

EUROPEAN SOCIAL FUND PROGRAMME  
FOR MAINLAND FINLAND 2007–2013

Leverage from  
the EU  
2007–2013



**National**  
Development Programmes



European Union  
European Social Fund



**Leverage from**  
**the EU**  
**2007–2013**

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## Entrepreneurship

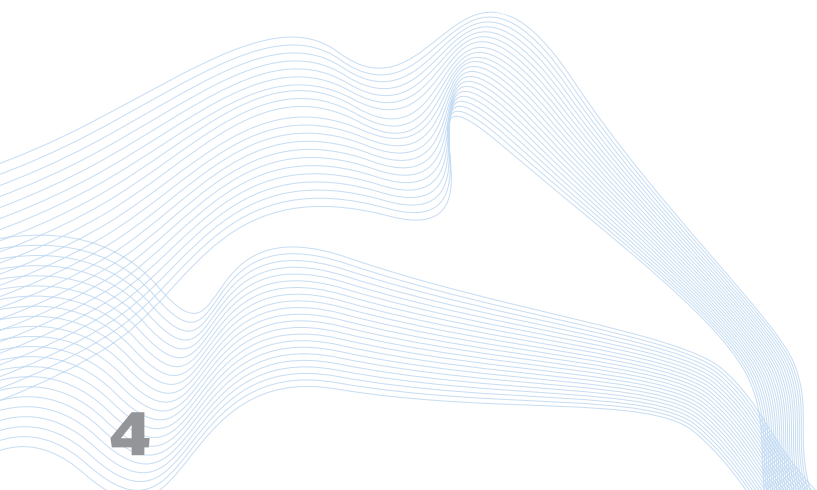
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# National development programmes – large entities

**THE EUROPEAN SOCIAL FUND'S (ESF) National Development Programmes** meet the needs of customers and service structures in the fields of employment, workforce, entrepreneurship, education and well-being at work. In the main, these are extensive programme entities in which a number of regional thematic projects are financed. They also provide resources for analysis, evaluation and networking efforts.

Development programmes aim to improve and renew current operating models, pilot new initiatives and disseminate information on best practices. With the exclusion of some development programmes with small resources, intended for certain special purposes, national development programmes include the financing of service products for customers and the development of service structures.

## **National development programme operating model**

A national development programme may comprise a number of projects. It pools the results and practices resulting from individual projects. Such a programme also promotes best practices, while offering a support structure for projects. Another objective is to disseminate best practices and embed them, in order to make the results lasting.

A support structure can be established in support of projects and for their further development. Such a structure charts best practices, promotes networked cooperation between projects within development programmes, and monitors projects' profitability and impacts. The support structure is there to ensure that these projects implement the objectives of the national development programme and form a strategic development entity.

## **Development programme application and implementation**

A national development programme can include nationally administered, ministry-level projects as well as those implemented regionally. National projects administered by the central administration are implemented when they are of special national or strategic significance.

Projects are primarily implemented regionally, and funded by the Centres for Economic Development, Transport and the Environment and the Finnish National Board of Education. The aim is to match the national strategy with regional special needs. Another objective is to ensure support for local partnerships and initiatives, while involving them in ESF development activities. Applications can be thematic and/or targeted.

Projects belonging to national development programmes are selected and administered in compliance with the regulations and instructions of ESF project activities. Project selection complies with the principles of openness and transparency, which means that selection processes are implemented openly and selection is based on ESF programme selection criteria. In addition, development programme-specific emphases and criteria in support of selection have been prepared for each development programme.

Applications can be arranged as open public applications, on the basis of which discretionary government transfers are granted. They can also be entirely or partly submitted as public procurements. Part of the funding may be reserved for projects administered by the authority itself (so-called self-administered projects).



Merja Putus, training manager of the Tutka project, and project manager Anja Puustinen, attending the business counsellor training arranged by the Häme ELY-centre.

## Competence facilitates better change management

Small and medium-sized enterprises' need for workforce and for competence development in times of change – in a nutshell, that is the concern of the PROTEK development programme. New operating models are needed for HR planning. Meanwhile, efficient use should be made of services promoting competencies within each area.

**PROTEK** aims at better change management, by developing competencies and improving the quality of working life. Approximately forty projects are in progress, with the key aim of securing the supply of skilled employees for SMEs and developing business competencies amidst growth and change. Corporate HR development utilises a variety of enterprise networks.

These projects must attend to proactive HR planning in the development of new operating models. In addition, more efficient use should be made of competence-promoting services, and training and financing instruments, used in the regions. Tools used in HR development include joint purchase training (Täsmä and Rekry).

Projects remain in progress, with many seeking further financing. For instance, new models and methods in joint purchase training suitable for SMEs have been prepared and tried out in Uusimaa; while networked models have been developed and efforts have been made to implement joint purchase training as flexibly as possible. Actors have gained encouraging experiences in combining business competence with joint purchase training. In fact, projects comprehensively charting enterprises' training and development needs have achieved the best results in terms of serving SMEs. On the other hand, those engaged in networked cooperation with Employment and Economic Development offices, training organisations and entrepreneurs' organisations, have won most new clients.

Theme-based projects have seen the development of new models, for example a mentoring and change training model. Sector-based projects have led to the production of sector surveys, while charting training and development needs.

### **Tutka creates a new, flexible training model**

The target group of the Hynä/Pro project in Pirkanmaa comprises small enterprises in the machine and metal product industry. This project aims to develop the enterprise as a whole. In this way, operational continuity is created, alongside better profitability and competitiveness. Another aim is to develop and expand the enterprise network into a learning and productive entity

The Tutka project in Uusimaa is creating a new type of flexible training model for the use of enterprises, authorities and trainees. This project's objectives are greater flexibility in enterprise training, meeting the training needs of enterprises and providing concrete assistance in recruitment. These aims will be achieved through the employer services provided by local Employment and Economic Development offices, trainers and educational institutions.

### **PROTEK development programme**

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**Financing: 2007–2013: € 35 million**

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**Administration: Ministry of Employment and the Economy**

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One of the goals of the APAKE development programme is to increase the number of enterprises with growth potential.

## Competitiveness and growth by developing business competence

The APAKE programme assists start-up enterprises and SMEs in developing their business competence. The programme's aims include promoting the establishment of innovative enterprises with growth potential, and successful generational change.

**APAKE DEVELOPS NEW TRAINING PROGRAMMES** and expert services, or redevelops and disseminates existing ones. One of its goals is to create new operating methods and models, to be added to SMEs' selection of services. Other objectives include establishing new, innovative enterprises, increasing the number of enterprises with growth potential and improving their internationalisation competencies. In addition, the APAKE programme strives to promote successful generational changes within enterprises and to enhance the development of staff competencies. All of these measures are intended to enhance the business environments of start-up enterprises and SMEs.

### **Support for generational changes and changes of ownership**

The APAKE programme has provided concrete evidence of having achieved its goals, for example by means of the project for 'Promoting generational changes and changes of ownership within enterprises'. This project involved a nationwide evaluation of services related to ownership changes. It also included the development of the coaching programme 'Accounting agencies as experts in changes of ownership'. This coaching programme will be piloted by the ELY Centre of the Häme region (i.e. one of the Centres for Economic Development, Transport and the Environment). After the pilot project, the programme will be introduced around the country. The guidebook 'Preparing your company for sale' activates entrepreneurs, who intend to retire from their business, to plan the change of ownership process and prepare their company for sale well in advance.

### **The Jalostamo model guides entrepreneurs in the creative industries**

The goal of the project for the development of the creative industries has been to embed the Jalostamo service model as part of the ELY Centres' selection of services for enterprises. This model assists both existing and aspiring entrepreneurs in drawing up plans for profitable business operations. In connection with the product development project, the business plans of around 80 enterprises have been reviewed. This has been done to improve the survival rate of enterprises which have been operating for under three years. Correspondingly, the reform and development of commercialisation-related expert services has involved, for example, identifying overlaps in services and potential blind spots.

### **Programme for the development of start-up entrepreneurs' and SMEs' business skills (APAKE)**

Financing 2007–2013: € 25 million

Administration: Ministry of Employment and the Economy

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## From a creative economy to sustainable growth and welfare

The development of business activity within the creative industries is being promoted in response to the structural reform related to production and the economy. This has seen the focus of production shift from the material to the immaterial. Such a change requires new types of competence. This is the message of the development programme for business growth and internationalisation in the creative industries.

Hanna Hirvonen's business idea for Hañhi Design has taken wing, despite the challenges faced by aspiring entrepreneurs.

### THE PROGRAMME REPRESENTS AN IMPORTANT INITIATIVE

designed to strengthen Finland's creative economy. This development programme finances 16 ongoing projects, which promote the viability of self-employed persons, budding entrepreneurs, current entrepreneurs and SMEs operating in the creative industry sector. It does so by supporting, for example, innovation activity, demand-driven product development expertise and leadership skills. Such cooperation also helps to create new operating models, partnerships and client contacts between actors in various industries. This promotes continuity and boosts employment rates, while strengthening internationalisation and cultural export activity.

The development of business activity in the creative industries sector also increases the growth and competitiveness of other industry and service sectors. In turn, this impacts favourably on the growth and competitiveness of the entire national economy. The development programme provides a powerful kick-off in terms of strengthening both the cultural and creative industries. However, new initiatives are also required elsewhere. By the end of 2009, 930 people and 268 enterprises had participated in the projects. New enterprises had also emerged.

### Creative Industries Finland coordinates the development programme

Creative Industries Finland (CIF) is strengthening the creative industries by increasing awareness, in various reaches of society, of the significance of, and opportunities within, the creative economy. The CIF offers an information base, opportunities, events and communication services which help to embed cooperation-based operating methods into a nationwide network-oriented operating model. The CIF website has become a key access point for information, opinions and news on the creative industries. In the autumn of 2009, for instance, the CIF coordinated a wide-ranging international conference, Creative Economy and Beyond (CEB), in cooperation with the Ministry of Employment and the Economy, the Ministry of Education and Culture and various key actors and experts within the sector.

### Exporting culture – the TAIVEX training programme

The TAIVEX programme offers further education and export-related training, tailor-made for the creative industries and targeted at various cultural intermediaries operating in the field of art exchange. In particular, producers of art operating internationally play a key role in increasing the productivity of art. TAIVEX is a cooperation project, carried out by five Finnish art information centres and the cities of Tampere, Turku and Helsinki.

### Sillanrakentajat – training programme for agents and export professionals in the creative industries

The Sillanrakentajat project ('bridge builders') aims to attract a new trade to Finland: creative industry agents with an operating culture of their own. By improving competencies, a new operating environment is being created for micro enterprises and SMEs in the creative industries sector. This will encourage the expansion of markets both in Finland and abroad. These agents will also challenge the authorities, such as providers of funding, business advisors and labour authorities, to adopt new operating cultures.

### The development programme for business growth and internationalisation in the creative industries

Financing 2007–2013: € 13,7 million

Administration: Ministry of Education and Culture

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Professional driver Mauri Äkäslompola (a.k.a. comedian Jope Ruonansuu) in a video clip for the Alert at the wheel project.

## Staying healthy and competent at work

Labour organisations' capabilities to cope with structural change, due to globalisation and technological development, must be enhanced. In addition, coping at work and the availability of labour must be secured in times of change.

### THE 'STAYING HEALTHY AND COMPETENT AT WORK'

**PROGRAMME** strives to strengthen the health and working ability of workers, as well as promoting long-term careers and remaining at work, while increasing occupational wellbeing and coping.

Some of the projects within the programme involve developing new approaches to promoting health in the workplace.

Working ability and health can be promoted through workplace-specific or individual measures targeted at, for example, eating habits, healthy exercise and the prevention of substance abuse. Other projects are aimed at developing occupational health care services. Small enterprises and entrepreneurs have been using occupational health care services and occupational safety-related services to a lesser degree than they are entitled to. In order to develop these services, a network-based cooperation model between public health care centres and private occupational health care services is being piloted. The target area for development is cooperation between the workplace, occupational health care services and rehabilitation services. Here, the main focus is on absences due to illness caused by mental health problems and musculoskeletal disorders. In addition, improving the occupational health of unemployed people, temporary workers and young people during transitional phases is important. Occupational health care service trials can be conducted to promote the functional capacity of such people.

Social and health care services have been chosen as a target of the development programme. These service systems are under great pressure. Changes in the age structure of the population are being reflected in health care and nursing service needs, and the availability of labour. In addition, social and health care service personnel are encountering more health problems and burnouts in comparison to other sectors.

### The right diet helps you stay alert at the wheel

'Alert at the wheel – food choices for staying healthy on the road' is a sub-project of the 'Promoting health at work' project. Professional drivers, trade unions, employers, food service providers, occupational health care services and educational institutions are participating in this project. For example, the project develops information packages for drivers in their food and drink choices, and instructions on how employers can support healthy eating habits. Cooperation with food service providers (e.g. petrol stations) is necessary, in order to get healthy meals onto menus, including for night-time customers.

### PUNK promotes coping at work in SMEs

The PUNK – renewal in SMEs project, administered by the Rehabilitation Foundation, aims to develop suitable instruments for promoting occupational wellbeing in SMEs. Problems related to working ability and competence must be dealt with at an earlier stage. In addition, new operating models for cooperation between workplaces and occupational health care services will be developed. Two operating models for early rehabilitation, designed for the special needs of SMEs, will be tested.

#### Staying healthy and competent at work

Financing 2007–2013: € 6.3 million

Administration: Ministry of Social Affairs and Health

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# Well-being based on the third sector

In partnership with municipalities, the third sector has much to offer the services sector. Target groups include young people and families. Municipalities are increasingly interested in purchasing welfare services from the third sector.

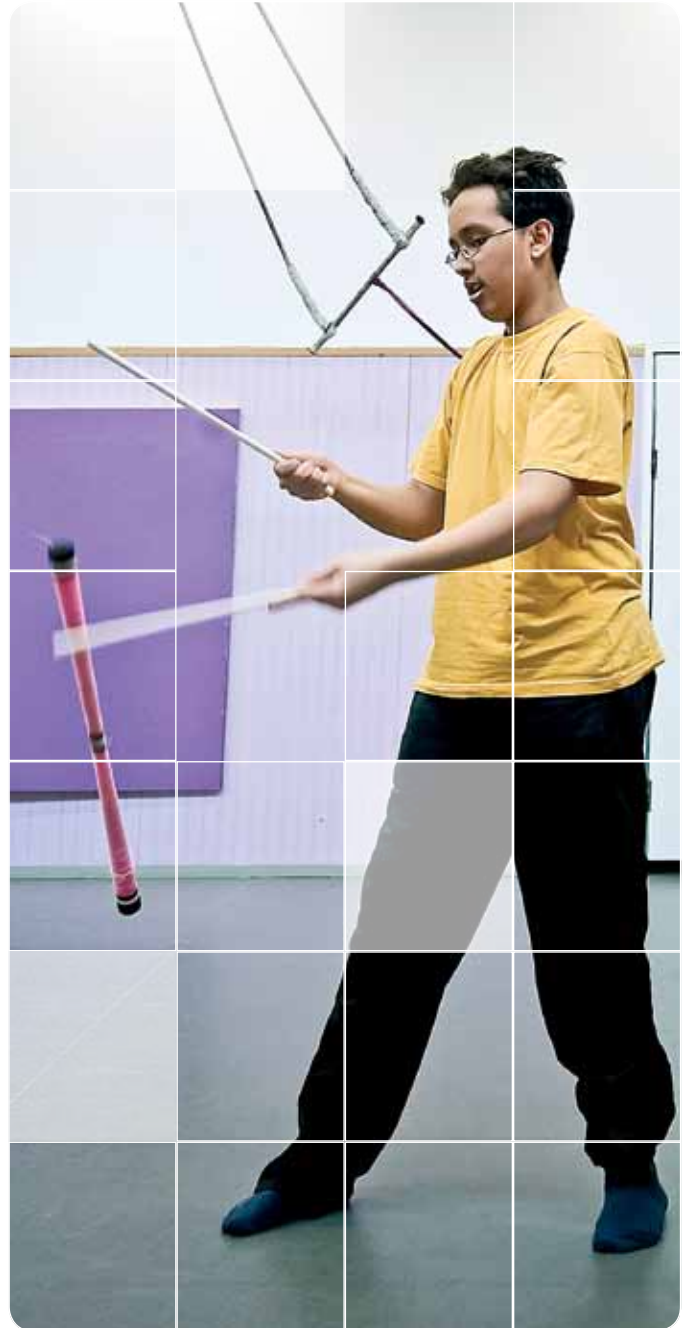


PHOTO: MIA BERGIUS

**THE NATIONAL DEVELOPMENT PROGRAMME,** ‘The culture, physical exercise and the youth third sector as a provider of welfare services,’ strives to develop service skills and service provision in the third sector. In cooperation with municipalities, this programme helps increase the number of welfare services offered to various population groups. In addition, measures and operating models related to wellbeing at work are being developed in support of coping at work, career fulfilment and remaining in the workforce. The programme also seeks to reinforce civic society, while creating cooperation networks.

In the projects involved, third sector actors have created new functions and developed service functions and products for the youth, physical exercise and cultural sectors of municipalities and cities. These are intended to promote the wellbeing of children, young people, the aged and families, alongside wellbeing at work. Some third sector actors participating in these projects will continue their efforts in this direction. In other words, they will continue to employ the related staff, even after the completion of the project. With the help of the training conducted under the projects, third sector actors have improved their service provision competencies. In addition, pilot projects have provided sport-specific training.

In support of actors, research has been conducted into the legal issues involved in providing welfare services within the sector, the skills and competencies of actors and employees, and the sector’s position as a provider of cultural, physical exercise and youth services. Through these projects, efforts have been made to comprehensively develop the entire club organisation, i.e. the actors, by strengthening their ability to hire, for example.

Due to the projects, third sector interest in providing welfare services has increased. Some executive managers and chairpersons have indicated that clubs view the future provision of activities promoting welfare and wellbeing at work as more important than previously.

Third sector actors have maintained close contacts with local authorities, while creating cooperation networks in various sectors. Municipalities have increasingly realised the possibilities that cooperation can offer. Meanwhile, in cultural activities the third sector has gained access to products that promote wellbeing through cultural work.

For instance, municipalities and the third sector have created three pools for the provision of local services. Associations applying the local cultural services concept have realised the significance of

such services in supporting civic activities. By coordinating small associations, a strong local association can create a broad field of activity.

### **Dimples to bridge service gaps**

The project ‘Dimples – multi-sectoral coproduction of welfare services’ develops welfare services which can respond quickly to needs. The target group is municipalities. Behind this lies the basic assumption that municipalities have welfare needs, holes in their services, which can be flexibly filled by associations. The third sector can complement municipal offerings, provided that associations’ offerings meet the quality requirements set by local authorities. Moreover, these associations must be capable of producing purchasable services, of selling services and of hiring staff. The project aims to develop methods in support of wellbeing, so that products can still be exploited after the project, as part of municipalities’ contracted-out services.

### **LIKE increasing the supply of physical exercise services**

The aim of LIKE, the physical exercise development project, is to create an operating model through which clubs can improve the condition of their organisations. Via municipal cooperation, they can also seek suitable partner networks, while developing and implementing welfare services as a pilot service.

Pilot clubs develop their organisational structure to a level that facilitates welfare service provision in cooperation with local authorities. A key development target of the project is to establish sound forms of cooperation with the local municipality.

### **The culture, physical exercise and youth third sector as a provider of welfare services**

Financing 2007–2013: € 9.1 million

Administration: Ministry of Education and Culture

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The career change event Ammatinvaihto Keskustorilla – ovi uuteen ammattiin (a doorway to a new profession) was organised at Tampere Central Square in August. At this event, the Opin Ovi theme van demonstrated its career change services.

## Adult education targeted at needs

The development programme 'Adult counselling as a resource for working life. National programme to develop information, counselling and support services for adult education' aims to provide a comprehensive selection of information, guidance and counselling services to all adults making education and career plans.

### **'ADULT COUNSELLING AS A RESOURCE FOR WORKING LIFE.**

National program to develop information, counselling and support services for adult education' has an impact at various levels. It strengthens the counselling competence of teaching and counselling personnel, guidance and counselling activities within the employment and economic development administration, and cooperation between national and regional actors. The goal is to improve information, guidance and counselling services for adults.

These services refer to the service selection produced in cooperation between various administrative sectors, targeted at persons facing choices related to education and career change. Such services are also directed at enterprises, for the purposes of developing their personnel's competencies.

The target group is experts working in education management, in employment and economic development administration, and in information service, guidance and teaching positions within various working communities. Other actors within cooperation networks are also targeted. The people who benefit from the development of these services most are those studying or planning to begin studying, whether employed or unemployed.

The related information, guidance and counselling services enable longer careers and help increase the employment rate. Guidance services improve the functioning of working life. The development programme promotes the availability of competent labour force. This is achieved by increasing information, guidance and counselling services at local, regional and national level for all clients, including groups which are under-represented in terms of education.

### **Opin Ovi opens service points and enhances regional cooperation, NUOVE develops multi-channel services and assessment of counselling**

The development programme comprises sub-programmes and sub-projects. The coordination project is responsible for the nationwide coordination, monitoring and dissemination of information for the development programme. On the other hand, the regional Opin Ovi projects lead to the creation of multidisciplinary networks. Various regional co-operational working groups on counselling have been established. Development work results include both mobile (e.g. the Opin Ovi van in Pirkanmaa) and permanent (e.g. URABAARI in the Helsinki metropolitan area) service points, regional telephone services related to educational counselling and brochures on the adult education services available in each region.

For instance, the Opin Ovi Pirkanmaa project aims to strengthen regional network cooperation. Its network of actors includes a total of 40 organisations and communities, which represent, for example, providers of education services, the employment and economic development administration, working life, enterprises, labour organisations and the third sector. Multidisciplinary cooperation has also been increased in Northern Finland, resulting in the 'Successful in Lapland' regional strategy for information, guidance and counselling services for adults, in force until the year 2020.

The NUOVE project is divided into three sub-projects: the development of on-line services for education guidance and career counselling, the development of assessment instruments for counselling services, and the project for the assessment of the development programme. Research into developing the quality of counselling services produces, for example, quality indicators, instruments for assessing services and feedback systems. The aim is that, at the end of the project period, citizens will have access to, for instance, a public portal for education and career counselling services, and a national telephone service meeting career selection needs.

The STUDIO segment of the project is responsible for developing the competencies of teaching personnel in adult education. The ERKKERI and TE-ERKKERI segments enhance the competencies of counselling, guidance and teaching personnel, as well as the development of their guidance and counselling work practices. Related to working life, the TYÖELÄMÄ-ERKKERI project segment is aimed at the stronger development of competencies in persons responsible for developing employee skills in their workplace.

### **The national development programme 'Adult counselling as a resource for working life. National programme to develop information, counselling and support services for adult education'**

Financing 2007–2013: € 24.7 million

Administration: Ministry of Employment and the Economy, Ministry of Education and Culture

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For a convenient way to learn about the museum, library and education sectors, go online.

## Competence within open zones

Online environments open to everyone are an excellent forum for introducing new learning methods. A convenient way to learn about the museum, library and education sectors is to go online. Virtual worlds have many uses.

**THE ‘DESIGNING OPEN LEARNING ENVIRONMENTS and Promoting Active Citizenship’** development programme provides users of training and cultural services with information on the applicability of open learning environments. Based on this information, new operating models are being developed for implementing training and producing services through open online environments.

Various projects seek different ways to train target groups to adapt to a new operating culture. The goal is to introduce new operating models within the organisations of groups targeted for training. In addition, the development programme ensures that citizens have the necessary information society skills. Through further education, it also helps to bridge digital gaps.

For instance, development projects for libraries are in progress for the purpose of exploiting open online environments and producing new service concepts. Research conducted in connection with these projects is providing new data on development work for public library services. The interactivity of public online services is a suitable target for such development.

### **Virtual reality simulations, from computer technology to library sector training**

Through the sub-project Virtual Worlds, within an open learning environment students are able to construct and assemble an environment of their own. The computer simulation provides virtual rehearsals and experiences in preparation for real-life situations. Courses offered in connection with the Wikiversity project have also proven effective in making use of experts within existing educational institutions, and of free online services, in providing open education.

A Wiki-like community and database, LeMill, has been created for teachers and people interested in teaching. LeMill members can use the service together, to create learning resources and descriptions of methods and tools. The Tietotaitotalkoot project supports the innova-

tiveness of communities which “volunteer their know-how”, for example by instructing them on how to identify technological possibilities in their own environment.

The ‘Open museums – a developing learning environment for adults’ project develops museum workers’ competencies related to museum-based learning, among various adult groups. This project has the goal of opening up museums to new adult visitor groups (immigrants, seniors, the unemployed, laid-off employees and corporate staff) by developing service concepts to meet their needs.

One example of innovative measures is the Open Zone project, which involves planning and piloting vocational training in library work targeted at immigrants.

### **Designing Open Learning Environments and Promoting Active Citizenship**

Financing 2007–2013: € 13.7 million

Administration: Ministry of Education and Culture

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The Toive (wish) project by the Sibelius Academy aims at predicting changes in the operational environment and competence needs of the music industry. In the future, music will promote well-being, as seen in The Specialised Service Centre Resonaari project.

## Education meeting the needs of working life and individuals

With respect to working life, it is imperative to understand what type of competencies will be in demand in the future. A foresight system for predicting changes in working life provides tools for ensuring a match between education and the world of work.

**THE PROGRAMME FOR DEVELOPING A FORESIGHT SYSTEM** for education and competence needs produces long-term foresight data. The related projects develop approaches to utilising foresight data in education-related decision-making at local, regional and national level.

At local and regional level, the development programme's projects are of particular help in improving the foresight skills of education providers. The goal is to use the projects' versatile networks and foresight data to strengthen regional competitiveness.

Foresight data produced through the projects is also applied in strategic decision-making at national level. For example, this data is used for preparing the Development Plan for Education and Research and for deciding on degree criteria. On the basis of the foresight data, systems for organising education are being developed. In addition, the contents of education and places on courses are being steered in the most productive manner possible. The projects' long-term impacts are emerging in the form of a better match between education and working life, enabling faster entry into the labour market for graduates.

### **Finnish National Board of Education predicts vocational competence needs**

The Finnish National Board of Education is implementing a three-year National Project on Anticipation of Competences and Skills Needs (VOSE), to be completed in 2011. Through this project, a new type of national foresight system for competence needs will be created. This permanently established system will predict competence and professional skills requirements for working life and business. It will react nimbly to changes, quickly producing data for use e.g. in reforming degrees, curricula, training programmes and other educational content.

### **Environment experts mapping the sector's competence needs**

The environment experts project is being implemented through cooperation between TOP Instituutti Ltd (a Finnish vocational institute for the environmental services sector) and SYKLI Environmental School of Finland. This project will continue until the spring of 2012. It is producing foresight data on the long-term competence needs of the environmental sector, nature-related sectors and the energy sector. In addition, tests are being conducted on the foresight system used to obtain this data. The system enables regular monitoring of any changes in competence needs. In response, educational provision is being steered to meet those needs. A working group of experts has been established for the purpose of supporting planning and development work. This working group consists of representatives of public authorities, research institutes, higher education institutions, vocational institutions, and associations and organisations within the sector. The Delphi method (or: the delphi technique) and future scenario work are being used in the project's foresight processes.

#### **The programme for developing a foresight system for education and competence needs**

Financing 2007–2013: € 5.3 million

Administration: Ministry of Education and Culture

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Sound interaction skills among students, workplace instructors and teachers, help feedback discussions to succeed.

## Skilled employees, and education dovetailing with working life

Improved competencies relevant to working life and faster, post-education entry into work – in a nutshell, these are the key objectives of the programme ‘Competencies for the labour market’. Within all educational sectors, well-functioning models of interaction facilitate cooperation between education and working life.

**DEVELOPMENT PROGRAMME PROJECTS** increase the correlation between education and working life, improve competencies required for participation in the labour market and help graduates make the transition to working life. These objectives can be achieved by developing forms of interaction between education and working life, while improving the skills of teachers and workplace instructors. There is also a need to reform courses taught in vocational education and higher education institutions.

The objective is to create well-functioning models of interaction between education and working life within all education sectors, with the aim of achieving smooth cooperation. Within projects, the key aspect is to improve competencies in such a way that the projects support the economic recovery and labour market performance. Forms of interaction developed via the project will remain part of the structures and operating methods employed by vocational and higher education institutions.

For instance, vocational training projects have resulted in the training of workplace instructors, established quality criteria in support of study in the workplace, and forged and strengthened networks promoting cooperation in working life. In this case, the quality of student instruction and competence evaluation has improved, while practices have become more uniform, both regionally and sector-specifically. Spearhead pilots were selected from a range of higher education projects, in order to study the development theme from various perspectives. These pilots have introduced new perspectives to the discussion of how studies correlate with working life. They can be utilised in reforming the structures of, and measures taken by, higher education institutions..

### **Top notch competencies for teachers and students**

The KOKEVA expert project, implemented as part of vocational training, will be completed at the end of 2010.

Participating teachers have developed their skills in steering and planning teaching. Through these skills, top expertise, entrepreneurship and student employment are promoted, while teachers' professional and key competencies are maintained. This project comprised three training modules: training for workplace instructors, developing sector-specific competencies via the Web and guidance for teachers through the stages of working life.

### **FUTUREX examines the success factors of educational models**

Changes in economic trends, higher unemployment, the retirement of skilled workforce, and the challenges posed by changes in work performance to working life organisations; these were the impetus for the FUTUREX – Future Experts 2010–2011 project. In order to secure competitiveness and wellbeing, methods so far unresearched from a multidisciplinary viewpoint have been developed for tertiary education. FUTUREX examines the functionality of educational models and their critical success factors, while seeking effective practices for the implementation of training in working life.

#### **Competencies for the labour market**

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Financing 2007–2013: € 30.4 million

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Administration: Ministry of Education and Culture

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The TAIKA project has seen the implementation of a self-portrait workshop, for example. Using an autotimer, each participant takes a picture of him/herself. The aim is to obtain a picture either as the subject sees him or herself, or as they would like others to see them.

## Cooperation over innovations benefiting working life

**Innovation activity in the education sector requires development to better meet the needs of working life. Various interactive structures, such as cooperation between sectors, also need to be strengthened.**

**PROJECTS UNDER THE DEVELOPMENT PROGRAMME** for innovation and competence systems enhance the competencies and abilities of higher education institutions, education institutions and other actors, to produce services that foster innovativeness in working life. Working life actors also participate in networked pilot and development projects. By developing innovation activity and competencies, the education sector can move closer to working life on a flexible, multifaceted basis.

If the innovation and competence system is to be improved, and working life rendered more functional, various innovation chains and interaction structures will have to be reinforced. These include new forms of cooperation between various sectors, for instance in welfare and cultural services. Programme target groups include actors considered central to diverse innovation environments and networks and the supporting development. Such actors include higher education institutions, vocational education institutions, cultural sector actors, those engaged in research or development work, enterprises and other workplaces and communities.

The 'Orchestration-Inno' project works in support of the development programme. Orchestration of networking involves combining individual innovative projects into strategic entities and developing them in combination, through the achievement of synergies. In addition to ESF development programme projects, actors in other EU projects can also participate in this activity. Orchestration-Inno develops methods for better project management and result dissemination, as well as the implementation of best practices.

### **TAIKA introduces art-based methods to work communities**

In this programme, the key factor lies in the attempt to involve cultural sector actors and functions in influencing the development of innovation systems and environments. For instance, the TAIKA project has been created with the aim of working across sector boundaries, to bring the sectors concerned together. The project collects, produces and disseminates information on the use of art-based methods in work communities. By modelling the processes by which art-based methods are deployed in work communities, a steering and mentoring system can be developed which promotes the use of such methods. In this way, these methods can also be embedded in the everyday lives of work communities and introduced in new sectors.

#### **Development of innovation and competence systems**

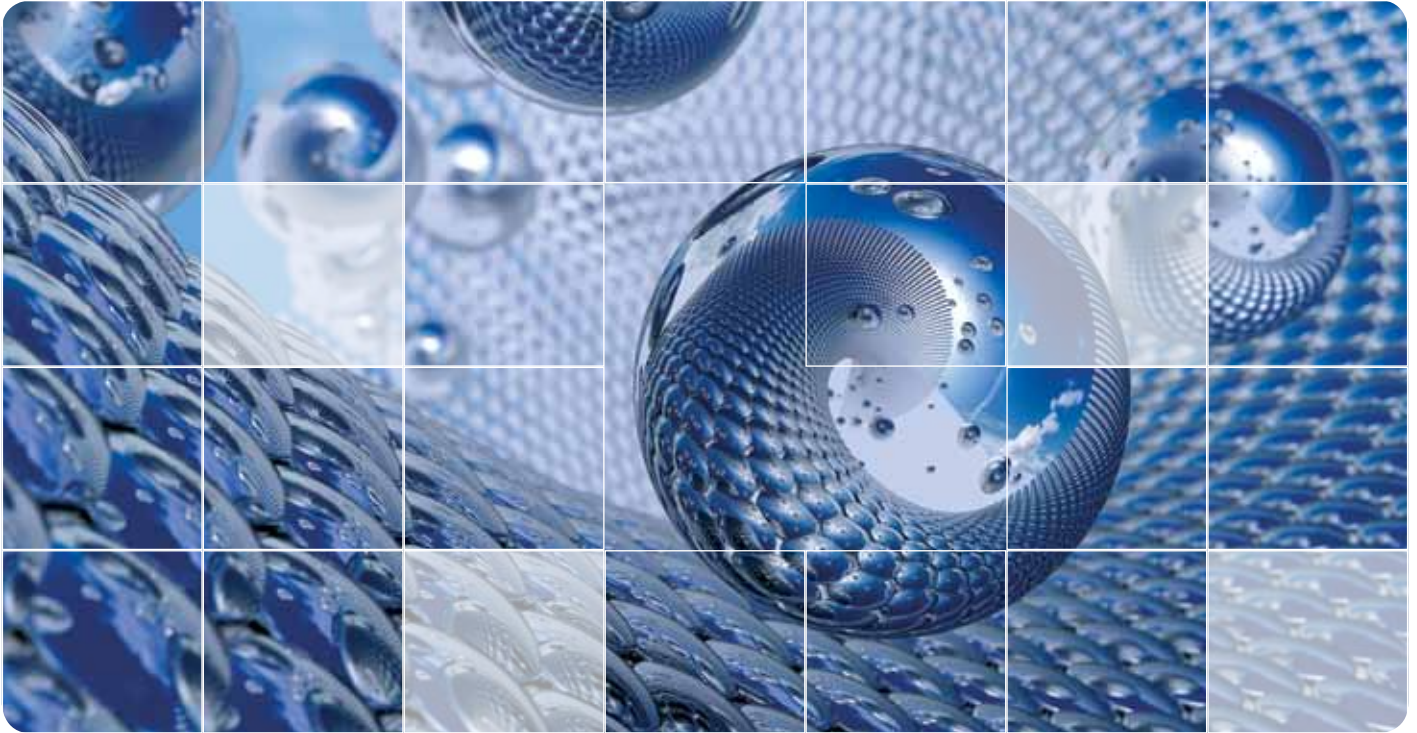
Financing 2007–2013: € 11.4 million

Administration: Ministry of Education and Culture

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## Competence and internationalisation assist growth

Top expertise in specialist fields is an asset worth marketing and exporting. The growth and internationalisation programme for competence clusters is also planning business models for enterprises, while assisting in innovation development.

**THE PROGRAMME SUPPORTS** and promotes the extensive exploitation of the competencies, as well as the growth and internationalisation, of knowledge-intensive companies. Theme 1 of the development programme is administered by the Ministry of Education and Culture. It includes national projects facilitating the better utilisation of national and international financing environments for R&D&I activity. These also benefit the forging of partnerships.

The Ministry of Employment and the Economy is responsible for themes 2 and 3. The first includes projects for developing new business models and opportunities for start-ups and existing enterprises, while supporting the internationalisation of companies. Theme 3 projects attract foreign investment and top experts to Finland, and promote the development of innovative products by Finnish companies. They also seek to ease the marketing of such products in selected target markets.

#### **Experts for EU framework programmes' project application**

The national training project of verified application preparers (Theme 1) trains around one hundred experts for various areas. These experts are specialists in project applications for EU framework or other programmes, particularly with respect to the preparation of such applications. They are at the service of enterprises, enterprise groups, universities and universities of applied sciences, centres of expertise and competence clusters. Training is also tailored to meet the specific needs of target groups. It includes familiarisation with issues such as the research and development networks of the European Institute of Technology (EIT).

#### **Bio and life science top expertise abroad**

The Receptor project (Theme 3) is developing an operating model for the international marketing of top expertise in the bio and life science sector, and for attracting investments. This project markets and sells top expertise in the field to international companies. It also solicits customers, partners and foreign investment for Finnish enterprises. The project is coordinated from Tampere, by Finn-Medi Oy, with contributions from partners located in Oulu, Turku and the Helsinki Metropolitan Area.

#### **Growth and internationalisation programme for competence clusters**

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Financing 2007–2013: € 10.4 million

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Administration: Ministry of Employment and the Economy, Ministry of Education and Culture

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# Become entrepreneurs together!

This is the encouraging theme of one of the project entities within the programme 'Entrepreneurship as a way of utilising workforce'. The other is entitled 'Support for regional business services'. Enterprise Finland is the ideal brand for the programme. Since cooperation is the key to everything, cooperative entrepreneurship plays a central role in the programme.



PHOTO: LELLA OKSA

**IN ADDITION TO TWO COORDINATION PROJECTS**, the programme includes two target areas. Firstly, it develops the processes and systems of regional business services. Secondly, the programme expedites the development of multiform, new entrepreneurship.

Finland has a high number of business service organisations, with private entrepreneurship the most common form of entrepreneurship. The programme ‘Entrepreneurship as a way of utilising workforce’ emphasises cooperation as a counterbalance to separate service organisations and private entrepreneurship, both in providing services to enterprises, and for private entrepreneurs. Because the key word is cooperation, cooperative entrepreneurship receives a major emphasis within the programme.

The activities of enterprise service organisations are being developed as part of the Enterprise Finland service system. For this reason, the name ‘Enterprise Finland’ serves not only as a brand but as a slogan referring, within suitable contexts, to entrepreneurship activity.

### **Regional business advisory services pay attention to the customer**

Cooperation within regional business services is being developed by opening the process up, through an evaluation and development discussion led by the support project for regional business services. Within each region, the aim is to achieve a cooperation agreement which makes business advisory services more productive, influential and customer-oriented

Development processes have been launched in various parts of the country and the project has adopted a stronger role in disseminating best practices. Regional negotiation processes also reveal a need for national development. The Ministry of Employment and the Economy has approved the first regional agreement complying with the Enterprise Finland service standards (Kotka-Hamina region). New agreements are being concluded on a continuous basis.

National programme projects financed by ELY-centres contribute to supporting regional development work. They offer a funding framework for the development of services provided by various actors in the region, in order to meet cooperation requirements.

### **Become entrepreneurs together! Entrepreneurship section of the mol.fi website renewed**

Programme projects emphasise cooperation aimed at furthering the development of new entrepreneurship, in a range of forms and in many ways. The ‘Become entrepreneurs together!’ project revamped the entrepreneurship service section of the [www.mol.fi](http://www.mol.fi) website, to better support those seeking business partners or successors. Partners can also be sought for cooperatives and franchising chains, or entrepreneurs for businesses, based on an existing business idea.

Multiform entrepreneurship is also emphasised by e.g. the MASUUNI project. This promotes multifaceted immigrant entrepreneurship and develops services for immigrant entrepreneurs.

Advisory services for start-up firms in the Tampere region are an example of the development of a regional service entity. Preparedness for cooperation is reflected in the fact that voluntary work (such as business mentors) also forms part of the service entity. The project arranges key advisory and development services for enterprises, while forging closer cooperation between service providers and other operators. For instance, the cooperative service led by the association Tampereen seudun osuustoimintakeskus ry provides advice to those considering the establishment of a new cooperative. Meanwhile, the ‘passing the baton’ service, led by the Pirkanmaa entrepreneurs’ association Pirkanmaan Yrittäjät ry, helps in changeovers of ownership. The ‘passing the baton’ service also maintains a register of exiting entrepreneurs and their successors.

### **Development programme Entrepreneurship as a way of utilising workforce**

Financing 2007–2013: € 15 million

Administration: Ministry of Employment and the Economy

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The Hope project, coordinated by the Western Pirkanmaa joint municipal authority for education, aims to inspire people to embark on the collaborative learning of entrepreneurial skills in new learning environments. The goal is to encourage students to become entrepreneurs.

## Entrepreneurship education provides instructions for life

Improving the popularity of entrepreneurship and enhancing entrepreneurial skills beyond school level are the goals of the development programme focusing on entrepreneurship education. The programme is intended to create networks, in which the most comprehensive possible group of actors collaborates in the development of entrepreneurship education.

**THE DEVELOPMENT PROGRAMME ‘ENTREPRENEURSHIP EDUCATION**

and entrepreneurial skills provide impetus for change’ includes projects for creating learning pathways in support of entrepreneurship education beyond school level. They are also helping create a pro-entrepreneurship atmosphere. These projects are developing operating models for enhancing the entrepreneurship education skills of teachers and rectors, while testing the learning environments and teaching materials used for entrepreneurship education. Through these projects, alongside representatives from the business sector, experts in education and entrepreneurship are cooperating in the development of entrepreneurship education. Entrepreneurship education and entrepreneurial skills provide young people with the resources to cope in a world of continuous change and ever greater complexity. In addition, these projects highlight creative and innovative aspects, alongside the willingness to take risks in education, as well as the ability to plan and manage activities in order to achieve one’s goals.

The long-term effects of the projects enhance growth, competitiveness, productivity and finding employment. As a country with a welfare system, it is important to Finland that its young people view entrepreneurship as a valued career option. It is also vital that they participate in creating new entrepreneurship opportunities and business activity for Finland.

**YES Centres and Entrepreneurship Education Indicators provide entrepreneurship-related instructions**

The project of the Federation of Finnish Enterprises involves establishing YES Centres for entrepreneurship education services. These centres help bring together and produce services that support learning pathways towards entrepreneurship education in regional schools and secondary-level educational institutions. They also train teachers, and provide mentoring for entrepreneurial cooperation in schools and entrepreneurship education projects involving schoolchildren. In addition, they provide Young Enterprise Finland services from local offices. YES Centres also offer advisory services for creating curricula for entrepreneurship education.

The development project ‘Measurement Tool for Entrepreneurship Education’ involves creating a measurement tool and indicators for entrepreneurship education. It also includes the creation of a manual providing information on entrepreneurship education, while supporting the introduction of this tool. The set of indicators developed in cooperation by the Lappeenranta University of Technology and the Centre for Training and Development, is being used to concretise and assess the work of teachers as entrepreneurship educators, and to guide entrepreneurship education. This measurement tool can also be utilised by decision-makers in assessing the state of entrepreneurship education. The goal is to make school cultures more entrepreneurship-friendly.

**Entrepreneurship education and entrepreneurial skills provide impetus for change**

Financing 2007–2013: € 7.6 million

Administration: Ministry of Education and Culture

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## Building a competitive Finland

The Enterprise Finland service system benefits both the founders of enterprises and the enterprises themselves. This national development programme is based on the principle of 'one-stop-shop access to all enterprise services'. Everyday life is much easier when there's no need to browse through the full range of enterprise service organisations.

**ENTERPRISE FINLAND POOLS** all public and publicly funded enterprise services under one Enterprise Finland brand. Customers have no need to be familiar with all enterprise service organisations. The gateway to all services can be found by approaching any single service provider. Services are provided through three channels: the Enterprise Finland web service, Enterprise Finland telephone service and face-to-face services by various Enterprise Finland actors. Electronic, customer-oriented service combinations are created for those setting up an enterprise, for employers and for internationalising companies. The telephone service will expand to cover not only start-up firms but also established companies.

Building a common brand requires the creation of shared operating models and cooperation structures. Furthermore, operating in line with the brand requires competence development. The development programme also invests in communications, with the objective of making enterprises and aspiring entrepreneurs more familiar with the possibilities offered by publicly funded enterprise services.

The development programme's target group comprises organisations providing public business services, and their staff. Ultimately, enterprises and their founders reap the benefits of better Enterprise Finland services.

### **Business advisers receive training and assistance in networking**

A national business adviser coaching programme is being implemented as part of the development programme. The coaching programme aims to provide public business advisory services of uniform quality nationwide. This is being done with the objective of increasing and deepening the competencies required by those working as business advisors in public enterprise services. In addition, the project supports networking between those engaged in business advisory services. Coaching programmes are implemented for each ELY-centre region. As well as the ESF area of continental Finland, the programme is being implemented on a regional basis in eastern Finland. By the end of 2011, some 600 business advisors will have completed the programme.

### **Development programme for the Enterprise Finland service system**

Financing 2007–2013: € 7.6 million

Administration: Ministry of Employment and the Economy

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The national KOTTI project combs Finland for enterprises

## Targeted skills – with Yritysharava

The 'enterprise comb' operating model uses telephone interviews to survey the status of all enterprises in Finland, from order book development to financial outlook. As part of the KOTTI project, the enterprise comb assists authorities in work involving employment issues.

**USING DATABASES, THE KOTTI PROJECT** conducts research, commissioned by the Employment and Economic Development administration for its internal use. Over a period of three years, this project will involve the interview of all enterprises operating in Finland. The information gained will help the authorities to target services in line with the needs of their customer base. In this way, the efficiency and effectiveness of operations can be enhanced. This database-oriented research method operates under the 'Yritysharava' (=enterprise comb) brand. The aim is to establish it as a permanent, nationwide operating model.

Yritysharava compiles telephone interview information into a database, from which data is distributed to ELY-centres and locally to all Employment and Economic Development offices for proactive use. In addition to regional information, the Ministry of Employment and the Economy receives monthly reports on the status of Finnish enterprises, concerning the development of their order books, financial positions and the impacts of economic trends on their activities.

KOTTI is developing an operating model, combining the best features of measures previously applied separately. Enterprises in the region are interviewed, with the resulting information sorted into reports and forwarded during the same day. The system's common data bank is also utilised in the foresight and planning of practical activities. During the project period, 2009–2010, over 100,000 enterprises have already been interviewed by telephone and the number of database users totals some 1,300.

KOTTI also includes two sub-projects, for which the Ministry of Employment and the Economy is responsible. The KOHTI model (automatic data transmission) utilises the information of Yritysharava. KOHTI was developed for the purpose of planning labour market training purchases. Secondly, KOTTI is implementing an IT solution for internal use within the administration, to ensure the operating model's functionality and data security.

### **Companies' recruitment models and investments examined**

The region of Pirkanmaa has already been processed by Yritysharava. Yritysharava interviewed enterprises in the region between the autumn of 2009 and the spring of 2010. Pirkanmaa's almost 20,000 enterprises disclosed information and their plans for the future. Workforce needs far into the future were revealed. Among the companies involved, Yritysharava was immediately able to promote training, HR planning, retirement and changes of generation. The database contains information on business locations, lines of business and the numbers of enterprises willing to grow. In addition, there is data on which companies are focusing on development and investment. This helps those in charge of Yritysharava to better adapt the work and resources of regional and local authorities, in relation to the labour market.

#### **Enterprise comb, Yritysharava, i.e. the national KOTTI project**

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Financing 2007–2013: € 3.5 million

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Administration: Centre for Economic Development, Transport and the Environment of Central Finland

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[www.tem.fi](http://www.tem.fi), [www.yritysharava.fi](http://www.yritysharava.fi)

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Gender equality in parenting should be fostered, even in divorce situations.

## Equality in working life and society

**In our society, gender equality and non-discrimination in working life remain unfulfilled goals. Inequality shows in various ways, including drastic differences in pay between men and women, poorer career prospects for women, and uneven distribution of family leave between parents.**

**THE DEVELOPMENT PROGRAMME ‘EQUALITY IN WORKING LIFE – equality in society’** strives to promote issues such as equal pay for men and women, to support women’s career development and to foster the reconciliation of working life and family life, while adding momentum to equality planning. Programme projects promote equality from various perspectives. Some projects develop and examine pay systems in order to reduce the pay gap between the genders more effectively. As a basis for equality work, projects produce new research data, publications and development work models. They are linked to the equal pay programme launched by the Finnish Government and labour market organisations in 2006.

Other projects promote the mainstreaming of equality in municipalities and the state regional and local administration. Methods include training, guidance and operational research. For instance, projects promoting the reconciliation of working and family life seek to distribute responsibility for care more evenly than at present.

Moreover, the programme facilitates the implementation of projects promoting women’s career development and seeks ways of alleviating segregation, i.e. gender-based discrimination, in education, training and working life. It also strives to enhance the impacts of equality legislation, for instance by creating monitoring methods and developing training and support activities for educational institutions and workplaces.

### **TAPAS steers towards equal pay**

The project ‘Equality in pay – effectiveness in evaluating demands, aptitude and performance in working life in Finland’ focuses on development work carried out at workplaces, representing various sectors and industries subject to collective agreements. The objective is to develop pay system structures based on workplace demands and personal performance. The related processes for applying these structures are also being developed so that they promote equal, fair pay which truly incentivises staff. In addition to work performed in individual organisations, the project produces generally applicable information on how to promote equal pay. The results are published in the form of a practical guidebook. Never before has there been a development project of the same scope, utilising the same, research-based methods across sectoral boundaries.

### **TERO brings equality to parenthood in divorce situations**

The target group of the project ‘Equality for divorced parents – fathers must not be excluded’ includes social service professionals working with divorcing families in Finland. This project develops and implements supplementary training aimed at helping authorities to consider the suitability of both the father and mother as custodians, without adopting a traditional, gender stereotyping approach.

The focal point is to introduce a paternal viewpoint to the work of professionals, in order to facilitate equal treatment of men and women in divorce situations. More even distribution of care responsibility would increase gender equality in working life. In addition to a training model and teaching material, the project produces a guide introducing the equality perspective to divorces involving families with children.

### **Equality in working life – equality in society**

Financing 2007–2013: € 3,2 million

Administration: Ministry of Social Affairs and Health

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The VaSkooli project is developing an educational guarantee model for young immigrants.

## Timely guidance, the required support, and a glimpse of the future

**How can we prevent dropping out of education, encourage students to complete their degrees sooner and provide enhanced support for transitional stages in education?**

**How might we help young people improve their skills in managing everyday life, their ability to participate in education and working life, and to become active citizens?**

**Projects under the development programme 'Better life skills and finding work through studies' have tackled these challenges.**

**THIS PROGRAMME HELPS** to lower the number of educational drop-outs, while increasing the number completing their qualifications on schedule. Multidisciplinary cooperation and early recognition of problems are being improved. This provides young people with the guidance and support they need in handling everyday life, their studies and finding employment.

With respect to higher education institutions, projects have been created on the basis of university networks. This programme focuses on various issues, including fluent study, degree completion and employment issues, such as educational choices and career guidance, the ability to study, and study support and guidance.

Quality criteria were developed in relation to workshop activities for young people. At the same time, the competencies of workshop coaches, in providing support to young people, were improved. In addition, young people were provided with better possibilities for participating in decision-making in workshops. The provision of multidisciplinary support to young people of immigrant origin is being developed on the basis of 'learning by doing'. Some 30 workshops have introduced a VAT system to guide the assessment of coaching suitable for operational planning and reporting. In addition, cooperation between workshops and educational institutions, multidisciplinary cooperation between authorities, and a network of Swedish-speaking activities have been developed.

With respect to the transitional stage between basic and secondary education, there are projects enhancing study guidance and student welfare. Many such projects comprise multidisciplinary cooperation between various authorities and professional groups. Moreover, some are designed to promote a community among students by developing student dorm and leisure activities. Attention is also being paid to the mental wellbeing of students, enhancing the studying and life management skills of special groups and promoting multiculturalism.

### **VaSkooli and Campus Conexus strengthen young people's life management**

The Turku Vocational Institute has implemented the VaSkooli project for young immigrants, with the aim of developing and implementing a regional education and training guarantee model in the Turku and Salo regions. This model is based, for instance, on multidisciplinary cooperation between various actors, supporting parents in taking educational responsibility and strengthening students' life management skills. In turn, the research and development project 'Campus Conexus' is strengthening the learning and teaching culture in higher education institutions. If successfully implemented, this project should prevent exclusion.

#### **Development programme 'Better life skills and finding work through studies'**

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Financing 2007–2013: € 36.5 million

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Administration: Ministry of Education and Culture

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At times it is very busy at the Southern Savo regional guidance and information desk for immigrants.

## Aiming towards work, education and active citizenship

Development programme of initial guidance and development of skills of newcomers enhances the integration of immigrants into Finnish society. The ALPO support structure brings together projects and best practices related to initial-phase guidance and orientation services.

**THE DEVELOPMENT PROGRAMME FOR INITIAL GUIDANCE** and counselling services for immigrants is administered by the Ministry of Employment and the Economy and the Ministry of Education and Culture. This programme comprises multi-professional and cross-administrative projects, implemented nationwide. It also includes the Finnish National Board of Education's programme segment for producing online materials for language learning. The ALPO support structure of the Ministry of the Interior's Migration Department coordinates development. It brings together various projects related to initial phase guidance and orientation services for immigrants. In addition, it supports all activities and the exchange of experiences within the projects. The aim is to identify best practices and further develop them into a nationwide operating model for initial phase guidance and orientation services.

ALPO produces the content for the basic information package on Finnish society and its services, for people who have moved to Finland. A plain text version will be completed by the end of 2010. Regional projects develop low-threshold guidance services for immigrants. Information on the services provided by the authorities and local services is produced in several languages and is available in written form, face to face, over the phone or via email.

Systems for testing and competence mapping are instruments for the rapid employment of people, or for steering them quickly towards suitable education choices. Testing language skills and mapping candidates' existing competencies is required, in order to find suitable placements within employment and education. Language learning materials also promote the acquisition of the level of proficiency necessary within Finnish society and working life.

The e-learning material enables the independent study of Finnish and Swedish, for example, in the workplace, in small localities or even abroad, prior to moving to Finland. Multi-channel services increase equality and reduce discrimination related to education, working life and placement in the labour market.

### **VERSOT – Finnish for immigrants online**

One of the development programme's projects is VERSOT – Finnish for immigrants online, implemented as part of the AIKIS project of the Finnish National Board of Education. The VERSOT project develops, produces and tests e-learning resources aimed at immigrants for the study of Finnish. These learning materials support vocational training and enhance the possibility of finding employment. E-learning can be independent or involve peer support; it can be done, for example, in the workplace, in rural areas or abroad.

### **Pointti – immigrants on the way to employment**

The Pointti project of the Southern Savo joint municipal authority for education/Southern Savo Vocational College develops and provides guidance and counselling services for people moving to the region. It is based on a development partnership, which commits various networks of actors operating in the region, to cooperation and the development of operating models. The project has produced practical guide-books for the new inhabitants of towns Mikkeli and Savonlinna. The printed booklets as well as online-version are available in Finnish and in English. Pointti offers information and guidance to immigrants, authorities, service providers, employers and work communities, at designated service desks located in towns Mikkeli and Savonlinna.

#### **Development programme for the initial guidance and counselling services for immigrants**

Financing 2007–2013: € 23 million

Administration: Ministry of Employment and the Economy, Ministry of Education and Culture

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## International cooperation in sharing best practices

Transnational cooperation can help in the finding of new perspectives and operating models related to entrepreneurship, combating unemployment and developing competences, for example. Through transnational cooperation, Finland can benefit from other countries' experiences and existing innovations. Networking between authorities and ESF actors of member states must therefore be promoted.

**TRANSNATIONAL COOPERATION AIMS** to identify best practices and solution options for Finnish labour, economic and education policies. The development programme for transnational cooperation in finding and mainstreaming good practices was created for this purpose. Its aim is to bring other member states' best practices to Finland, while disseminating innovations developed in connection with Finnish projects. In addition, certain areas of the ESF administration require development. At public administration level too, this will require networking, the exchange of information and experiences, and other forms of cooperation.

The Ministry of Employment and the Economy administers a coordination project under the development programme. This project enables participation in the activities of various thematic networks, with the aim of exchanging best practices among member states. Finland has participated in network activities on themes such as Social Economy, Baltic Sea and ESF CoNet. The aim is to enable various bodies to continue making use of network activities, even after the actual project work has ended.

In particular, the coordination project is being used to support the internationalisation activities of nationwide development programmes. This project allows actors to take part in various international events, such as seminars or training sessions. It also provides funding for field trips, excursions or other forms of transnational collaboration. The development programme for transnational cooperation can also include, for example, various types of surveys, evaluations and assessments, conducted among member states, on a variety of themes.

### Call for project proposals on demographic and structural change

In the summer of 2010, the coordination project organised a call for project proposals on the themes 'Abrupt structural change' and 'Demographic change'. The selected projects are scheduled to start at the beginning of 2011. The aim of these projects is to identify existing operating models, methods and best practices from various countries. These will be used, for example, to control structural changes or changes due to the demographic structure.

#### The development programme for transnational cooperation for finding and mainstreaming good practices

Financing 2007–2013: € 4.3 million

Administration: Ministry of Employment and the Economy

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The intermediate labour market aims to create employment pathways towards future growth sectors, such as nursing services.

## Intermediate labour markets with a greater impact

Access to the labour markets can be prolonged for various reasons. In such situations, we need work and services which maintain and develop job seekers' preparedness for the labour market. These are referred to as the intermediate labour market.

**THE PROGRAMME AIMS** to reduce structural unemployment and ensure the future availability of labour force. Services related to the active employment and social policies in force are aimed at improving job seekers' functional capacity, competence and labour market position. Measures include, for example, rehabilitative work activities, coaching for working life, traineeships and subsidised employment. Jobs in the intermediate labour market should offer pathways towards open labour markets. The programme develops practices related to transitional phases and cooperation between enterprises, such as combining training with subsidised employment, further placement of employees and the work pool approach.

The national development project for social enterprises operates as the support structure for social enterprises in Finland, develops new innovations and concepts and provides information concerning the development needs of the field.

### **The MEE coordinates the intermediate labour markets by region**

The development of intermediate labour markets is conducted through cooperation between the employment and economic development administration, enterprises, municipalities and third sector organisations. It takes account of regional employment prospects, the age structure and competencies of the labour force, and the economic structure. In their development of the content and quality of services in the intermediate labour markets, the regional, coordination-oriented projects of the Ministry of Employment and the Economy (MEE) provide support for subprojects implemented within the same region. Services have more impact when better targeted and timed. The roles and strengths of each service provider must be identified. One goal is to increase cooperation between the various employment service providers within each region.

Participants have benefited from the networking and training organised in connection with the projects. Such participants include service providers, authorities, project personnel and other actors committed to the theme of each project. Development work has also provided benefits for service-user clients. The projects have proven that intermediate labour market actors understand their role as providers of employment and transitional employment. These actors are committed to developing the intermediate labour markets and have

rationalised the distribution of work tasks. This means that they have formed service chains based on the principle 'not everyone needs to manage everything'.

### **STEPS – towards more client-driven municipal services promoting employment**

The aim of the 'STEPS to working life' project is to further develop municipal services targeted at people in a weakened labour market position, in order to form service entities that are more client-driven. Through the STEP project, the nature of rehabilitative work activity within the social and employment services of municipalities has been studied. Clients' observations of the services have been collected through client panels. A training programme applicable at work has been piloted for employees in the municipal sector. In addition, good practises have been shared in national development forums.

### **The intermediate labour market development programme**

Financing 2007–2013: € 71.4 million

Administration: Ministry of Employment and the Economy, Ministry of Social Affairs and Health

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[www.tem.fi/english](http://www.tem.fi/english) > work > availability of labours  
> the intermediate labour market  
[www.stm.fi](http://www.stm.fi)



## Change security brings work and employees together

Through the development programme 'From work to work,' the operating model for change security is being developed. The implementation and effectiveness of change security is also being supported, while promoting the operating model's coordination and increasing awareness of change security.

**THE DEVELOPMENT PROGRAMME ‘FROM work to work’** emphasises educational and communications-related activity regarding the implementation and expansion of change security. Training sessions have also covered the subject of providing support to the service process for temporarily laid-off employees. The target groups of training and communication events include employees’ and employers’ representatives, and staff from the employment and economic development administration. Training sessions are continuing, each one being tailored to the needs of the target group.

Staff implementing the development programme have produced slide shows and other material for educational purposes. These can be used by change security experts working in the regions and others working on change security issues. Project representatives have also contributed to planning support material targeted at customers.

The intention is to continue the further development of concrete operating methods and tools to help redundant workers and recruiting companies find each other. Proactive models are required for managing structural and other types of change. Models are being sought to solve the labour mismatch problem (caused by employees and vacancies failing to meet) even during economic recessions.

### **Better CV-net and support material for redundant employees**

A national seminar ‘Best practices in structural change situations’ was arranged in the spring of 2010. This seminar gathered together experiences of structural change situations experienced so far, while helping to disseminate best practices and operating models. Alongside presentation material, the final report of the seminar is accessible via the web addresses given below.

The development programme ‘From work to work’ has provided support for the implementation of legislative reforms regarding change security and the networking of change security experts. In addition, this programme is improving the functionality of CV-net and the compilation of statistics on change security. It also produces material, for instance, in support of action plans to promote employment, prepared in situations of dismissal.

#### **Development programme ‘From work to work’**

Financing 2007–2013: € 0.6 million

Administration: Ministry of Employment and the Economy

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Although an increasing share of engineers are female, efforts are underway to further enhance the profession's attractiveness to women.

## Making equality a matter-of-course: Valtava Programme

Male and female professions are history – or at least they should be. The Valtava programme intervenes in the segregation, mainstreaming the gender perspective and integrating it in all activities.

**THE AIM OF THE DEVELOPMENT PROGRAMME VALTAVA** is to dismantle the segregation of educational and employment careers into traditional male and female professions. Schools and Employment and Economic Development Offices host briefings in which men and women describe working in a profession atypical to their gender. In addition, teachers and student counsellors are trained to take account of the gender perspective in student counselling.

Male or female dominated enterprises are motivated and trained to employ both men and women. Work organisations are also supported in preparing equality plans. Moreover, work organisations and supervisors are trained to support women's career development. A best practice has been developed, of presenting an applicant to the prospective employer without disclosing the applicant's name, gender, age and nationality in the application letter. This highlights the applicant's competencies and prevents stereotyping from having an effect on recruitment.

Valtava highlights and supports women's competencies and innovations in various ways, e.g. by promoting female entrepreneurship. In addition, a substitute service system for entrepreneurs is being developed, in order to further entrepreneurs' wellbeing at work and the willingness of enterprises to grow. Programme participants include immigrants, since women in particular may experience discrimination on various grounds, due to their gender and ethnic background.

### **Women's school for immigrants, Virina invites women to choose technology**

The association Oulun Seudun Setlementti ry is implementing the project 'Women's school – integration and everyday skills for immigrant women', which is developing a new type of operating model for unemployed immigrant women lacking a basic or vocational education. This model combines practically oriented and interactive training with rehabilitation work activity that trains people for working life. Individual training and career paths are created for participants, for instance with the help of a cultural mentor. This enhances their integration into Finnish society. Another aim is to develop work organisations in a more immigrant-friendly direction.

The project 'Virina – women into the technology industry', implemented by Tampellan Teollisuusoppilaitos Oy, is developing a customised training model allowing participants to familiarise themselves with professions and workplaces in the technology industry. Following a period of orientation, an individual path is planned for them through vocational and on-the-job-training, leading to positions in industry. The project works in close cooperation with enterprises in the field and supports equality planning work within enterprises.

#### **Gender Mainstreaming Programme Valtava**

Financing 2007–2013: € 18.7 million

Administration: Ministry of Employment and the Economy

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The Recruitment Days Satakunta event was arranged in October 2009 in Pori. Participants included Eures-advisors not only from Finland, but also six other EU countries.

## MATTO supports work-related immigration

Foreign workforce is in demand in Finland, because it is impossible to find candidates for all vacancies from the home country. Immigrant employees need support in adapting to both Finland's working culture and society. MATTO acts as an umbrella for work-related immigration projects.

### THE NATIONAL ESF PROGRAMME FOR LABOUR MIGRATION

develops recruitment and employment services. It also provides induction and training for foreign workforce arriving in Finland or recruited to the country, and develops the related advisory services. For the MATTO support structure, which coordinates the development programme, the starting point is to pool projects engaged in developing work-related immigration. MATTO networks and supports these projects' activities and the exchange of experiences. It also seeks and refines parts of these activities that may help in achieving the objectives of the entire development programme.

Within the framework of the MATTO support structure, lessons learned from programme projects are utilised in developing a guidance system targeted at foreign employees, among others, alongside the enterprises recruiting them or planning to do so. In addition, a strategy is being developed covering Finland's attractions to foreign workforce, alongside the production of a Finnish language and cultural orientation study package.

### Workforce for Satakunta and Southwest Finland

The project Työhön Satakuntaan ([www.workfinland.fi](http://www.workfinland.fi)) – Work in Western Finland is administrated by the Centre for Economic Development, Transport and the Environment for Satakunta. It is a support project for the employers in the area. If skilled employees are not available in the home country the project will find them in the EU-region together with the employer. The project co-operates specially with Bulgaria, Poland, Romania and the Baltic countries.

The project is supported by the network of EURES-advisers in more than 30 countries in the European economic area.

Among other things the project has already implemented: language training for Bulgarian nurses and physicians in the country of origin, a foreign nurse's guide to Finnish working life, recruitment of Estonian nurses and Latvian seasonal workers to Finland and Finnish language course for immigrants living in Finland.

Run by the Centre for Economic Development, Transport and the Environment for Southwest Finland, the Spurtti project provides services for employers in the region who are unable to find workforce in Finland. This project's target group includes employers in both the private and public sectors. Spurtti offers new services for employers in support of recruitment from abroad. For enterprises, the availability of skilled labour is a key success factor. New services include arranging housing for an employee migrating to work, advisory services in the employee's own language, Finnish-language teaching, interpretation in support of induction, and assistance in dealing with the authorities.

### ESF development programme for labour migration, MATTO support structure

Financing 2007–2013: € 32.6 million

Administration: Ministry of the Interior

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## **LEVERAGE FROM THE EUROPEAN UNION, IN SUPPORT OF COMPETITIVENESS AND EMPLOYMENT**

The EU supports regional competitiveness and employment through programmes partially funded from structural fund resources. Programmes of the European Regional Development Fund (ERDF) and the European Social Fund (ESF) are being implemented in Finland. The structural fund policy strengthens national and regional competitiveness, employment and well-being. The ESF's objective is to develop competence and service structures in order to promote equality and develop the labour markets.

The ESF programme for Mainland Finland is divided into regional and national segments, promoting various strategic themes. National development programmes are based on focal areas determined within the strategies of Finnish ministries, each area being supported by ESF resources. The chosen themes (competence, participation, employment and entrepreneurship) promote Finnish policies on education, entrepreneurship, employment and well-being. This brochure describes the contents of 23 national development programmes and provides brief introductions to the projects included in the programmes.

# Leverage from the EU

2007–2013