>Strong evidence related to most areas</b>	<b>5</b> <b>Very strong evidence related to all areas</b>	<b>6</b> <b>Excellent evidence (= full compliance with excellence), related to all areas</b>
The score is based on the evidence provided related to the ideal performance	Mark the relevant column		X				
<b>Description</b>							
Provide more details on the current PES performance on that topic including some evidence							
<p>An overview of partnerships has been carried out and different levels of partnerships have been identified, but there is no real overall vision or target-based partnership strategy.</p> <p>Strategic partners such as Stadin AO (Vocational school of Helsinki), Metropolia (University of applied sciences), Taitotalo have been identified in the partnership (these are owned by the city). There are also identified partnerships based on specific needs, such as service providers. There are also project-related partnerships.</p>							





A coordination model for partnership and service delivery is currently being developed, with a strategic and operational level. Proven concepts that have been piloted (e.g. coffee mornings for skills) should be used in the future. BSC scorecards are also being developed for partnership work (e.g. for NEET youth: what service provision should address, outcomes, indicators).

The employment services are building a more focused partnership by organising thematic discussion events ("Kumppanuus glögit" Partnership events and breakfast events) a couple of times a year.

The development of a service manual supported the development of partnership working. The service manual is being made available to clients and this should influence clients' proactivity and perception of employment services.

Customer experience is regularly collected on a quarterly basis - customer satisfaction.

Internal communication developed; weekly newsletter is one effective channel. 10/2024 the Employment Services have also launched their own Intranet. The Employment Specialist Desktop-platform has also been launched as a new activity for specialists, providing all the guidance and up-to-date information needed for specialist work.

External communication has capitalised on the strong brand of the City of Helsinki. The Employment Services have their own website and social media channels (Linked In, Facebook, Instagram). In addition to social media, services are marketed to customers through mass emails. The use of TV and radio is too expensive in relation to the benefits.

The school network has been running for a year, with a particular focus on the articulation phases (the aim is to avoid students ending up as clients).

## Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

[Helsinki Employment Services | Helsinki Employment Services](#)  
[Helsingin työllisyyspalvelut Linked In](#)  
[Instagram](#)  
[Facebook](#)  
[Service Manual](#)

## Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

We lack an overall view of partnerships. We also lack a partnership strategy, i.e. what the partnerships aim to achieve and what kind of partnerships should be developed, what the partnerships are intended to solve. There is a lack of clarity on resourcing and accountability for partnership work.



Although the employment services can use the strong Helsinki brand, the employment services should strengthen their own brand, especially as they move away from the national Employment Services brand.

The communication strategy is incomplete, communication resources are insufficient and responsibility for communication is unclear. There is no monitoring of the effectiveness of communication.

Customer involvement needs to be improved to be more systematic, but also more goal oriented. For example, customer councils have been piloted but have not been used since.

In terms of external communication, do we have e.g. expert blogs etc. where information on different topics and e.g. funding could be provided openly?

### Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance.

A coordination model for partnership and service delivery is currently being developed, with a strategic and operational level. Proven concepts that have been piloted (e.g. coffee mornings for skills) should be used in the future. BSC scorecards are also being developed for partnership work (e.g. for NEET youth: what service provision should address, outcomes, indicators).

The new organisation would benefit from developing its own stronger brand. Communication resources should be increased and more clearly targeted.

### PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved.

#### Mark which stage of the process has been covered

PLAN	DO	CHECK	ACT
Planning is based on the organisations' /clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis.	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis.	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis
X	X		

### Description



Provide more details on the reasons for the provided positioning in the PDCA cycle

Partnership cooperation in employment services is still very scattered due to the lack of overall coordination and partnership strategy. Similarly, there is no communication strategy. There is also a lack of involvement of clients in the development of services. These issues still require a lot of improvement.

Performance enabler	4.2 Building strategic partnerships						
Description of the ideal performance	<p>The PES establishes formal and informal partnerships, which consist of multi-level, multi-stakeholder cooperative relationships. For this reason, it is necessary that the PES strategies and tools:</p> <ul style="list-style-type: none"> <li>• Building alliances that contribute to the overall objectives of national, regional and local policies <ul style="list-style-type: none"> <li>- They can be used to design, develop and implement innovative policy measures and specific initiatives/projects</li> <li>- They are specific partnerships, including sectoral ones, to remove social barriers to the employment and employability of jobseekers, to facilitate cooperation between the different services and to mobilise targeted support.</li> </ul> </li> <li>▪ Developing tools to measure the effects of partnerships</li> </ul>						
Score	Fill-in-the-blanks  Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column			X			
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>Strategic partners such as Stadin AO (Helsinki vocational school), Metropolia University of Applied Sciences, Taitotalo (these are under the city / ownership) have been identified. In addition, partnerships based on specific needs have also been identified, such as service providers. There are also project-related partnerships. Overall, there are a very large number of partnerships and some of them work very well.</p> <p>A coordination model for partnership and service delivery is currently being developed, with a strategic and operational level. The good, piloted concepts (e.g. Breakfast events) should be used in the future. BSC scorecards are also being developed for partnership work (e.g. for NEET youth: what service provision should address, what kind of outcomes there have been and what are the indicators).</p>							



The employment services are building a more goal-oriented partnership by organising thematic discussion events a couple of times a year (Partnership events "Kumppanuus-glögit" and Breakfast events).

The school network has been running for a year, with a particular focus on the transition stages (the aim being that pupils do not end up as clients).

#### Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

[Metropolia Ammattikorkeakoulu](#)

[Palvelut työllistymiseen ja opintoihin - StadinAO](#)

[Taitotalo provides skills for the ever-changing world | Taitotalo](#)

#### Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

There is a huge number of partnerships but there is no overall vision. The impact of partnerships is not measured.

#### Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance.

The development of the partnership strategy and responsibility for coordination must be strategic.

#### PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved.

#### Mark which stage of the process has been covered

PLAN	DO	CHECK	ACT
Planning is based on the organisations' /clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis.	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis.	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis.	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis.
X	X		

#### Description



Provide more details on the reasons for the provided positioning in the PDCA cycle.

There are many partnerships and collaborations with them. Some of these partnerships are working well. However, the overall vision, ownership and partnership strategy is completely lacking. Moreover, the impact of the partnership is not measured. Partnership cooperation in employment services is still very scattered due to the lack of overall coordination and partnership strategy

Performance enabler	4.3 Resource Allocation and Funding						
Description of the ideal performance	<p>To support and strengthen strategic partnership, PES combine EU, national and local public funds but also resources from private stakeholders with the following characteristics:</p> <ul style="list-style-type: none"> <li>The PES combines EU, national and local public funds, but also private stakeholder resources.</li> <li>Funding should be devoted to long-term development and innovation programmes and aim at supporting evidence-based design of services, especially in the field of vocational and training programmes and in the design of countercyclical policies</li> <li>Resource allocation should also cover training needs, especially to deal with the emerging challenges posed by the twin transition.</li> </ul>						
Score	Fill-in-the-blanks  Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column				x		
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p><b>The funding</b> of the Employment Services Enterprise <b>is based on public funding</b>, i.e. the State contribution paid to the City of Helsinki. It is up to the City of Helsinki to decide how the funding from the state is allocated to the activities that are effective. The state contribution paid to the municipal employment services is based on the population base and demographic development of the employment areas. In addition, statutory service provision is financed by state</p>							

contributions, e.g. VOS training (state-funded labour market training). State contributions for labour market training are paid directly to the training institutions, not to the employment services.

Internal city partnership cooperation is strategic (e.g. with **education** and training department or with social and health services), ) and naturally with public funding. **EU funding is used to support strategic objectives and themes** (e.g. ESF+ Ability and Willingness to Work project with Metropolia university of Applied Sciences 3/2025 []), externally funded projects are more at the request of partners (e.g. NET PES). From 2025, a dedicated project team will be set up in the employment services, with the aim of systematically coordinating project activities and applications for external funding.

The City of Helsinki and the Employment Services have joined the Co-impact co-development activities facilitated by the Deaconess Institute in 2024. This is a results-based and network-like concept to develop a service network for NEET youth and to find effective ways to support young people's well-being and their paths towards education and working life. Co-impact project is implementing a pilot period 10/2024-6/2025.

### Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

[ColImpact](#)

[ColImpact and Helsinki develops services for NEETs](#)

[Frequently asked questions about the TE services reform 2024 - Ministry of Economic Affairs and Employment](#)

### Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

The possibilities of external funding should be examined more systematically from a strategic point of view (e.g. systematically monitoring applications and considering whether to apply). From 1/2025, a team focusing on project activities will start in the employment services, which will meet this challenge and develop the use of project funding in a more systematic way.

### Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance.

Projects should not just be done for the sake of doing but should be undertaken for strategic reasons. Systematic development is therefore needed.

### PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved.

**Mark which stage of the process has been covered**

PLAN	DO	CHECK	ACT



Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis.	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis.	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis.	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis.
X	X		X
<b>Description</b>			
Provide more details on the reasons for the provided positioning in the PDCA cycle			
Employment services rely heavily on public funding, and the new organisational reform has sought to strengthen the potential and effectiveness of its use. The potential for external funding will be explored and possibly better exploited from 2025 onwards. At present, the use of external funding is very limited. However, it has been used to implement individual projects focusing on strategic themes.			

## TRANSVERSAL SECTION

<b>Transversal topics</b>	<b>1. Twin transition (digital and green transition)</b>
<b>Guiding questions</b>	How has the green and digital transition influenced the services offered by your PES? Can you describe specific activities, projects, or measures that your PES has implemented to promote the green and digital transition?
<b>FOCUS ON DIGITAL TRANSITION</b>	
<b>Description of your performance</b>	
Provide more details on the current PES performance on that topic including some evidence, specifying in which working area(s) your PES is performing best	
<p>Digital access has been improved and a new national access system (nationwide) will be launched in 2024, which will allow companies to create a digital job search profile to find suitable employees. <a href="#">Job Market Finland for Customers</a></p> <p>Digital inclusion is supported by providing customers with a range of digital services. Training to support basic skills, such as digital commerce, is provided in cooperation with the city's education and training department. There are also coaching services to strengthen digital job search skills.</p> <p>It has been identified with training partners (e.g. Education and training sector) that different customer segments may have very different service needs in relation to digital skills development. For example, young people and older people.</p> <p>It has been identified that digital skills fall into three categories: digital job search skills (coaching), digital business skills (advisory services) and digital skills for working life (labour market training, e.g. software developers).</p>	





We have also developed tools to support customers' digitalisation, such as the Service Manual. The Service Manual allows customers to browse the services on offer and find the right service for them.

### Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

The employment services have not yet identified and articulated the twin transition as a strategic objective, even though the 2030 Agenda for Sustainable Development goals permeate the urban strategy. There is much research evidence that the dual shift is a major driver of labour market change, yet the Employment Services have so far made no significant policy adjustments to adapt to it.

### Areas for improvement and mutual learning

Provide feedback on areas or leverages for improvement and the issues or topic on which your PES could learn from others

For employer services, a training partnership with software companies is being planned. The aim of this cooperation is to build agile training courses that strengthen skills to meet the needs of the partner companies. The aim is that those who complete the training will be directly employed by the partner companies.

The UN Sustainable Development Goals and the changes in the labour market caused by the Twin Transition should be considered in the strategy of the Employment Services. The Employment Services should organise more in-house training on sustainability issues. Partnerships around this theme should also be developed.

### FOCUS ON GREEN TRANSITION

#### Description of your performance

Provide more details on the current PES performance on that topic including some evidence, specifying in which working area(s) your PES is performing best

The Vihta-Green Transition and the Impact of Digitalisation on Guidance and Customer Skills Development project has been implemented in 2023 ([Digital solutions for green work - Vihta - Laurea-ammattikorkeakoulu](#)). The project was implemented in cooperation with Haaga-Helia University of Applied Sciences. The project produced a guide to support customer guidance. During the project, training for employment specialists was organised.

Workforce training is currently being designed and implemented to meet the needs of the green transitional labour market. Cooperation with the Finnish Environmental University Sykli ([Suomen ympäristöopisto SYKLI](#)). Training will be provided on topics such as low carbon and resource efficiency. The trainings will also involve business and employer cooperation.

### Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

More labour market information is needed on the changes affected by the green transition. More training on the subject is also needed, both within the organisation and for customers. We need strategic partnerships to strengthen our capacity to offer "green jobs". The employment services have not yet



identified, articulated or articulated the dual transition as a strategic goal, although the 2030 Agenda for Sustainable Development goals permeate the city strategy.

### Areas for improvement and mutual learning

Provide feedback on areas or leverages for improvement and the issues or topic on which your PES could learn from others

The UN Sustainable Development Goals and the changes in the labour market brought about by the Twin Transition should be taken into account in the strategy for employment services. The Employment Services should organise more in-house training. Partnerships around this theme should also be developed.

Transversal topics	2. Labour inclusion of vulnerable groups
Guiding questions	Which specific activities described in the four working areas contribute to the socio-occupational inclusion of vulnerable targets? Can you provide concrete examples of interventions or projects carried out?
Description of your performance	Provide more details on the current PES performance on that topic including some evidence, specifying in which working area(s) your PES is performing best
<p>Customer segmentation is carried out throughout the entire customer process. Resources are also allocated from a vulnerability and service needs perspective. There is a very large number of services built for specific vulnerable client groups, including services tailored to the client's situation.</p> <p>Based on the data analysis, the employment services have identified risk factors that predict prolonged unemployment, such as lack of education or work ability challenges. By identifying these factors, we aim to identify the client's starting points and service needs as early as possible, so that we can provide the right targeted and effective service. <b>Vulnerable and critical target groups</b> for employment services have been identified as <b>migrant clients</b> (language skills challenges, educational and work history matching with open positions, lack of civic skills), <b>older people, especially men</b>, who have become unemployed for a long period of time, <b>and NEETs</b>, i.e. young people who are not attached to work, education or any of the services that promote them. Within these target groups, there is a wide range of different situations and needs, such as integration time challenges for migrants and clients who have overstayed their integration period and are no longer eligible for statutory integration services, although the need for integration services and language training remains. Among older long-term unemployed clients, challenges include declining work capacity and the upskilling of clients through skills development for jobs that meet labour market needs, such as jobs that address the challenges of the green transition and digitalisation.</p> <p>The multidisciplinary youth guidance centre Ohjaamo (Navigator) offers walk-in advice and comprehensive support to young people under 30 years old in Helsinki. The service can be used anonymously. Through Ohjaamo, young people receive advice and support to help them access education and employment. The guidance centre has also employed study counsellors, who are centrally assigned to Helsinki school dropouts. This is a statutory activity, as compulsory education in Finland lasts until the age of 18. Efforts have also been made to reach young people, especially NEETs, through the Yodel platform. The challenge, however, is how to get customers to engage with the service.</p>	



The City of Helsinki and the Employment Services have joined the Co-impact co-development activities facilitated by the Deaconess Institute in 2024. This is a results-based and network-like concept to develop a service network for NEET young people and find effective ways to support young people's well-being and their paths towards education and working life. Co-impact will run for a pilot period of 10/2024-6/2025.

Currently, the Employment Services are launching an ESF+ funded project (Ability and Willingness to Work 3/2025 - 11/2027) with the Metropolia University of Applied Sciences to pilot IPS work coaching for the employment of the long-term unemployed. The specific target group will be 55+ Finnish-speaking men, which has been identified as one of the vulnerable client groups based on data.

### Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

There is still room for further intersectional analysis. Intersectional analysis must start from the perspective of advancing the organisation's objectives, and the success and effectiveness of activities should be examined in terms of how well intersectional methods have contributed to the effectiveness of services provided to target clients.

Qualitative evaluation needs to be developed, but we are moving towards it. The new organisation (2025) will profile more on the basis of the stage of employment and risk factors affecting employment.

The organisation should establish a strategy for networking and clear lines of responsibility for its maintenance and development.

The challenge is to get some vulnerable groups, such as NEETs, attached to service pathways.

### Areas for improvement and mutual learning

Provide feedback on areas or leverages for improvement and the issues or topic on which your PES could learn from others

Developing more effective methods to support the employment of vulnerable client segments. More cross-sectoral stakeholder cooperation and new types of innovation are needed. Exploring new funding opportunities could support this development.

Transversal topics	3. Communication and PES reputation
Guiding questions	How do the activities in the four working areas influence the reputation of your PES? What communication strategies does your PES use to promote the services and measures offered, and how do these strategies improve the perception of the service among users and the community?
Description of your performance	Provide more details on the current PES performance on that topic including some evidence, specifying in which working area(s) your PES is performing best



External communication is based on the strong brand of the City of Helsinki. The Employment Services communicate with customers in a multi-channel way. The Employment Services have their own website and social media channels (Linked In, Facebook, Instagram). In addition to social media, services are marketed to customers through mass emails. The use of TV and radio is too expensive in relation to the benefits.

The Yodel platform has also been used to reach young people, especially NEETs.

Through the development of these activities, the common objective is to improve the PES brand among the jobseekers, employers and other stakeholders.

### Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

There has been no evaluation of multi-channel communication, i.e. which channel works most effectively. A communication channel strategy should be built - how should each channel be used? A more systematic approach should also be taken to develop the image of the organisation and its activities.

There is no clear communication package for business cooperation, visibility towards employers is unclear. No single point of contact or channel of communication yet (e.g. common email/telephone number), but will be in place from the beginning of the year.

### Areas for improvement and mutual learning

Provide feedback on areas or leverages for improvement and the issues or topic on which your PES could learn from others

Development of PES brand. Also to find new and innovative communication tools and methods.

Transversal topics	4. Gender transversality
Guiding questions	How are gender issues addressed in the policies, measures, and services offered by your PES? Can you describe specific initiatives or projects aimed at promoting gender equality and supporting women's participation in the labour market?
Description of your performance	Provide more details on the current PES performance on that topic including some evidence, specifying in which working area(s) your PES is performing best
	<p>Finnish legislation supports an equal labour market: Constitution, § 6: right to equality / non-discrimination</p> <p>The Act on Equality between Women and Men (609/1986), known as the Equality Act. - Prohibits discrimination on grounds of sex, gender identity and gender expression and obliges public authorities to promote gender equality.</p> <p>Non-discrimination Act (1325/2014). - Prohibits discrimination based on age, ethnic or national origin, nationality, language, religion, belief, opinion, health, disability, sexual orientation or other personal grounds and obliges public authorities to promote equality.</p>



The Employment Services have a city-wide Equality and Equal Opportunities Plan for Services, which is valid until 2025. The services plan aims to promote gender equality and equity in the city's services and activities through concrete measures. The plan is also guided by the principles of intersectionality, inclusion, norm awareness and accessibility.

The City of Helsinki, and thus also the Employment Services, use anonymous recruitment to strengthen equality in the labour market and reduce gender segregation.

One identified vulnerable group in relation to gender equality is Finnish-speaking men aged 50+. In the Employment Services, a project will start in 3/2025 to support 50+ Finnish-speaking men to enter the labour market through IPS coaching.

#### Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

A commonly recognised challenge in Finland is that the workforce in certain sectors (such as social and health services) is heavily female-dominated. This has a negative impact, inter alia, on pay in these sectors. There are few workable solutions to achieve more equal pay.

#### Areas for improvement and mutual learning

Provide feedback on areas or leverages for improvement and the issues or topic on which your PES could learn from others

Employment services could play a stronger role in promoting more equal pay and working life. Gender should not determine the sector in which a client is directed to work or study.

At national level, legislation will be reformed in 1/2025 to bring inactive people (e.g. housewives) into integration and employment services. This change is aimed at activating immigrant women in particular.

Helsinki Employment Services will have a dedicated team to manage the affairs of out-of-work clients and their service production.

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