

Insight creates understanding  
and understanding breaks  
down barriers

Concept and method description



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# High:five's task is to assist the country's companies in providing jobs and education for young people risking marginalisation as a consequence of crime.

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High:five is the first initiative of crime prevention in Denmark created by a network of Danish businesses. With the establishment of High:five, socially responsible businesses have committed themselves taking an active part in including young people with a criminal record in the labour market.

On one side, the initiative strengthens the businesses' social commitment and, on the other side, it increases the chance for a vulnerable group in our society to create a new life.

Since 2006, High:five has developed and refined a method as independent and coordinating bridge between the public authorities and the private businesses and the method has proven to be a success. The task has not been easy: We have discussed, debated, we have tested and included and excluded. With the publication of this concept and method description, we wish openly to communicate High:five's methods and results.

The concept description is intended to be a "textbook" and we hope that it will serve as documentation and inspiration. The concept and method description is construed to be:

- a tool for employees in High:five
- a method description for interested parties
- an inspiring handbook for persons or organisations that want to work together across services

This handbook has been translated from Danish into English based on a high international interest in High:five's work.

To ensure that our results are measurable and to optimise our efforts, we strive towards brief and structured work procedures. As the young people, the businesses and each situation are very different, our activities will, however, also be based on individual evaluations.

I hope that the concept and method description will promote the social responsibility in our society and benefit the individual and the society as a whole.

For further information, High:five's employees would be pleased to be of assistance.

**Ole Hessel**  
Chief Manager

## Introduction

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**It may be very difficult for young people with a criminal record to get a job or an education and thereby move forward to a life without crime. It may be difficult for many reasons, but it is mostly due to ignorance, prejudice, fear in the society and an idea that "this group of young people is somebody else's responsibility".**

In High:five, we believe that everybody has a responsibility in contributing to a good society. Violations of society's democratically elected laws must be punished, but once society's punishment is received and served, everyone must be treated equally – this is also a part of the society's responsibility.

If the young people with crime records are not helped into education nor into the labour market, they will somehow be a burden to society – either by committing new crimes or by depending on public benefits. Therefore, it is necessary that the society as a whole takes responsibility for this group of young people.

Further, a significant factor in this respect is the country's businesses which must be motivated and helped to break down barriers with respect to the target group – for the benefit of both the young people and the businesses. This task is High:five's expertise: High:five's aim is to assist the country's private and public businesses in hiring young people with a criminal record or helping the young people to start an education.

High:five's aim is not only to help the young people with criminal records into jobs and education. The aim is that the young people change their lifestyle and stay out of criminal activities for good. However, it is important to emphasise that it will always be the young people's responsibility to change their life. High:five, the businesses and other involved parties can also be of assistance in this respect.

### **The vision of High:five**

In High:five, we would like to change the Danes' view on people with a criminal history and people with a criminal record.

We strive to be the preferable partner when a business is in need of manpower and when it wishes to take social responsibility at the same time.

High:five's aim is to bring the public authorities and the private and public labour market closer together. This way, a constructive collaboration of including the most vulnerable people and minority groups in the society may be created and developed.

High:five aims to be an organisation used and remembered by all political parties as an example of a multi-disciplinary organisation which is result-orientated and which is successful in bridging between existing public authorities and the labour market.



” If the young people with a criminal record cannot be helped into education or employment, they will become a burden to society

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# What can High:five do?

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The objective of High:five is to assist the country's private and public businesses in providing jobs and/or training places for young people at risk of marginalisation due to their criminal backgrounds.

## Further, High:five will:

- change the businesses' view on the criminal record
- influence the views of businesses, young people and other involved parties
- establish and develop collaboration and network across services
- develop and provide work methods and solutions

## High:five's expertise

High:five's distinguishing expertise is its ability to work across public authorities and private businesses.

Firstly, High:five is the businesses' project and the businesses' security for achieving an efficient, good process and result-orientated effort that aims at including the young people in the labour market. However, this will be a success in close and constructive collaboration with the public authorities.

The employees of High:five are able to clarify and match the target groups correctly in accordance with the requirements and expectations of the businesses. At the same time, our employees have the required time available and the required skills to motivate and support the businesses in the work process.

Today, High:five is in a position where we act as an extension to the existing system focusing on a specific and difficult target group. High:five motivates and maintains the young people in a new life and this is done without additional costs for in particular the municipalities, which typically have unemployment benefit costs in this respect. High:five is therefore widely acknowledged as an extension to the work of the municipalities and the Danish Prison and Probation Service<sup>1</sup> and as an appreciated and valuable link to the businesses.

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<sup>1</sup> In this context, the term "the Danish Prison and Probation Service" covers the authority as a whole: The Department of Prisons and Probation, prisons, youth pensions, KIF-departments (KIF: "Kriminalforsorgen i friheden" is a controlling and supportive body for relapsed offenders), the offices of electronic tagging and community service.

## High:five encourages social responsibility

High:five is non-political but cooperates with all political parties. We widely and openly communicate our experiences and provide suggestions to constructive solutions. At the same time, we are obliged to point out inexpedient conditions and regulatory framework which may serve as a barrier for young people with a criminal record to get a job or an education.

We focus on the individual and the society's present need but we also focus on future needs.

That is why High:five participates in projects which may promote social responsibility. We also focus on issues relating to our target group such as:

- change of the wording in crime records enabling executive employees to understand them
- prisoners' debt to society after serving their sentence
- increasing skill levels of prisoners in the prisons, so their skills match the expectations of the labour market outside the prison walls<sup>2</sup>.

## High:five's areas of practice

High:five is situated in the area between the public authorities, public and private businesses and the young people. Each and every business and public authority works differently and consists of people who think and act differently. Among the young people, no two people are alike. Accordingly, High:five's actions are adapted to each individual situation.

As employee in High:five you must therefore be able to act on the basis of each individual situation and the surroundings. This requires that you are ready to adapt to new situations, you are able to control the situations and that you are able to navigate in complex and changing situations.

The model<sup>3</sup> shows High:five's areas of practice.

➤ High:five's areas of practice<sup>43</sup> on the next page

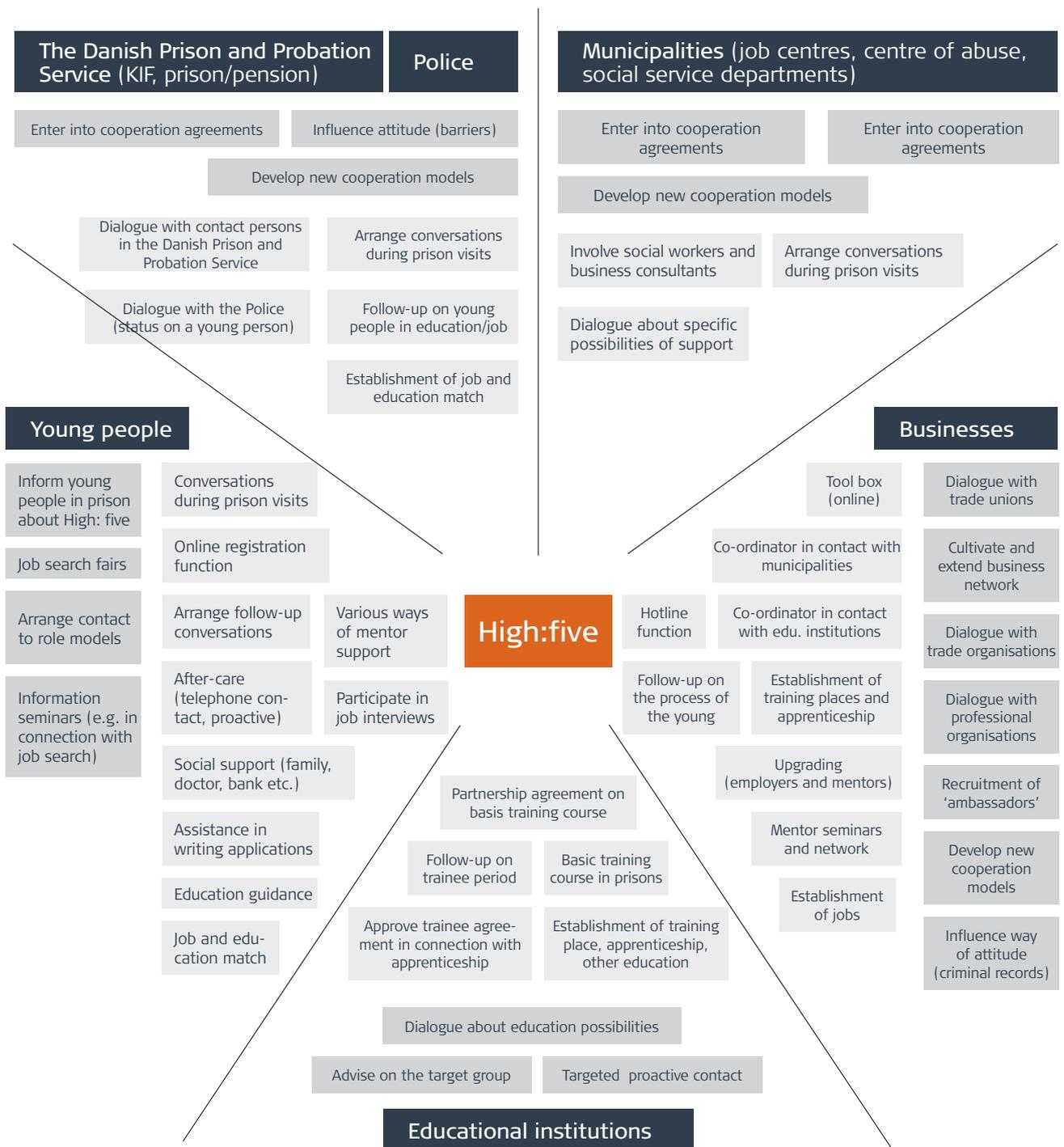
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<sup>2</sup> For more information, please see page 42 (section about the collaboration with the Danish Prison and Probation Service)

<sup>3</sup> Prepared by DISCUS A/S in 2011

<sup>4</sup> The elements stated in the model do not fully cover the elements included in High:five's work today as High:five continues to extend its network and methods.

## High:five's areas of practice



Bridge-building activities across services /Young people /Businesses /Educational institutions /Municipality /Prisons /Kriminalforsorgen i Frihed (KIF) /Police

/Affect, develop and influence the attitude in the crime prevention work /General information online /Seats in councils and committees locally and nationally /Reporting etc. at a political level /Participation and qualification of other development projects /Introductions to various connections /Information of the High:five model internationally /

The model consists of 4 circles. Basically, the principle is that the closer you are to the core of the model, the closer the solution of the task is connected to High:five's core functions in relation to providing jobs and matching education.

High:five's **core tasks** (the centre of the circle) are providing jobs and match education to young people with a criminal history. The tasks are divided relative to each collaborative partner who besides the young people and businesses also includes educational institutions, municipalities, the Danish Prison and Probation Service (prisons and youth pensions etc.) and the Police.

High:five's **bridge-building functions** (closest next to the core circle) are linked to the core tasks and are cross-disciplinary in the collaboration with the closest collaborative partners: the young people, businesses, educational institutions, municipalities, the Danish Prison and Probation Service's prisons and youth pensions as well as the Police. This collaboration is an essential prerequisite for managing the core task.

High:five's **proactive and communicating work** towards the young people, businesses, educational institutions, municipalities, the Danish Prison and Probation Service and the Police (closest to the end circle) extend beyond the core work functions but has proven to be of vital importance when forming the basis and thereby accomplishing the core task.

High:five's long-term efforts in **developing and influencing the attitude** in general (the end circle) are affected through many different interested parties in the crime preventive work<sup>5</sup>. The long-term objective of the work is to improve the conditions of performing the core task.

All circles depend on each other. If you do not influence the attitude in the long run, the core task will not, from a long-term perspective, be feasible and without visible results within the core circle, the bridging, communication and development cannot effected.

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<sup>5</sup> Further specification of the model in DISCUS' evaluation report of 2011 may be found on [www.highfive.net](http://www.highfive.net)

# High:five's objectives and achievements

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The achievements created by High:five today could result in a socio-economic savings of up to DKK 280 million per year with a funding (investment) of DKK 13 million per year. That must qualify as good business?!

## High:five's success criteria

High:five is successful in helping young people who are unable to establish and remain in a new life without crime on their own.

To achieve this success, High:five has the objective continuously to create:

- Optimal work frames; helping most of the young people to get a job or an education
- Optimal quality which means:
  - The young people remains in a new life style and stay out of crime which creates permanent "normalisation" and self-support
  - The businesses succeed in hiring the target group and succeed in the collaboration with High:five
  - The collaborative partners use High:five's expertise

Naturally, this objective is influenced by the financial situation in Denmark and by political initiatives within the area.

## High:five's achievements

An evaluation of High:five prepared by Rambøll in 2012<sup>6</sup> establishes:

- High:five is a success
- High:five's work is very effective in reducing recidivism
- It is recommended to keep an independent organisation in High:five
- It is recommended to continue a long-term funding of the initiative

The conclusions are supported by High:five's achievements since the beginning of High:five as shown below in the statistic which is divided into two periods:

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<sup>1</sup> Please find Rambøll's full evaluation report on [www.highfive.net](http://www.highfive.net)

## Period 1: 2006-2009

Funding: DKK 5 million per year. Employees: 5-6

<b>Established job match</b> <sup>7</sup> : match between a young person and a business	388
<b>Established education match</b> <sup>8</sup> : match between a young person and an educational institution	0
<b>Match in total</b>	388
Total number of registered young people	727
Total number of registered businesses	532
Measured effect: Young people who stay out of crime	73 %

## Period 2010-2013

Funding: DKK 10 million per year. Nationwide effort. Employees: 20 in 2013

<b>Established job match</b> : match between a young person and a business	658
<b>Established education match</b> : match between a young person and an educational institution	104
<b>Match in total</b>	762
Total number of registered young people	1.429
Total number of registered businesses	1.162
Measured effect: Young people who stay out of crime	81 %

## Period 2014-2017

Until 2017, High:five has been granted public funding of DKK 13 million per year.

### Explanation of the statistic

- The number of young people describes how many young people have contacted High:five. The young people have then been advised on how to apply for jobs or education themselves, been rejected or assisted by High:five in getting a job or an education.
- A few of the young people may be matched more than once.
- The number of registered businesses describes how many businesses High:five has been or is in a reliable dialogue with.
- The measured effect describes the number of the young people who change their lives and stay out of crime. Therefore, it does not necessarily mean that the young people are maintained in the course planned by High:five<sup>9</sup>.

### The socio-economic benefit

With a staff of 20 employees at present of which 17 are proactive consultants, High:five would be able to make approx. 250 matches per year depending on the national financial situation and political initiatives.

Approx. 10% of the matched young people will be repeat offenders and the success ratio is expected to be between 80-90%. This means that High:five can prevent that approx. 200 persons risk falling back into criminal activities.

7 Job match" is when High:five's employees research and clarifies the situation for a young person, motivates and clarifies the situation for a business and assists the young person and the business with the start-up and adherence.

8 Education match" is when High:five's employees research and clarifies the situation for a young person, motivates and clarifies the situation for a business and assist the young person and the business with the start-up and adherence. High:five began the registration of education match from year 2010.

9 As High:five has no access to the criminal records the statistic cannot be confirmed. Reference is made to Rambøll's evaluation report from 2012 on [www.highfive.net](http://www.highfive.net).

Rambøll's evaluation of High:five<sup>10</sup> includes a calculation measuring the socio-economic gain for each young person who gets a job or an education through High:five immediately after serving their sentence. From a conservative perspective, the result indicate that the financial gain would be up to approx. DKK 1.4 million per person based on a lifelong effect.

Based on Rambøll's calculations of the potential savings of High:five's work, this means annual socio-economic savings of up to DKK 280 million<sup>11</sup> based on an annual funding (investment) of DKK 13 million.

### Additional benefits

Besides the direct socio-economic gain, the following additional benefits can be mentioned:

- Savings in connection with immediate undeclared costs due to crime such as insurances, compensation for lost earnings/loss of reputation etc.
- The probability that a person who has served a sentence - and has started a job or education with the assistance of High:five - will be convicted again is very reduced compared to the persons who have served a sentence without the assistance of High:five<sup>12</sup>
- The young person achieves success in life, a higher degree of improved self-esteem and self-confidence
- The poverty cycle is broken
- Increased tax payments and consumption earnings: VAT and taxes
- Vulnerable groups are motivated to achieve their dream of a normal life
- The collaboration between public authorities and private businesses is strengthened and barriers are broken
- The businesses' social commitment is strengthened

The value of these additional benefits is difficult to assess.

### Benefits for the businesses

High:five exists to serve the businesses and our task is to assist the country's businesses to take social responsibility and create jobs or education for young people with a criminal history. Success in this respect depends to a high degree on the businesses' motivation and commitment to taking social responsibility. Our experience shows that the businesses are very good at it.

Taking a social commitment by hiring young people through High:five may lead to many benefits for the business:

- The business gets a motivated and loyal employee who appreciate the chance given
- The young person from High:five is carefully selected and matches the business and its requirements
- Social responsibility is a good feeling. The business takes responsibility and makes a difference for each individual
- The business's other employees feel secure and may think: "If the business can embrace a vulnerable person, it can also embrace me if I should face problems". It is therefore attractive to get and keep a job in such business.
- Social responsibility may lead to a good reputation and positive publicity. The business becomes more visible through its social profile and thereby increases the possibility of positive publicity in the media.
- The positive publicity may lead to an increase in turnover as everyone wants to be a part of a success: More customers, suppliers and other interested parties view the business positively which may lead to a profitable result.

<sup>10</sup> Rambøll's evaluation of High:five in 2012

<sup>11</sup> Annual savings of DKK 1.4 million per matched young person x 200 = DKK 280 million per year (provided that the effect lasts for the rest of the young person's life).

<sup>12</sup> The probability of a new conviction is reduced to 63% for prisoners who have received assistance from High:five compared to those prisoners who are not assisted by High:five (Rambøll's evaluation report of High:five 2012)

” Based on Rambøll’s calculations, the potential savings as a result of High:five’s work corresponds to socio-economic savings of up to DKK 280 million per year.”

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# Projects and concepts

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## **As mentioned, High:five has several objectives and tasks:**

- Change the businesses' view on the criminal record
- Change the attitude between businesses, the young people and other parties
- Establish and develop cross-disciplinary collaboration and networks
- Develop and communicate work methods and solutions

To achieve this, High:five develops and participates in initiatives that may affect the future and increase the social benefit:

## **'Barrier Memo'**

In 2008 a 'Barrier Memo' was sent to the former Minister of Employment Claus Hjort Frederiksen, based on High:five's first year's experiences with the project. The Memo included a description of the various issues complicating the rehabilitation work and the Memo described solutions on how to change this. Accordingly, many of the "blocked issues" have subsequently been changed politically.

On an ongoing basis, High:five will estimate legal or organisational issues which may block or limit the effect of the rehabilitation work and High:five will continue to brief the Minister of Employment and submit proposals for amendments.

## **Mentor courses**

Upon request by many mentors who supported the young people in the businesses in the first years – High:five developed a mentor course in collaboration with the City of Copenhagen which could support the mentors' expertise. Since autumn 2008, High:five's mentor courses have been held twice a year and the courses are today approved as AMU-courses (AMU: adult vocational training programmes).

## **Business conferences**

Since 2006, High:five has in collaboration with our other partners arranged several business conferences with the participation of High:five's protector HRH Prince Joachim, ministers, politicians, the public authorities and business leaders.

## **Price winners**

At the CSR-Award show in 2011, High:five was awarded the "CSR Public" price. In addition, in 2012, High:five was awarded DKK 50,000 from Crimestat (Crimestat is a database with descriptions of robberies in collaboration with the Danish Enterprise and retail industry).

## **Danish Crime Prevention Council**

High:five has a seat in the Danish Crime Prevention Council's Labour Market and Employment Committee in which it is discussed how the private businesses may be involved in the crime preventing work.

## **Dialogue tool**

High:five and the Danish Prison and Probation Service has upon request of the Danish Crime Prevention Council's Labour Market and Employment Committee developed a dialogue tool. The purpose of this tool is to strengthen the prisoners' awareness of the many possibilities that are available in the labour market, the requirements and expectations as well as strengthen the businesses' knowledge of the prisoners' expertise.

During the course of our work, the Danish parliament decided to digitalise criminal records making it possible to download the records electronically or via NemID (NemID is a common secure login on the Internet, whether you are doing your online banking, finding out information from the public authorities or engaging with one of the many businesses that use NemID).

The Danish Crime Prevention Council has therefore, based on the dialogue tool and the digitalisation, created two videos<sup>13</sup> targeted to the prisoners and the businesses, respectively. The purpose with the videos is on one hand to encourage the businesses to carefully consider the need to see a criminal record before they require it. On the other hand, they must inform the previous convicted person that a criminal record does not necessarily exclude them from the labour market

### Information to prisoners and employees

As part of the increased collaboration between the Danish Prison and Probation Service and High:five, information meetings are offered to the prisoners in the prisons about High:five's work, the methods and the opportunities in the labour market as well as the challenges when hiring an earlier convicted person.

Further, information meetings are offered to the prisoners in the prisons about the possibilities they have after serving their sentences and they are informed of the possibilities, requirements and expectations of the labour market when hiring a previously convicted person. The prisoners are motivated through posts on notice boards in the prisons.

### Business behind bars

To break down barriers between the prisoners, the prison staff and the labour market, High:five has in collaboration with the prisons initiated dialogue meetings in the prisons where the labour market and other interested parties are invited. The initiative has been a great success and has partly led to great interest from businesses to get involved in the skill development of the prisoners and partly led to the reintegration into society after imprisonment.

### Cooking school

In 2012, the Danish gastronomic entrepreneur Claus Meyer entered into an agreement with DR (Danish National Broadcasting Corporation) and the state prison in Vridløse about the establishment of a cooking school for prisoners<sup>14</sup>. The cooking school was a big success, and in 2013 the Danish Prison and Probation Service entered into collaboration with Meyers to establish more cooking schools in various prisons in Denmark. Since the beginning, High:five has participated in the initiative's Advisory Board and we have entered into a collaboration agreement with the company Meyers on being sparring partner on an on-going basis, as well as research and reintegration of fully trained cooks.

### Job-oriented skill development<sup>15</sup>

During the last couple of years, High:five has worked intensely on motivating businesses and prisons, respectively, to cooperate on targeted skill development of the prisoners.

There are three reasons for this:

- 1) It will sharpen the prisoners' motivation to learn, strengthen their beliefs that it is possible to get a normal job after serving a sentence in prison, and strengthen their motivation to fulfil the businesses' requirements and expectations
- 2) It gives the businesses the opportunity to customise the skills of the prisoner exactly to the needs of the industry, and it sharpens the businesses' interest in employing the talented prisoners when they finish serving time in prison
- 3) A coordinated collaboration between the Danish Prison and Probation Service and the labour market means breaking down attitude barriers which promote the social responsibility

In 2013, High:five, FA Stillads and Horserød State Prison agreed to establish a scaffold course. At present, High:five is in dialogue with other partners for similar initiatives all over the country.

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<sup>13</sup> The videos may be viewed on the Danish Crime Prevention Council's website [www.dkr.dk](http://www.dkr.dk)

<sup>14</sup> See also page 42 (the Danish Prison and Probation Service)

<sup>15</sup> See also page 42 (the Danish Prison and Probation Service)

## Veterans

High:five has assisted in individual job matching for young criminals who have previously been deployed as soldiers. Consequently, we have been cooperating with Veterancentret and Veteranhjemmene (homes for veterans) as well as the NGO's who all support the veterans in connection with an overall assessment, skill development and job placement or education with the aim to offer the veterans the most optimal help possible. The target is to clarify whether the work may be optimised by using High:five's experiences. An evaluation of the experiences and information of the achievements will be given to the relevant political parties.

## 'Never prison again'

During the years, experiences have shown that many of the young first-time offenders with whom High:five has worked have either discontinued work or education already at the time when the young person is charged of a criminal offence. This means that their way back to a normal life with a job or education is longer than it needs to be. Based on these experiences, High:five defined the need for such survey and applied LBR (Det Lokale Bekræftigelsesråd: the local employment committee) in Aarhus for funds to investigate this further. LBR in Aarhus decided to fund the survey and a person was employed to be in charge of the survey. In the beginning of 2013, the evaluation "Never prison again" was presented to LBR in Aarhus.

The main conclusion of the survey is that many young first-time offenders often feel ashamed. Their lives stops, they rarely tell their parents, school or employer about the conviction and the young people often discontinue their work or education without telling their surroundings why. At the same time, the survey concludes that the young people often not trust the country's social system.

Base on the survey, the evaluator DISCUS A/S recommends LBR in Aarhus to initiate contact to an independent coordinator/contact person at the time when the young people are charged with a crime. At the same time, permanent contact persons must be appointed within the Police, the Danish Prison and Probation Service and at the municipalities with whom the independent contact person may collaborate with. However, at present LBR in Aarhus does not have the funds to carry out this work. The conclusions of the survey are therefore sent to the relevant ministries with recommendations to initiate a nationwide survey to confirm or deny the conclusions of the survey as well as initiate possible required initiatives to reduce future consequences for the young first-time offenders.

Please see the report: [LBR evaluation 'Never prison again'](#)

## The way forward

Some years ago, the former CEO of TRYG Insurance, Stine Bosse, initiated in collaboration with DR (Danish Broadcasting Corporation) a special re-socialising effort where TRYG chose young people with a criminal past to walk the "Camino" (Camino de Santiago) in northern Spain. The aim was to motivate the young people into becoming future employees in TRYG. Stine Bosse participated in the first walk which was filmed and broadcasted on DR. From the beginning, High:five was the cooperating partner in relation to the young people who participated in the initiative.

In 2012, the company Profys A/S and High:five had a successful collaboration with a similar initiative. Six young people from municipalities of Funen participated. The young people were not part of High:five's normal target group as they all had personal challenges which meant that they all, on the face of it, would not be considered part of the labour market. However, most of the young people were so motivated by the trip that four out of six of the young people were subsequently referred to a job or education through High:five which must be regarded as a success.

High:five has the ambition to continue the initiative when the funds are available.

## The Book project

During 2012 and 2013, High:five has cooperated with an external journalist in the arrangement of a business conference. In the collaboration we have discussed the lack of a practice book on social responsibility and we decided to apply the Lauritzen Foundation for funds to write such a book based on High:five's collaborative businesses' experiences. The Lauritzen Foundation has granted DKK 120,000 to the initiative and the book is being prepared.

# Perspectives and possibilities

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## Future activities and objectives

It is High:five's ambition also in the future to be a nationwide independent player that assists businesses with establishing jobs and education for young people with a criminal past. This will be done in a close collaboration with the municipalities, the Police and the Danish Prison and Probation Service. In this connection, we will especially focus on prisoners and ex-prisoners.

At the same time, we will focus on the organisation's other objectives:

- Change the businesses' view on the criminal record
- Influence the view of businesses, young people and other involved parties
- Establish and develop transversal collaboration and network
- Develop and provide work methods and solutions

The target is to break down structural, mental and practical barriers among and between young people, the public authorities and the private businesses. In this way, the collaboration is strengthened in connection with re-socialising and the ex-prisoner's reintegration into society.

The overall perspective is also to influence and participate in the development of new initiatives to optimise social responsibility, strengthen welfare and the voluntary involvement. Initiatives that strengthen the collaboration between the public, private and voluntary sector with the same basic attitude; together we can achieve more.

In the future, High:five will also make its experiences and skills available to society so it may be used to come up with new innovative solutions with respect to re-socialisation. We will openly present these to the political decision-makers.

## High:five's method may be applied in relation to many target groups

In High:five, we consider our way of working as a method. A method based on knowledge of our cooperative partners, businesses and the target group of young people. The method has a proven effect and we continue striving to increase its effect. We do this by acquiring new skills, shorten our processes and registrations but also by way of helping the public authorities and private businesses to take a growing interest in a collaboration.

It is our experience that businesses and the surrounding society would like to take a social responsibility if they get the required assistance. Therefore, we are convinced that High:five's method – which today works for the target group called "criminals and young people at risk of committing crime" after some adjustments may be applied to other target groups. It could e.g. be in connection with the physically and mentally disabled and their integration into the labour market.

## High:five's method has caught interest internationally

High:five's method will not only be applicable in relation to other target groups, it may also be internationally. In High:five, we experience an increased international interest in High:five's concept. We are often requested to participate as speakers at large-scale international conferences. As an example, Styrelsen for Arbejdsmarked og Rekruttering (Danish Agency for Labour Market and Recruitment) requested the Chief Manager to represent High:five at Nordic Council's conference in Stockholm in the spring of 2013 which focused on Scandinavian business initiatives for vulnerable groups of people.

The increasing international interest means that High:five has been invited to Rumania, Sweden, Estonia, Norway and Japan and several conference international presentations have been agreed. High:five has also had several visits in Denmark from Japan, Finland, Norway, Sweden, Estonia and Rumania and High:five is often contacted with the request of assistance in similar international projects.

### **The international interest in High:five's work primarily arises out of:**

- 1) High:five's ability to work cross-disciplinary with the public authorities and the private businesses
- 2) High:five's ability to motivate businesses to include persons with a criminal record

The countries mentioned above – together with the rest of the world – have an increased understanding that it does not suffice to punish the criminals with imprisonment and subsequently ask them to live a life without crime. In the process it is essential that the skills of the prisoners are developed so they may live a life without crime after serving their sentence. At the same time, the national and international interested parties have acknowledged the necessity of the "normal society" being motivated and skilled to reintegrate the ex-prisoners in "normality". If the prisoners are only skilled without ensuring that they in fact have a chance to get a job, the prisoners are only skilled to continue a life of unemployment.

### **Status and result of international visits**

So far, High:five is pleased to conclude that our effort in connection with the international interested parties has resulted in the following international achievements and development:

#### **Japan**

The Japanese organisation JAOR plans to launch a process which over time will implement a concept similar to High:five's in Japan. The most interesting part is the link to the labour market and at present JAOR is working on the establishment of a business conference in order to motivate the country's businesses to work with social responsibility. High:five will presumably be invited to participate as speaker at the conference.

#### **Rumania**

CRED, a EU-project in which High:five is an associated partner, plans to launch a process in Rumania which over time will implement a concept similar to High:five's in Rumania. The most interesting part in this connection is also the planning of a business conference. Based on the Danish experiences provided by High:five to the organisation in Rumania – CRED has succeeded in influencing the political system in Rumania by changing the regulations on access to jobs for prisoners.

#### **Estonia**

The collaboration partners in the Ministry of Interior in Estonia plans to implement an initiative similar to High:five's in the country. The most interesting part in this connection is High:five's ability to motivate the businesses working with social responsibility.

#### **Norway**

The Norwegian collaboration partners have attempted to raise funding to a start-up of an initiative similar to High:five's in Oslo. So far there have been no concrete results.

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The many initiatives and the considerable interest imply that High:five's concept, also internationally, is considered as a good solution to a social problem.

# What is it that High:five does?

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## High:five work is based on the following values

Everything we do in High:five is based on our core values:

- High:five is independent, politically independent and work cross-disciplinary
- High:five works determined and seeks the best and shortest way towards the objective
- High:five is modest and conscious about the fact that we cannot change the world on our own
- High:five appreciates all who collaborate to achieve a common objective.

## High:five er

### Reliable

- High:five does not promise the young person more than we can keep and we are direct and honest in the evaluation of the young person
- High:five does not promise the businesses that problems will never occur. We openly and honestly tell the businesses whether they may face challenges, but at the same time we also provide assistance to problem-solving
- High:five does not promise the public authorities that we can solve all challenges
- High:five's supporting partners receives thorough status briefing on the work on an ongoing basis.

### Qualified

- One of High:five's strengths lies in the diversity of the employees. Collectively, High:five's employees have many years' experience and have all gained expertise from working with the target group of young people
- We have an extensive business knowledge, great insight into the public authorities' work and we communicate in a constructive way on all levels.

### Efficient

- In High:five we move quickly from word to actions and from discussions to decisions, and we always have an eye on the objective.

### Flexible

- In High:five we base our effort and performance on individual evaluations and relevant situations
- High:five assists when needed – no matter the time.



” In High:five we move quickly from discussions to decisions. We always have an eye on the objective. No matter how ambitious it is.

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System scaffolding course  
at Horserød State Prison

# High:five's method

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What exactly is it that High:five's method involves with respect to the target group and the businesses?

## High:five's method with respect to the young people

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### The young people as a target group

High:five's target group is:

**The young people who want to but cannot get a job themselves**

In High:five's project description the target group of young people is more precisely defined as:

**Young people between the age of 15 and 30 (previously up to the age of 25), who are at risk of marginalisation as a result of criminal activities.**

This group may be divided into three categories:

- 1) Young people with no criminal record who are at risk of committing crime
- 2) Young people with a criminal record who have not served a prison sentence
- 3) Young people who have served a prison sentence or who still serve a prison sentence

### The "tough" ones are the "easiest"

When High:five contacts a business that does not know the target group of young people, we ask the business which one of the three target groups the business could be interested in employing – and the answer is often the same: Most businesses do not give it much consideration to employ a young person with no criminal record – Target group 1.

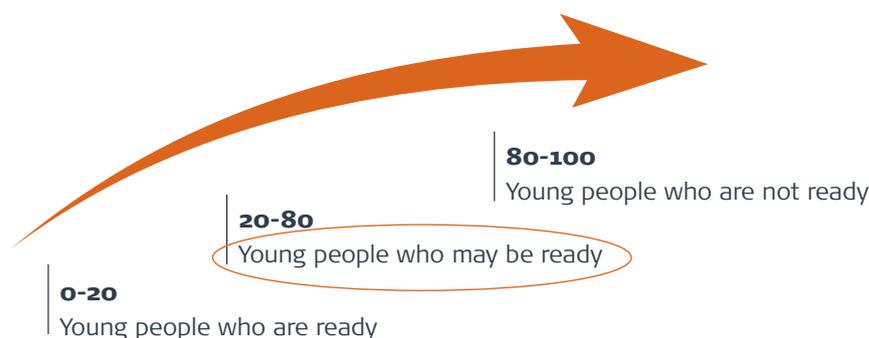
In High:five's experience, however, it is much easier to keep the motivation of a life without crime for the group of young people who have a criminal record or who have received a prison sentence<sup>16</sup> than for the group of young people at risk of committing crime but who have no criminal record.

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<sup>16</sup> Rambøll's evaluation of High:five in 2012 stated that the risk of criminal relapse was only 30% for High:five's young people who had served a prison sentence. For a comparable group who had not been in contact with High:five the risk of criminal relapse was 93%.

## "The concern curve"

Many other factors than a criminal record are of significant importance when determining whether a young person is ready to enter the labour market and he is within High:five's target group. To visualise this, High:five often uses the below illustration which specifies the target group of the young people.



We call the illustration **"the concern curve"** and it should be viewed as a total evaluation of a young's person's personality, behaviour, social and professional skills, relationship to family and friends, abuse, diagnosis etc.

**"Young people who are ready"** are the young people who can but are often not capable of making an effort themselves to start an education or apply for a job.

**"Young people who are not ready"** are the young people who face massive challenges such as abuse, mental illnesses or the like and therefore cannot work. This group may also be young people who do not wish to lead a life without crime. In both cases, neither High:five nor the businesses have the adequate skills to help.

**"Young people who may be ready"** is High:five's target group: The young people who want to but cannot themselves get a job or an education. By only focusing on this group in the middle, who cannot themselves get into "normality", we will ensure a targeted effort which in relation to each individual is necessary and in relation to society is rational.

In the beginning of High:five, we had several inquiries from young people outside our target group. Today almost all the young people who contact us match our expectations and requirements. This is especially due to the great effort we have done and still do with respect to defining the target group for our collaboration partners and for the young people.

## We have requirements to the young people

To receive help from High:five, several criteria have to be fulfilled.

It is a **mandatory** requirement that the young person:

- He<sup>17</sup> is capable of working and he is willing to work
- He must have abandoned his criminal activities
- He must be clean from drugs
- He must have a place to live – a permanent address

## The young person must be motivated

The young person must be motivated! It means that the young person must actively participate in the job search and contribute to solutions in collaboration with a consultant from High:five. The young person is responsible for the relation - the initiative lies with the young person. He must keep agreed appointments with us and be punctual. If the young person does not show up without cancelling or if the young person seems uninterested and indifferent, the young person is not considered part of High:five's target group.

<sup>17</sup> High:five is contacted by young people of both genders. However, approx. 90% of the young people who High:five works with are boys/men which is why a young person in this concept description is referred to as "he".

## Crime must be a closed chapter

High:five has a dialogue with the young person about his criminal past – including the criminal activities which may not be listed in the criminal record. The crime committed is not a barrier in itself but the nature of the crime must be matched with the business' requirements, expectations and reservations.

Generally, we are of the opinion that when a sentence is served, the young person should have the possibility to make a fresh start. It is, however, of decisive importance for High:five to review the young person thoroughly and ensure that the young person has left his criminal past behind him and no longer has a criminal mindset. Please see further under section "evaluation meeting" "Interview between the young person and High:five"<sup>18</sup>.

## Zero tolerance with respect to drugs

Crime and drug abuse often go hand in hand. High:five does not refer drug addicts to the businesses. High:five has zero tolerance with respect to any abuse and use of drugs. The young person is allowed to take ADHD medicine or take antabuse but a weekend-based consumption of e.g. cannabis is unacceptable. When in doubt of possible drug abuse, High:five will get the young person to present clean blood tests and urine samples. Should the young person deny this, he will no longer be part of High:five's target group as he does not wish to be honest about his situation.

Even though High:five does everything to enforce zero tolerance towards the young people, experience shows that a few drug addicts occasionally slip through the net. If High:five is contacted by a business which has found out that a young person is using drugs, High:five will be of immediate assistance and find a solution in collaboration with the business.

## The young person must have a permanent address

The young person must have a permanent place to live as it is difficult to keep a job if you live on a bench in a park or borrows a friend's couch on weekends. In respect of the businesses which open their doors for the young person, it is important for High:five to ensure that the young person has his housing situation under control. This is also a considerable step towards a good life.

## How far will High:five go?

High:five will put great effort into helping motivated young people to get on with their lives and help them to open doors to the labour market or the educational institutions without compromising our requirements. We emphasise the fact that High:five does not make house calls or wake the young person in the morning. High:five does not pick-up or drop-off of the young people. The young people must act independently, take responsibility and they must be able to take care of their jobs – otherwise the chance of success is minimal, both for the business but also for the young person.

## The time up to a job or education match

Every day, High:five is contacted by young people who wish to be helped to get a job or an education but they have a criminal record which prevents them from achieving it. A young person's criminal record describes the criminal activities committed by the young person, however the criminal record does not describe the personality of the young person or how this person will act in the future.

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<sup>18</sup> See page 24-25

If a young person wishes to be helped by High:five, the first step is to fill out an electronic application form and sign a declaration of consent on the website [www.highfive.net](http://www.highfive.net). In the application form the following should be indicated: permanent address, former work experience, hobbies, information about driving license or dyslexia and everything else relevant in relation to an employment in a business. At the same time, the young person must describe his job or education wishes<sup>19</sup>. When this information is submitted, the young person will be contacted by a consultant from High:five. Should he match our target group, the young person will be evaluated in accordance with High:five's specified requirements and through evaluation meeting<sup>20</sup> we ensure that he has the right attitude and motivation.

If High:five's employees evaluate that the young person is ready for the labour market, High:five will contact the business that we believe to be most suitable for the young person. Accordingly, the business initiates, in collaboration with High:five, a normal employment procedure in which the business will get the option to select and reject.

If the young person is employed by the business, High:five registers a job match.

The same procedure applies for education match. In this connection High:five will contact an educational institution or enter into an agreement with a business about apprenticeship.

### **These issues are emphasised in the evaluation meeting**

The evaluation meeting is a "job interview" between High:five's employee and the young person. In High:five, we intentionally choose not to apply specially defined "evaluation systems" in these interviews. The information on facts which is included in most evaluation systems is also included in High:five's tools. However, at the same time we have established that our consultants' individual evaluations of the motivation, will and commitment of the candidate cannot be replaced by systems. The selection of the young people is often based on facts and a gut feeling which is why it may be difficult to define exactly why the young person was rejected when he fulfils all the requirements of High:five. It is all about listening to the gut feeling and interpret the young person's actions, words and body language based on the expertise of the individual High:five employee. In some cases, other parties with knowledge of the young person will be involved in the evaluation, e.g. the Danish Prison and Probation Service or the municipality. They will be contacted in order to get a better and more complete insight into the young person's life.

If the individual employee at High:five is in doubt about the young person or finds it difficult to communicate with the young person, another employee from High:five will be involved.

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<sup>19</sup> See further at [page 29, 59-61 \(under section "Registration"\)](#)

<sup>20</sup> An evaluation is a meeting between the young person and High:five's consultant in which the young person's future, challenges, skills, wishes and motivation etc. is discussed and clarified. Further, we define what High:five can do for the young person and what the young person must do himself. The meeting typically lasts 1-2 hours. In special cases, additional meetings are arranged over an extended period of time.

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## The following aspects are emphasised with respect to all evaluation meetings:

### **Attitude**

High:five is not a municipality required by law to offer assistance. Help from High:five is an offer to the young person – and not something the young people can claim. This is why High:five expects the young person to participate actively in the job seeking process – that he is involved in a collaboration. There has to be an interaction and the young person has the responsibility for his own future. Moreover, he is responsible for the relation – basically, he is the one who contacts High:five and not the other way around. The young person must be punctual as at any other job interview – no bad language, no hands in pockets, no smoking or cigarette in the mouth and no wearing of cap. High:five does not accept that the young person is disrespectful and/or aggressive; we expect the young person to be committed, motivated and forthcoming.

### **Honesty about the crime committed**

We request the young person to be honest about his criminal history and explain the reasons for this. This will make it easier for High:five's employees to explain the individual situations to a business. High:five interprets the law provisions in the criminal record in the young person's own words. This will reflect the young person's active participation in the situation, his intention, behaviour, action, physical and mental state of mind during the offence and first and foremost his reflection of what has happened.

### **The young person's abilities**

There are many factors we have to be aware of before we can assist the young people in getting a job. One of the most decisive issues, if High:five's requirements are met and the young person's behaviour is manageable, may be whether he has a drivers license. Many jobs require a drivers license. Another important issue to know about a young person is whether he is dyslexic<sup>21</sup>.

Furthermore, there may be circumstances in the young person's life or childhood which must be taken under consideration. Many of the young people High:five work with are children who were subject to neglect while growing up which may affect their behaviour. As a result of the negative reactions to neglect other young persons may have been kept from a normal school attendance. Many of our young people have experienced a lot of failures as a result of their social background. Based on the history of the young person, it is High:five's task to evaluate whether the young person may be a part of our target group and what he needs of support and guidance to get on with his life in a positive way.

### **The young person's objectives**

At the evaluation meeting, High:five let the young person set objectives for himself: Where was he three years ago, where will he be in three years? We make him think about his life in order for him to decide whether he is ready to live a normal life and do whatever it takes to reach that objective.

### **Honest and direct feedback after the interview**

Evaluation meetings usually lasts 1-2 hours. If some issues have not been clarified or the young person needs time to think about his future, a new meeting is arranged. At the end of the interview, we give the young person "What do High:five do now" form<sup>22</sup> which allocates the responsibility – who does what and when. No young person may leave the interview without knowing the next step. High:five always gives the young person an honest and direct feedback on our conclusion before he leaves the evaluation meeting. If we choose to reject the young person, we will explain our decision to him. E.g. if there are conditions the young person needs to fulfil before we continue our collaboration, he must receive guidance with respect to who he must contact in order to fulfil these requirements. In this connection, it is important that the "receiver" is aware that the young person is referred to him. It may e.g. be the substance misuse social worker or a social worker in the municipality.

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<sup>21</sup> High:five use dyslexic courses which are free of charge

<sup>22</sup> See page 56

# High:five's method with respect to the businesses

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As mentioned, a criminal record may be a huge barrier for young people who want a job or an education and who wish to live a life without crime. It is therefore decisive for the young person's future that we, as a society, opens up towards the young people with a criminal record and offers them an opportunity to break out of their criminal path.

## **What does a criminal record really tell us?**

During the last couple of years the criminal record has been subject to many discussions.

The criminal records were introduced as a security so businesses could avoid employing a person to e.g. handle valuables, if the person in question was previously convicted of theft. Unfortunately, it is however High:five's experience that many persons with criminal records are rejected in connection with their job applications even though there is no link between the applier's past criminal offences and the safety risk the business undertakes in connection with employment.

In practice, a criminal record means that the holder of the record is convicted of a criminal offence. However, not having a criminal record does not necessarily mean that the holder has not committed a crime. Furthermore, experience among High:five's young people shows that a significant part of the young people have committed their offences when they were influenced by drugs and alcohol and that they do not show a basic criminal behaviour.

In other words: whether a person has a criminal record or not does not tell us anything about the person's present behaviour, motivation, personality etc. This must be experienced at a personal interview/meeting.

## When the businesses employs a young person through High:five

When a business is considering cooperating with High:five a meeting will be arranged at which the business receives information about High:five and our work methods. At the meeting we inform about the young persons and our experiences with them. Accordingly, the business decides whether they will employ a young person through us, the specific requirements and expectations the business has to both High:five and the young person and the acceptable criteria for previous criminal offenses. The business will only receive applicants who meet the requirements and expectations defined by the business.

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Should the business decide to enter into a collaboration with High:five, the subsequent process will usually follow below steps:

- 1 High:five selects a candidate who matches the business' requirements, expectations and considerations.  
▼
- 2 The business receives all relevant information about the candidate such as job application, resume, criminal record and High:five's evaluation of the candidate.  
▼
- 3 The business arranges a job interview with the candidate – with the participation of High:five, if so requested by the company or the young person.  
▼
- 4 The business decides whether it wants to employ the candidate.  
▼
- 5 The business and High:five agree on the conditions for employment and the start-up.  
▼
- 6 High:five arranges the need of support to the business with the municipality or other parties.  
▼
- 7 The business appoints a contact person/mentor<sup>23</sup> for the young person in the business. The mentor is offered training at High:five's mentor course free of charge<sup>24</sup>.  
▼
- 8 High:five assists the business and the mentor at the start-up and afterwards as long as the young person, the mentor or the business may need it.

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<sup>23</sup> The word 'mentor' originates from Greek mythology. In High:five a mentor is an adult experienced person who helps the young person to be integrated at the workplace. The mentor acts as an advisor and is guide to the young person.

<sup>24</sup> Please read more on [page 29](#)

## Example of a standard job match

Even though High:five's match between young people and businesses are as different as the young people and the businesses, we have described a procedure as it may take place below:

- 1) High:five is contacted by Møgelkær State Prison that holds a young person who matches High:five's requirements. The young person is to be released in 3 months and will then move to Aarhus. The application is completed at High:five's website.
- 2) High:five in Aarhus is informed and a consultant travels to Møgelkær to talk to the young person who appears to fulfil the requirements of High:five. The young person wishes to be a carpenter and he has completed the basic training at Møgelkær.
- 3) The consultant in High:five has collaborated with several carpenter businesses in Aarhus and makes contact to these. One of the businesses would like to talk to the young person and a resume is prepared and submitted. With the assistance from the prison, the prisoner gets a copy of the criminal record and a temporary release from prison is arranged and a few days later the young person meet for an interview at the business. The consultant from High:five participates in the interview in agreement with the business.
- 4) The business decides to employ the young person once he is released, however, the business requests that the young person completes a safety course prior to start-up – High:five agrees to this with the prison. At the same time, the business requests that the young person initiates 2 weeks' practice so the young person and the business may get to know each other during that time.
- 5) High:five contacts Aarhus Municipality which prepares unpaid internship from the time of release and two weeks ahead. At the same time – upon the request of High:five - the business is provided with mentor support through the municipality during the two weeks' internship. The documents are prepared by the municipality and High:five assists the business with signature and submission of the documents to the municipality.
- 6) The business appoints a mentor who is to be responsible for the young person during the start-up and the consultant from High:five is in on-going dialogue with the mentor so he gets to know the young person and his task as a mentor. The mentor is also offered education at High:five's mentor courses<sup>25</sup>. The mentor education is not a requirement, however High:five will ensure that the mentor has the necessary expertise to carry out the task of a mentor.
- 7) The business requests that the consultant from High:five follows the start-up closely and the consultant will often visit the business to ensure that everything works out as planned. After two weeks, the business informs High:five that they have offered the young person permanent employment and therefore it does not need the assistance from High:five anymore. However, High:five may be contacted at any time if unexpected challenges occur with the young person.

## Conditions for success

To create the best conditions possible for a successful job match, High:five's employees are of assistance with information and advice to the business as long as needed.

It is important that all relevant information on time and place of start-up is settled before the young person meet on his first day at work, so the young person feels expected and welcomed. The young person is informed and instructed in the work to be performed and he is introduced to the daily routines of the business. The contact person in the business may prepare a written agreement with the young person about objectives, rules and framework.

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<sup>25</sup> Please read more on [page 29](#)

The business is thoroughly informed of the person it is receiving. Most of the time, it turns out to be a young person more loyal than average and a person who makes a great effort to show his worth because he is grateful to have been given a second chance. Accordingly, often the task of the business turns out to be much less comprehensive than expected.

The employees of the business often involve themselves deeply in the work with the young person. They are proud of the business' social responsibility and the work with the young person usually strengthens the community between the employees.

High:five's experience also shows that the efforts of the business are recognised by other businesses, customers and suppliers. High:five is pleased to profile the social responsible businesses through our website and in connection with promotion of the success stories derived from High:five's project.

### **A mentor in a business ensures a good start**

To get a good start for both the young person and the business, it is a good idea to appoint an employee in the business who can make the young person from High:five feel welcome – a mentor.

### **What is a mentor in High:five's view?**

A mentor is a supportive person employed in a business that is appointed to make the young person feel welcome at the workplace and tell about the daily routines in the business. This may include everything from practical issues such as where the toilet is and whether you should bring your own lunch etc. to the more general issues such as the work culture and the values in the business. High:five also recommends the mentor to instruct the young person all about the unwritten rules.

- The mentor is the person with whom the young person has the daily contact and may go to for advice.
- The mentor is the person who helps the young person keep a positive development.
- The mentor often becomes a role model and personal advisor for the young person in other connections other than the work-related. This is why employees who are tolerant but firm are good mentors for the young persons.

### **The mentor's relationship with the young person**

The mentor is a role model and guide for the young person. However, the mentor must know his limit and be firm about it. Our experience shows that the mentor often becomes more and more involved in the young person and this involvement affects other employees. The mentor must be aware of not being too personally involved in the young person. The mentor's roll is to build up the skills and self-dependency of the young person and the mentor must with time let go of the young person. The limit for involvement must be determined individually by the mentors.

### **High:five offers mentor courses free of charge**

To support and prepare the employee responsible for the young person in the business, High:five provide training for the person as mentor. High:five's mentor courses are held twice a year.

The mentor course was developed in collaboration with the City of Copenhagen. The aim of the course is to develop the skills of the mentors who work with the young persons on a daily basis, and give them more security and better work tools in their support of the young people. The courses started in the autumn of 2008.

The course consists of two elements:

- 1) a 3 days' residential course arranged twice a year – spring and autumn
- 2) an annual Mentor Networking Day which brings the mentors together on a recurrent basis to share their experience as sparring partners.

Participation in the mentor course is free of charge for the employees who are appointed by the businesses. High:five's consultants are subsequently always available for sparring with the mentors in the businesses.

## Learning method on the mentor courses

The speakers on the course are employees of High:five, the young people themselves and other involved parties from e.g. the municipality or the Danish Prison and Probation Service who have in-depth and practical knowledge of the issues discussed. Generally, High:five has chosen an acknowledged approach to both the set-up of the course and to the young person. We see the opportunities instead of the limitations. The issues of the course are based on short and precise presentations with more weight on training, dialogue and exchanging of experience. The training is to the greatest extent possible organised to be physical activities.

## What if a business has reservations?

Some businesses may have reservations in connection with the employment of a young person with a criminal record. This may be caused by uncertainty about whether the young person will fit into the business, whether the young person will be able to hold a job, whether he really has put his criminal past behind him, but also the uncertainty about how the employees and the surroundings will react. It is only natural that a business has concerns about hiring a person with a criminal history and it is therefore important for High:five to provide information in this respect and create reassurance in the business. Accordingly, High:five openly discusses the target group, the businesses' possibilities, requirements, expectations and reservations with interested businesses.

In order to strengthen the communication with the businesses, High:five has prepared a "tool box" in which the employees may find support before, under and after a job match.

Please read more about the "tool box" on High:five's website [www.highfive.net](http://www.highfive.net)

# The “tool box” for businesses

## – Questions and answers

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Below is listed the situations which could occur in a business both in connection with the young people from High:five and in connection with other employees. It is however important to emphasise that it is more the exception than the rule that the businesses face these challenges among High:five’s young people.

### **Did not show up on the first day**

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Most people have probably experienced leaving a secure job to start a new job and felt like having butterflies in their stomach the first day at the new job. A few might have felt like staying at home or go back to the old job and the life they knew.

The same also applies for the young people High:five works with. Many of them enter new territory – a new world which they are not familiar with. In many ways, this may be compared to travelling to the other side of the world and start over in a new culture and with a new language you do not know.

The change may be very difficult and sometimes the fear of failure overcomes the possibility to achieve. It is important that the young person, preferably before the first day at work, is informed that the workplace, the mentor and the others in the department are looking forward to seeing him, that everything is ready when he arrives, and tasks are waiting. Furthermore, the business must – as goes for all new employees – ensure that the first day at work is a good day.

If the young person not show up in spite of the fact that the business is well-prepared, High:five or the business must immediately contact the young person and find out why. In this situation, you need to have an understanding that it may be difficult, however underline that it is only the first day which is the first day. It may be necessary for High:five to follow the young person to work on the first day so he does not need to meet up alone.

### **Maintaining the motivation of the young person**

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When you seek a new job and get it you become happy and full of expectations. You are excited to meet on your first day at work. Slowly, you get to know your new colleagues, and in time the nature of the work suddenly becomes a routine. We know that new challenges at work maintain motivation to stay, and this also applies for the young people who get a job via High:five.

Naturally, the longer a young person is out of the labour market, the longer time it will take to get started and the more important it is to plan the short and the long-term objectives to be achieved. A business must stop and reflect and celebrate the objectives achieved and continue to look forward to new achievable challenges. All of this maintains the motivation of a young person.

### **Unstable attendance**

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Some of the young people who High:five helps to get a job or an education have never had a job before and some of the young people may have changed their day/night schedule. It may therefore take some time getting used to going to bed in due time and get up early in the morning to go to work. This is the main reason why High:five in some situations have experienced young people being unstable to begin with.

However, it is important that the business and High:five together find out whether the reason for being unstable is caused by the young person having to adapt to the new life and get up early in the morning or whether it is caused by the young person's lack of commitment or behaviour. If it is the lack of commitment or the young person's behaviour in the spare time that causes the limitations, action is needed. High:five and/or the mentor must have a motivating dialogue with the young person.

High:five may also get help from family, friends, SSP (SSP is a locally based co-operation between School, youth clubs, the Social Services and the Police) or other parties to ensure that the commitment and behaviour is maintained and ensure that the young person's network does not have a negative effect. The action taken from High:five is based on an individual evaluation of each person as no two people are alike.

### **Bad language**

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Some of the young people High:five helps to get a job or an education have lived a short or long-term period in a culture which significantly differ from normal work culture in which you behave properly, abide to the rules and basic standards where people talk to each other in a proper manner.

In the media many may have followed the debate about the language among young people and for some young people this language has become normal for them. In other words, some young people will find themselves in a culture where they not will be understood if they talk "business language" and the choice of words which we normally prefer not to use will often have a different and softer meaning among the young people.

It may take some time for the young person to change his language but the business, the mentor and High:five may together speed up the process by using the right language and not succumb to the level of the young person's language. Unwanted language must at all times be stopped and the language to be used must be explained. Again, it is all about communication and with an acknowledging approach towards the young person's situation explaining how the surroundings react to negative language.

### **Aggressive behaviour**

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Some of the young people who High:five helps to get a job or education have in a short or long-term period lived in a "survival of the fittest" culture and whoever shouts loudest is heard.

In a society where there is a tendency to see everything different as dangerous, many young people experience that if they are aggressive and loud, they will get what they want or are left in peace. They customise their behaviour to be negative because it works which of course not is acceptable at the work place.

It is important to tell the young person how their behaviour is perceived and the consequences involved as a result of bad behaviour – and how the surrounding persons see him and maybe judge him and which may lead to him being excluded instead of included in the community.

### The “old friends”

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Some mentors are worried about the young person’s “friends” and High:five is often asked this question: “What if the bad friends from the past suddenly turns up at the work place?”

High:five has never experienced that bad friends from the past have turned up at the work place and have had negative behaviour. Should this situation arise, the young person must clearly be told that it has a negative effect on the business, the employees and the mentor, and that he can see his friends in his spare time.

However, High:five has experienced job applicants who turns up for an interview at High:five bring along the bad friends. If they are not applicants, they will be asked to leave, and the young person is told that the friends are not going with him to work either. It may be to signal; “I am something because I have cool friends”. However, the reality is somehow quite different – such an act is mostly based on the fear of standing alone.

After starting work at the business, the young person may be proud to tell his friends: “I am cool because I have a job”. It is not unusual that the young person would also like his friends to meet the mentor because the mentor is a role model and sometimes maybe even a father-figure. The mentor is seen as “cool” as he has status at the work place.

High:five’s objective is that the young people change their lifestyle and become self-supportive, even though it may naturally be very hard work to succeed if it requires that you cut off ties to your friends and family – because then you are really on your own. High:five and the businesses cannot expect the young people to cut off all ties to their background. However, we must emphasise how important it is for the young person that he now has a chance to get a better life and that he must not allow negative influence to ruin this opportunity. High:five has experienced many young people who deliberately cut off ties to their network because they that it might ruin his future. It is a very difficult decision which must be recognised.

If the mentor or the business get a feeling through the language or actions that possible “bad friends” are lurking and try to influence on the young person in a negative way, the mentor must use constructive communication. Discuss the situation with the young person; why do the friends do that; are they “real” friends if they do this to you, and recognise the difficulty in letting something go to achieve something else. At the same time motivate the young person by emphasising the fact that all beginnings are difficult but will change in time.

If possible, get the young person involved in activities within the business and thereby introduce an alternative network for the young person. Socialising with other employees in connection with running, bike cycling, cooking, parties etc. will slowly strengthen the young person’s social skills and extend his network.

As mentor for the young person you should always help the young person to get a good grasp of the situation: “Where are you now, what opportunities do you have, where are you going, how far are you now, and which consequences could the actions have for you?” Accordingly, it is the young person who must make the right decision - not the mentor or High:five. It is about the life of the young person and why the responsibility basically lies with the young person.

There is no template on how far you should go as a mentor as it depends on the individual and the mentor's internal relationship. High:five will not define the framework for the support and backup which the individual mentor will offer. One mentor had experienced that friends of a young person had invited him to participate in bad behaviour and solved it with the sentence: "We are going to the movies tonight, and I wondered whether you would like to join us?". The young person accepted the invitation and the problem was solved.

The young people know that they must stand up to their "bad friends" in connection with meeting at work and with respect to going out on a weekday, but often they need a legitimate reason to reject and the mentor's words about "it is not allowed to have your friends visit you at this place" or "we never go out on weekdays because we have to be rested in the morning" may be the young person's legitimate reason and the words which he can use towards his friends. The mentor must be aware that his words often become "the law" for the young person.

### **Sudden stop**

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A few of the young people who High:five help into jobs suddenly stop after a period of time even though everything is going as planned and everybody is happy and content. The business and the mentor do not always get a reason why – the young person just stays away.

If the young person stays away without giving a reason why it is often based on the young person being embarrassed of failing and do not want to face the consequences of being absent. In other words, he keeps away from possible criticism.

In High:five experience, there is a "crisis" one to three months after start-up at which point the young person has learned part of the work well and the daily routines have settled in, and the work may have become trivial – which may happen to all employees. High:five has also seen a few examples of young people suddenly stopping after several years.

As mentioned under the paragraph "Maintaining the motivation of the young person", it is important for the young people that they see a development on an ongoing basis and they achieve small or large objectives, and that the mentor together with the young person celebrates the goals achieved by the young person. What is true for the young people is also true for the rest of us: If you are thriving and you are regularly challenged, then you are likely to stay in the business. It is therefore important to continue setting new challenges. However, it is important to know when the young person "reaches his limits". You cannot take it for granted that the young person is able to figure out setting a new objective. You risk that the young person becomes discouraged if the task at hand appears to be too difficult.

Previously, High:five has experienced a situation where a young person started working at a factory and learned the job very quickly. After some time the mentor considered the young person adequately skilled to be trained in defect reporting of the machine and was introduced to the computer and the system in which to enter the information. The young person never returned and several days later it came into light that he was dyslexic and was afraid of being "revealed". High:five and the businesses must together try to avoid these situations as it is a failure for the young person and regrettable for the other parties involved. That is one of the reasons why the practical side of the evaluation has now changed to clarify any dyslexia already at the first interview.

When the businesses and High:five help the young person to get a job, the young person is naturally grateful for the assistance. But for most of them there is a lot of prestige and self-esteem in applying for a job on your own and get it. Some of the young people who stop after a while have applied for a job themselves and gotten it, and this is not a defeat but a victory – even though the business may see it as a waste of and of no gain for the business in the long run. That fact that the young person does not inform the mentor or the business that he has applied for another job and have gotten may be caused by the young person not wanting to hurt anyone towards whom he is grateful and whom he cares about.

That a few of the young people stop working after several years may seem hard to understand, but you cannot forget that the young people, as anyone else, may get private or personal problems which no one can foresee, avoid or solve.

### **Does the young people do drugs?**

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The use of alcohol and euphorising drugs has changed character through the past years – not only in Denmark but in the whole world. At Danish work places it was previously common to drink alcohol but to a wide extent it has today been banned. In the spare time, even on weekdays, drinking alcohol is become normal – also in ordinary families, and young people are still getting younger when they are introduced to alcohol.

The use of euphorising drugs has changed significantly in character during the past ten years – this also applies for the general view on drugs and the people who use it. Qualified manufacturers refine the material, expand the assortment and increase the effect, and the drug hashish is not today as it was 10, 20 or 30 years ago: it is much stronger and with much more harmful effects.

A lot of the young people see it as “normal” to use euphorising drugs. Today, the users of euphorising drugs are often ordinary young people and the drugs are limited to specific social groups. As technology has developed, the chemists have developed synthetic drugs which have serious effects and the long-term consequences are unknown so far.

Today, in Denmark there are businesses which experience use of euphorising drugs among their employees and the problem will probably increase in the future.

It is very difficult to evaluate whether a person is a user of euphorising drugs in weekends. In the weekends, the drug user can “get high quickly – and keep the high speed longer” with exhilarating drugs (cocaine and ecstasy etc.), and when the weekend is about to end, they may use sedative drugs (hashish etc.) to “come back down to earth”. Another scenario could be that they hang out with their friends and “smoke some weed” on a Saturday night.

High:five’s requirement that the young people must be drug free is fundamental if we are to help them to get a job or an education. We do whatever possible to find out whether the applicant has a drug addiction. If High:five is in doubt, we have the young person tested. The person is tested by his own doctor or via the Danish Prison and Probation Service if the person is under their supervision. The young people who are tested positive or inform that they are drug users/drug addicts are rejected. We do whatever possible to find out whether the young persons have a drug addiction, however, we must recognise that a few of the young people slip through the net.

A weekend drug addiction may take place without the business finding out Monday morning. To uncover a drug abuse, you must often be aware of sudden change of personality, behaviour or temper. Significant lack of energy or excessive energy, very large dilated pupils or very small constricted pupils may indicate a drug user, however there are exceptions. If the business discovers significant changes or are suspecting drug use, it is very important to immediately contact High:five to find a solution to the problem.

In our view, at the evaluation, the young person knows that we have drug-free requirement at High:five. Should the young person appear to be a drug addict after his job start in a business, it as a serious breach of trust towards High:five and the business. It is the business who is responsible for hiring and firing and therefore it will ultimately be their decision, but as a general rule High:five recommends a dismissal.

### **Does the young people steal from us?**

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As mentioned, High:five's requirements to the young people means that they will get the help from us if the young people have decided to put their criminal history behind them, and they have decided not to commit crime again.

If the High:five employee who evaluates the young person suspects that the young person is more "outgoing" than he has told or more criminally active than the criminal record states, we will with the acceptance from the young person seek information from the Police whether they have knowledge of the young person's activities. If the young person does not give his acceptance for us to seek information from the Police, he will be rejected as he is not ready to "wipe the slate clean" in our view.

Despite our great efforts to discover a young person's negative activity, we cannot guarantee that the young person continues his criminal activities – High:five can never provide a guarantee in this connection. However, it is important to emphasise that High:five has never experienced that a young person has stolen from the business in which he is employed or committed any other crime and we consider this risk very limited.

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By showing the young person trust during his employment, the business gives the young person a chance which he knows is very hard to obtain – bearing the situation in mind. However, should the young person appear to be committing crime, the young person would hardly commit the crime within the business which has given him a chance. Usually, it will be the last place to commit the crime.

The business takes a minimal risk. As mentioned, much can go wrong. Not only for High:five's young people but for employees in general. But based on more than 1,000 matches between young people and businesses, fortunately, we can establish that the risk that something goes wrong is minimal.

# If you want to know more as a business

You and your business are always welcome to contact our experienced consultants. At our website [www.Highfive.net](http://www.Highfive.net) you can locate the employee who works in your area.

## Benefits for the business

High:five's employees are experienced consultants who work free of charge for the businesses and we have many years' experience in working with young people on the edge. We know the young people well and we are experienced in evaluating whether the young persons will fit into a specific business. In High:five we know what it takes to succeed in a job match. Based on the thorough preparative work performed by High:five's employee, the business may expect the following from High:five:

- Professional advice and assistance free of charge
- Fact-based and honest information about the young person
- The employees of the business are trained to take on the task
- A new employee who wants to be employed in the business
- A employee who has put his criminal past behind him and who is drug-free
- A diligent and loyal employee as the young people often feel that they "owe" the business something for giving them a second chance
- The employees in the business are usually very proud of their company acting socially responsibly and many employees wish to be involved in the process
- The business receives a Certificate in Corporate Social Responsibility (CSR) as a result of their collaboration with High:five
- Customers and suppliers appreciate that the business is social responsible.

High:five only refer young people – whom we would be pleased to employ ourselves – to the businesses

## We always seek new collaborative business partners

In order for the young people with a criminal record to succeed in getting on with a life with a job or an education and thereby stop the criminal course, it is necessary that they get the chance to change their way of life. Therefore, it is vital that High:five continues to enter into new collaborations with both businesses and the public authorities and that we extend our collation with our existing partners.

High:five is contacted by businesses that are interested in working with us and help a young person with a criminal record. But we get much more requests from young people who need help. So a large part of High:five's work is to reach out to new businesses and to nurture and maintain the contact to High:five's existing collaborative business partners. We do this by making contact personally, by participating in meetings and arrangements or through our network.

## What kind of businesses is needed?

The young persons who contact High:five are very different. It can be boys, girls, Danish or of another ethnic origin, well-educated or poorly educated, skilled or unskilled. Some have no or few challenges, others have many, and we have young people with very different wants and needs.

High:five is dependant on job opportunities for the young people on the edge in all kind of branches and all over the country.

## Prison visits

High:five believes that insight creates understanding and understanding breaks down barriers

We think it is important that the businesses and the municipalities know the opportunities and expertise available for the prisons and the institutions in order to clarify and train the prisoners, and the skills the prisoners already have. Therefore, in collaboration with the Danish Prison and Probation Service and the individual prisons, High:five invites the businesses and the municipalities to visit the prisoners inside the prisons. They will then get to meet the prisoners and experience life inside the walls. They also meet the prison staff and learn about their opportunities and challenges in connection with their work with the prisoners. In this way, the businesses and the municipalities get an understanding of the prisoners' everyday life and the work of the prison staff.

## The purpose of prison visits

The fact that the businesses get the opportunity to visit a prison often means that the businesses become much more motivated to hire a former prisoner. They have with their own eyes seen that it is quite ordinary people who are behind bars – people with a burning wish to get out and get a job, start a family and live a life without crime. The prisoners become “personified”. At the same time the businesses experience that the quality of the skill training in the prisons and institutions often match the level outside the walls.

The purpose of the business visits in the prison also strengthen the motivation among the prisoners. When they experience that real businesses outside the prison show interest in meeting them inside the prison, they come to believe that a normal life with a job after serving time in prison is possible.

# Registration

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In order for us at High:five to have an overview of the young people with who we are in contact and our business partners, everyone will be registrated in High:five's internal database which is approved by Datatilsynet (the Danish Data Protection Agency). Here, we also update all job and education matches

## Registration of the young person

Before the young person comes into consideration, he must fill out a application form and sign a declaration of consent<sup>26</sup>. The application form includes information on previous work experience, hobbies, driving licence or dyslexia and everything relevant in relation to employment in a business. This information is registered in High:five's internal database.

Besides this, the young person's profile is updated with additional information by the High:five employee who is in physical contact with the young person. The employee updates the log book of the young person on an ongoing basis during his time at High:five.

## Registration of the business

All relevant information about High:five's business partners, business, mentors etc. is also registered in the database. As for the businesses, the information to be registrated would be the contact person in the business, concluded agreements or the like. This information is updated by the responsible employee at High:five in the relevant area on an ongoing basis. In this way, we constantly have an updated overview of all the active business partners and can quickly and easily registrate job and education match. The information is only available to the employees of High:five and all employees are subject to professional secrecy.

Our registration system is construed in a way so each employee in High:five has access to seek information about a business, a young person or a match and the employee may thereby take over a task from a colleague.

## Update of job or education match

When there is a match between a young person and a business or an educational institution, the match is registered in the database so it appears on the profile of the young person and the business/educational institution. In this way, High:five is able to follow the match and add any additional information.

Further, High:five registrates information about the hiring process and the young person's development in the employment. Should the employment agreement for any reason be terminated, we also registrate this and state a reason for the termination. A termination of employment is often due to the young people moving on to a new position either within the same business or a new business, or moving on to education or having finished training. This is registrated as "positive drop-out"<sup>27</sup>, as the employment agreement has been fulfilled and the young person has stayed away from crime. In very rare cases the drop-out is caused by the young person staying away from work or having been fired. This is registrated as "negative drop-out"<sup>28</sup>.

Based on the registrations mentioned above, statistics of High:five's activities and results is made, and the database also form the basis for a systematic follow-up on ongoing cases.

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<sup>26</sup> See also [side 59](#)

<sup>27</sup> "Positive drop-out" is when the young person has stopped according to agreement (short-term employment), or moved on to another job or to an education.

<sup>28</sup> "Negative drop-out" is when the young person has not shown up on his first day at work has stopped without warning or has been fired.

# Work papers / work method

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In this process of matching the young person with a business, High:five uses work papers to ensure that all relevant and important information is filed and registered in High:five's database. Some of the documents are also handed out to the young person and the business to ensure that everyone involved are informed of what is agreed upon.

The following documents are completed and used in connection with a job match<sup>29</sup> :

- Application form – prior to the evaluating meeting
- Declaration of consent – prior to the evaluating meeting
- Criminal record – prior to the evaluating meeting
- “Who does what” form – is handed out to the young persons after the evaluating meeting
- “Mentor-young person” form
- Partnership agreement (job match agreement) between the business and High:five – prepared in connection with the job match
- Documents from the municipality (if necessary):
  - Apprenticeship and wage subsidies
  - Workplace approval
  - Mentor subsidies
  - The business apprenticeship programme etc.

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<sup>29</sup> See examples of these documents in the back of the Concept description at [page 56-61](#)

# High:five's method in relation to the municipality

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A sound and close collaboration with the public authorities is a prerequisite for High:five to succeed in helping the young people with jobs and education and thereby keeping them away from crime.

## **High:five is an extension of the public authorities' work**

In High:five, we know that by law it is the public authorities' legal obligation to act in relation to the target group we work with. High:five may therefore only be of assistance in relation to this work, if chosen.

Therefore, High:five wish to be deemed as an extension of the good work which is already being done by the public authorities. We are an organisation that may help to motivate the businesses to take a social responsibility and at the same time assist the businesses to maintain the young people in job or education.

## **High:five is the municipalities' collaborative business partner**

If the municipality has a young person who fits into the target group, the municipality may contact High:five, and we may then together discuss how we may best help the young person into a normal life with either a job or an education. If the young person is evaluated to be ready for the labour market and fulfils the requirements of High:five, we will find the right business for the young person. High:five prepares a contract in collaboration with the business and the municipality, which describes the target of the employment, job type, content and duration as well as the financial and practical conditions in connection with the employment.

At High:five we do not work with job activation and only use short-term apprenticeships or short-term wage subsidies, if absolutely necessary. The level of support to the businesses should always be defined reasonably in proportion to the additional work undertaken by the business. High:five does not enter into agreements about standard course and standard support when hiring unemployed person.

High:five recommends to the municipality a reasonable level of support to the business, and the municipality makes the final decision with respect to any granted support.

It must be emphasised that High:five does not charge a fee for our service.

## **The target is always the shortest way to normal employment**

This means that the young person must be employed on equal terms as everyone else in the business as quickly as possible – which is normal employment terms. Accordingly, High:five has a financial responsibility in relation to our work processes why a job match and education match always must be established as quickly as possible and as financially responsible as possible.

# High:five's method in relation to the Danish Prison and Probation Service

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## The collaboration with the Danish Prison and Probation Service

Today, High:five has a sound and close nationwide collaboration with the Danish Prison and Probation Service not only in general terms but also on local terms with prisons, institutions and KIF-departments in all regions of Denmark.

## Contact during imprisonment creates success

Rambøll's evaluation of High:five in 2012<sup>30</sup> shows that High:five has success especially in getting the young people who serve time in prison or has just served their sentence to change their lifestyle and keep the young people away from crime by helping them into job or education<sup>31</sup>.

Therefore, it is an advantage that High:five gets in contact with the young people in due time before release and at this early stage of time establishes a contact to a business with an employment agreement. In this way, it is ensured that the young person may start working immediately after release and thereby the risk of the young person getting lured back into the old lifestyle is reduced. The optimal result is achieved when we in collaboration with the prison can get the prisoner to begin the apprenticeship at the business before the prisoner is finally released.

## Evaluation meetings/Interviews in the prisons

Most of the prison staff knows High:five's work methods and requirements. Social workers and the prison officers may therefore contact High:five every time they meet a prisoner who fulfil our requirements and expectations. High:five will then visit the prisons and interview the prisoner. High:five's consultants visit the prisons and interview the prisoners in the same way as we would interview all other young people in High:five. Sometimes it takes a few more interviews and visits when the candidate is in prison as there are conditions related to the release which needs to be clarified.

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<sup>30</sup> Please read the whole evaluation at [www.Highfive.net](http://www.Highfive.net)

<sup>31</sup> The evaluation shows that 30% of the prisoners who had received help from High:five returned to a life with crime – however, none of them were sentenced to serve time in prison. Accordingly, 93% in a comparable test group relapsed into their previous criminal habits.

# High:five's method in relation to the Police

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## **The collaboration with the Police**

Today, High:five collaborates with the Police nationwide not only with the Police Districts' management but also with the local crime-preventing units and gang-exit groups.

## **Police as coordinator**

The anti crime and safety work is coordinated by the national council and the local councils, respectively, and is coordinated by each police district.

The national councils consist of the head of the police district and all the political chosen mayors in the police district area. Each municipality has a local council and each local council consists of the police district's anti-crime team and the local representatives from the municipalities, SSP and the representatives from the Danish Prison and Probation etc.

## **High:five and the Police**

Since the beginning in 2006, High:five has had a sound and constructive collaboration with the police. The collaboration also involves work in specially vulnerable house areas and in connection with gang-exit work.

# If a public authority wishes to enter into a collaboration with High:five

## The aim of the collaboration with the public authorities

As mentioned, High:five's objective cannot be achieved without close collaboration with all players in the public sector. Therefore, it is our aim that all our collaborative partners are constantly well-informed about High:five, our work methods, our target group and the current status on our young people's lives.

At High:five we strive towards performing our task so all public authorities see us as an organisation which:

- collaborates on all levels as an unbureaucratic organisation, and which is using the quickest way possible to an ordinary job
- only uses relevant financial subsidy schemes which match the size of the task
- ensures that we have a detailed agreement on "who does what" when following-up on the each match
- keeps the authorities informed about the result of each case
- acts loyal and respectful towards our collaborative partners

High:five's aim is that the public authorities always see High:five as part of the solution when they are in dialogue with the young people. It is High:five's objective that the social workers in the public sector use High:five's offers as it is a good solution for both the municipalities and for the economy<sup>32</sup>.

## A sound and constructive collaboration with municipalities, the Danish Prison and Probation Service and the Police

From High:five's perspective, a sound collaboration is when there is a mutual understanding of work methods between the parties and when the involved parties know what the aim is – which is to get ex-offenders into the labour market.

### A sound and constructive collaboration is:

- when we together focus on solutions instead of problems
- when everybody takes the task seriously
- when we can use each other as sparring partners
- when everyone gives thorough information and keep agreements and deadlines

In order to help each other the best way possible, High:five thinks it is important to provide knowledge about our target group so everyone knows when High:five may act as an extension to the services provided by the municipalities, the Danish Prison and Probation Service and the Police. Additionally, we make an effort to clearly define the roles and tasks and ensure that it is specified who does what in order for everybody involved to know what they can expect from the collaboration and with what they may contribute.

## Exchange of information is a prerequisite for success

High:five differs from the other parties involved as the only expense for using High:five's assistance is the time spent on the collaboration with us. In return, there will be significant financial social gains when a job or education match succeeds<sup>33</sup>. Dialogue creates the optimal conditions for success, so it is important that everyone involved are informed and that there is an updated mutual sharing of information on the internet.

<sup>32</sup> The calculations in Rambøll's evaluation of High:five in 2012 showed that the social saving per young person matched through High:five is up to DKK 1.4 million if it has a lifelong effect.

<sup>33</sup> See [page 10-11](#)

## High:five and the municipalities may help each other

The young people in High:five's target group are citizens in a municipality and therefore the responsibility of the municipality when they are unemployed. In many cases, the municipality knows the individual young person and his family well. The municipality's knowledge and High:five's expertise and opportunities may therefore go hand in hand in a constructive collaboration in order to help the young person to a life without crime.

In High:five, we need the municipalities' knowhow and skills. We need the municipalities to establish the necessary assistance such as e.g. support services which ensure that the young person is well-prepared for a new workplace – and to keep on working. In return High:five may assist the municipalities in the search of businesses which are willing to hire the young person, and we will assist in ensuring that the development of the young person in the business becomes a success. In this way, everyone will enjoy the benefits of a collaboration.

## High:five is available to the municipalities

The municipality will always be able to contact High:five in connection with:

- Information about High:five and our work method
- Guidance and advice
- Information about the young people involved in the collaboration
- Clarification of "who does what"
- Negotiations/re negotiations of the content of contracts
- Completion of cases

High:five would be pleased to present our project to/in the municipality. In case, this should be of interest, please do not hesitate to contact our secretariat or the local consultant by phone or email.

## High:five wishes to collaborate with the prisons with respect to the development of work-related skills

The political focus on targeted skill development of prisoners has intensified since 2006, and especially since the new agreement with the Danish Prison and Probation Service was concluded in 2012. In line with this focus an increasing number of young people are sentenced with either electronic tagging or community service for minor offences. In addition, the number of gang-related prisoners has increased significantly during the last years which naturally imposes new demands to the work and the organisation of the Danish Prison and Probation Service.

It is important that the prisoners' skills match the labour market's needs which makes it easier for the prisoners to get a job after imprisonment. For this reason, High:five has entered into a collaboration on job-oriented skill development of prisoners with the Department of Prisons and Probation, prisons and businesses. For example, High:five collaborates with Meyers in relation to a "Culinary Education"<sup>34</sup> in Copenhagen Prisons, the State Prison in Vridløse and the State Prison in Jyderup, respectively. Further, High:five participates in the establishment of a scaffolding education for the prisoners in collaboration with the State Prison in Horserød and FA Stillads.

The objective is that these successful partnerships motivate more businesses to get involved in targeted skill development of prisoners in the Danish prisons. Prisons and institutions may with great benefit contact High:five to discuss the local opportunities so we may assist in finding collaborative businesses.

In addition to the above, High:five and the Danish Prison and Probation Service collaborate on the following:

- Information meetings for the employees about High:five's work and possibilities
- Information meetings for the prisoners about High:five's work and the labour market's requirements and expectations

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<sup>34</sup> In 2012, the Danish gastronomic entrepreneur Claus Meyer concluded an agreement with the State Prison in Vridløse to establish a cooking school for prisoners. The cooking school was a huge success and in 2013 additional schools were established in the prisons throughout Denmark.

# If you want to know more as parents or closest relative

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## **The young person must contact High:five himself**

High:five is daily contacted by parents or relatives who worry about their young person either because he has begun to neglect school, dropped out of education, or begun to smoke hashish, or because the young person is committing crime. The parents and the relatives often contact High:five because we are independent from the public authorities.

Sometimes, we are contacted by parents or relatives who want us to help find a job for the young person. In these cases, we inform the relatives that we base our work on the philosophy that it is the young person himself who must contact us and ask for help. By doing this, the young person shows genuine commitment and a will to put behind his criminal activities and start working or begin an education.

Therefore, we recommend the relatives to talk to the young person about the opportunities of High:five and motivate the young person to get in contact with us.

## **No businesses will employ drug addicts**

High:five receives many requests in relation to the young people's drug use. Parents and relatives are informed when they contact High:five that use and addiction of drugs will result in unemployment as no business will employ a drug addict.

The parents and relatives should also be aware that the drugs available today are far more dangerous than the drugs that were available when they were young. Being a drug "user" i.e. is almost always the same as being a drug "addict". In this relation, it is important to emphasise that hashish is also considered narcotics – a narcotic drug, and that use of hashish in weekends is also considered as drug use/addiction. Dialogue with the young person is the way forward and if the parents and the relatives want to know more about drugs available in Denmark, information about this may be found online.

## **When a young person has been imprisoned**

Many parents contact High:five because their son or daughter has been imprisoned and sometimes the parents are unaware of the reason behind the imprisonment. As a general rule, High:five only collaborates with the young person when the case is closed and the sentence is given. If the case will obviously not result in an imprisonment, High:five may deviate from this general rule. High:five recommends the parents to contact the prosecutor of the case to be informed of the name of the court-appointed counsel for the defence. A dialogue with the court-appointed counsel may clarify the particulars of this case. If the young person is under the age of 18 and the parents have custody, the public authorities must inform the custody owner about the case. If the young person is of full age and capacity, the parents have no right to be informed about the case.



  
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& SØN**  
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” Will, motivation and commitment opens the doors to a new future

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# How is High:five organised?

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## The foundation of High:five

High:five was founded in 2006. Before the foundation of High:five the former Commissioner of Copenhagen Police, Hanne Bech Hansen, expressed concern about the young people wandering the streets. Young people who due to boredom or lack of attention lead them into spiral of committing crime: As soon as they were released, they committed new crimes because it was difficult to get a job with a criminal record. Therefore, the Commissioner required action to solve this problem.

This was a task, Virksomhedsforum for Socialt Ansvar (Business Forum for Corporate Social Responsibility), or simply VFSA<sup>35</sup> which is a network of Danish business people who advise the Minister for Employment on corporate social responsibility, wanted to solve. The VFSA businesses were not dismissive towards the idea of opening the doors to young people with a criminal record, however, at the same time they were aware that they needed assistance to launch such an initiative. Therefore, VFSA applied for funds to start up a project that could contribute to a solution to the task. For the project to have the best conditions to succeed a staff with adequate knowledge and expertise of the target group, the labour market and the public sector was needed. In 2006, a chief manager and four regional leaders were employed and sent to the various regions of the country who together fulfilled these requirements. This was the beginning of High:five.

## The meaning of the name “High:five”

The project manager in High:five chose to call the project High:five. “High:five” is a gesture that indicates a recognition or a celebration of a shared victory. To give each other “high five” has for ages been used in connection with sports games, but today it is also used as a common gesture outside sports. The wish is to evoke a feeling of solidarity between the involved parties – a mentor and a mentee – when they have achieved success. And at the same time, it was a concept which young people could relate to.

High:five – when the involved parties celebrate a shared

## The businesses had to be motivated to collaborate

As High:five was founded by a business network consisting of reputable and socially experienced businesses, we expected many of these businesses to open their doors for collaboration. After a short while, we realised that the number of businesses with a positive attitude was limited and that the motivation of the businesses would take some time and cost a lot of effort. The businesses seemed more sceptical to hiring ex-prisoners than we first expected. When asked directly, most of them expressed concern about the safety of their employees and their security in general.

It was therefore important to identify what it would take to change the attitude of the businesses. When asked directly, the businesses replied that they required “safety” and “guarantee” that nothing negative would happen. They needed High:five to guarantee their safety and that the young person matched the business and that High:five could deliver assistance on an ongoing basis as long as the business needed it. The task was defined.

In the beginning of the project 9 out of 10 businesses said “no” to employ ex-prisoners when High:five asked. However, the more positive experiences the businesses achieved in their collaboration with the organisation and the more the profile of High:five has been strengthened, it has been easier to motivate the businesses. Today, more businesses take the initiative to contact High:five to establish a collaboration. A few businesses uses High:five’s assistance in the evaluation of unemployed persons with a criminal record who are referred by the municipalities to be employed in the businesses, and experienced businesses often assist High:five in motivating new businesses.

<sup>35</sup> [www.vfsa.dk](http://www.vfsa.dk)

# The organisation of High:five

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## The staff

As previously mentioned, High:Five is a large group consisting of very different collaboration partners, and it was essential for the chief manager to reflect the diversity in High:five's staff structure. A diversity of people in the organisation increases the understanding for the collaboration partners practice areas and work methods and it facilitates communication. Since the beginning of High:five, we have employed staff with expertise from the Police, the Danish Prison and Probation Service, the municipalities, recruitment agencies and businesses – leaders as well as trade union representatives. The condition for employment in High:five is that the applicants have knowledge of the target group.

We believe that the diversity of the staff in High:five has added the professional competences, weight and extensive knowledge to the project.

## Funding

Since the beginning in 2006, High:five has been funded through government funds from the Danish Ministry of Employment. After the first project period from 2006 until 2009, it was decided that High:five's existence should continue. In the period from 2006 until 2014, the project High:five has been extended four times, and now, we no longer consider High:five as a 'project' but as an organisation.

Period of extensions:

1: 2006-2009

2: 2010-2011

3: 2012 + Q1 of 2013

4: 2013 + Q1 of 2014

5: 2014-2017

## The period 2006-2009

In the first period from 2006 until 2009, High:five received funds of DKK 5 million per year. In this period, a chief manager was employed as well as four regional leaders and the initiative was established in four parts in the country: in Greater Copenhagen, Funen, Eastern Jutland and in Southern Jutland.

In the first four years, High:five focused on establishing collaboration with interested parties, the launch, gathering of experience, method and concept development and adjustments and method framework.

## The period 2010-2014

Based on High:five's promising results in the first period, the initiative was extended with aid from government funds in the autumn of 2009 and the funding was doubled to DKK 10 million per year covering the implementation of a nationwide effort. Since 2013, the funding has been DKK 13 million per year.

Since 2010, High:five's funding has been extended three times and in 2014 we have a staff of 20 (who are today titled senior consultants and consultants) spread out in most regions of Denmark.

Accordingly, High:five has grown from five employees to 20 employees as politicians through annual evaluations have seen the effects of our work and have prioritised to dedicate additional funds to the project as a result thereof.

Moreover, the businesses in VFSA have supported High:five on an ongoing basis by providing work places free of charge to our employees, by offering coach education to our employees or by paying a part of High:five's meeting costs which has minimised operating costs significantly.

## Organising

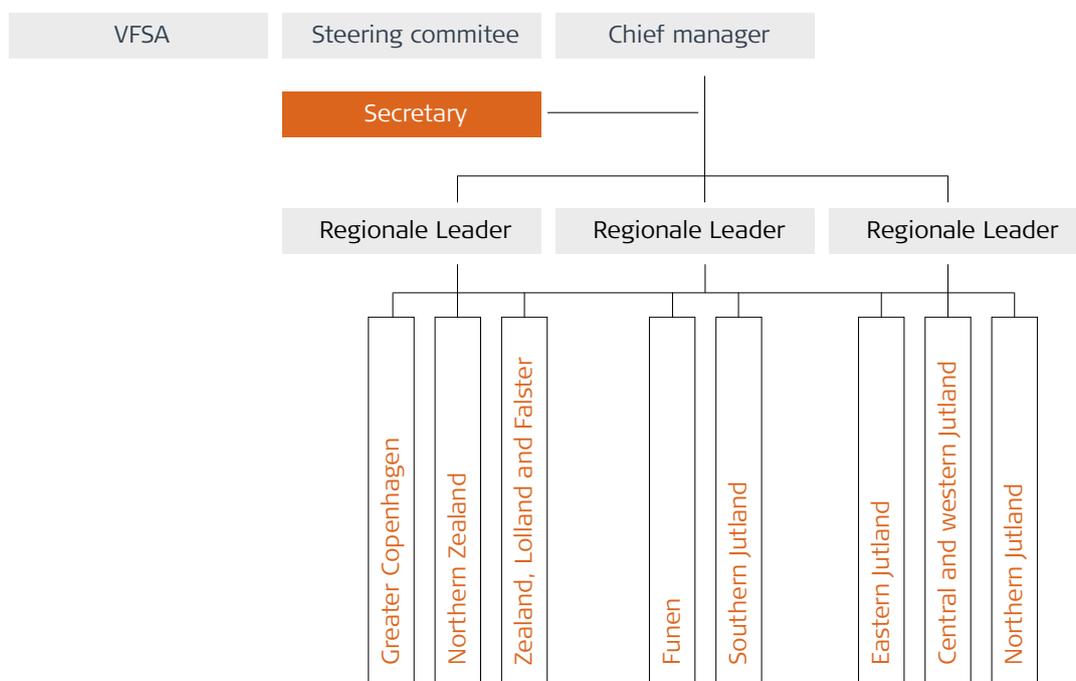
In the beginning of the project, VFSA established a steering committee to monitor the work of High:five. The steering committee consists of representatives from the businesses, the Police, the Danish Prison and Probation Service and the VFSA. In 2014, High:five is managed by a chief manager who, along with a secretary and a consultant is in charge of High:five's secretariat. Nationwide, there are nine senior consultants and 5 consultants responsible for the local work. In some areas, assistants are employed to help the senior consultants.

Regional Leaders have been appointed for the three teams in the country into which High:five is divided:

- Zealand, Lolland Falster and Bornholm
- Funen, Southern Jutland and Eastern Jutland, and
- Western, Central, Eastern and Northern Jutland

Each senior consultant responsible for coordinating the work in a defined geographical area has appointed and is head of an expert monitoring group of representatives from the public collaboration partners and private businesses who locally function as sparring partners and primarily influence for the senior consultant and contribute with positive measures for the local society.

## Organisation chart



## Evaluations

High:five's work is documented and evaluated on an annual basis by the consultancy firm DISCUS A/S. The evaluations include status of job and education match as well as ongoing initiatives. However, DISCUS A/S also makes recommendations to High:five's efforts going forward.

In connection with the debates on government funds in the autumn 2011, the negotiating partners decided on an external evaluation of High:five's work prepared by the consultancy firm Rambøll. This evaluation was ready in the summer of 2012. In the evaluation, Rambøll described High:five's efforts as a success and with a strong impact on recidivism. At the same time, a more stable and long-term funding of High:five's work was recommended.

All evaluations of High:five may be found on High:five's website: [www.highfive.net](http://www.highfive.net).

# Follow-up and prevention

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Until 2013, High:five has followed up on the established job match by keeping in contact with the businesses and by being thoroughly informed on the status of the young person(s) in the business. The statistical certainty concerning drop-outs depends on the information we receive from the businesses.

In order to ensure a statistical correct description of the High:five's results, the steering committee behind High:five has requested that a systematic follow-up on the young people and the businesses is performed. Such an initiative was also recommended in Rambøll's and DISCUS A/S' evaluations of High:five in 2012.

On this basis, High:five has introduced guide lines to a standardised and systematic follow-up which was implemented in 2014. In the preparation of the guide lines, an important consideration has been preventing, to the greatest extent possible, that the job match is unnecessarily problematised or the young person is stigmatised by being constantly "reminded" of his criminal past and his connection to High:five.

## **The follow-up process:**

- 3 months after a job match is established, the senior consultant contacts the business/the young person
- 6 months after a job match is established, the senior consultant contacts the young person by text message
- 12 months after a job match is established, the secretariat contact the young person by text message

## **Prevention**

During the evaluation meetings with the young people, experience shows that some of the young people relapse after some time. It is only natural that a crisis occurs, however the young person must ask for help if there is problems so we may help him through it together with the businesses. By doing this, we may together prevent the young person from falling out of the collaboration.

The business and the young person is further informed about the help and guidance they can receive from High:five if they suspect a crisis to occur.



” In High:five a mentor is an adult, an experienced person who helps the young person to be included at the workplace. Then mentor acts as an advisor and guide for the young person.

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# Glossary

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## Adherence

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High:five's objective is to make the young people change their lifestyle which means that they stop their criminal behaviour and get a job or start an education. In this connection, adherence means that they are maintained in a new way of life without crime. The adherence percentage is based on the results of the systematic follow-up performed by High:five. High:five does not have access to the public systems: the register of criminal records etc

## Drop-outs

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High:five works with two kinds of drop-outs:

### Positive drop-outs:

- Stopped according to agreement (short-term employment)
- Started a new job
- Started an education

### Negative drop-outs:

- Absence on the first day at work
- Stopped without prior agreement
- Dismissed

The definition 'drop-outs' only include negative drop-outs as the aim is to keep the young person out of crime, but not necessarily in the same job/education as initiated at first instance.

## Job match

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Job match means a job for a young person in a business to which High:five's consultant has contact with both the business and the young person. The young person is evaluated by High:five and matched with a business which High:five assists.

## The Danish Prison and Probation Service

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Covers all parts of the authorities: the Department of Prison and Probation (the Danish Prison and Probation Service's management and administration), prisons, institutions, KIF-departments (Kriminalforsorgen i friheden), the departments of electronic monitoring services and community services.

## Mentee

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A person who is guided by a mentor

### **Mentor**

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The word 'mentor' originates from Greek methodology. In High:five a mentor is an adult and experienced person who helps the young person to be included in the work place..

### **Recidivism**

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New sentence which requires imprisonment or to be handled by the Danish Prison and Probation Service and which sentence has been passed within or up to 2 years after the termination of imprisonment of a previous sentence.

### **Education match**

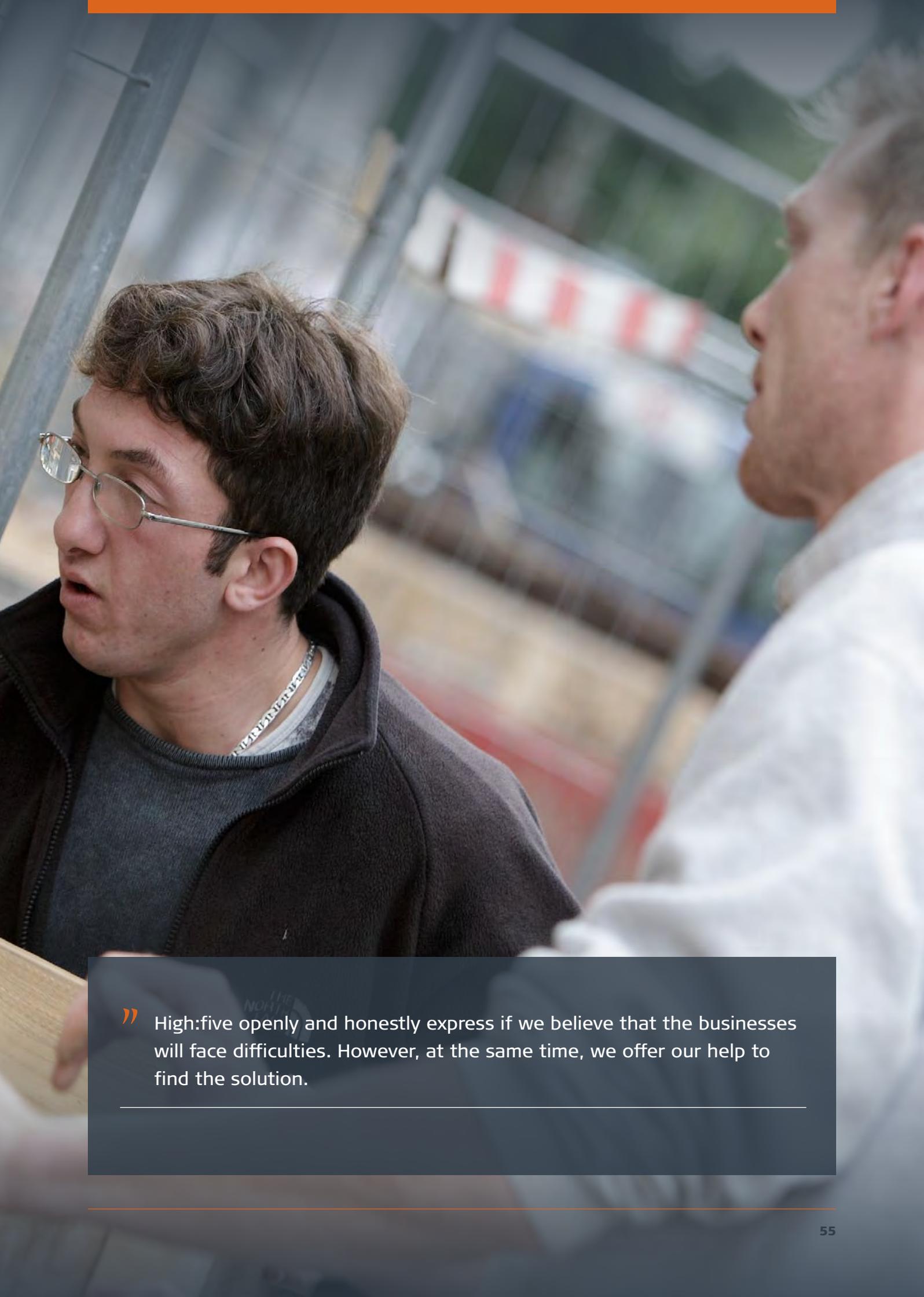
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An education for a young person in an educational institution and in this connection High:five's consultant keeps contact with both the young person and the educational institution. The young person is evaluated and matched with an educational institution with the assistance of High:five.

### **Evaluation**

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An evaluation is a meeting between the young person and High:five's consultant where the young person's future, challenges, skills, wishes, motivation etc. is determined. It is also determined what High:five may do for the young person and what the young person can do himself. The duration of the meeting is between 1-2 hours. In some cases, several meetings over a longer period of time are required.



” High:five openly and honestly express if we believe that the businesses will face difficulties. However, at the same time, we offer our help to find the solution.

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**You have now had your evaluation meeting and answered a lot of questions which has helped us in High:five to know your background, education, work experience as well as your wishes for a job or future education. What happens next?**

- We use your Declaration of Consent to obtain more information about you as we need to ensure that you fulfil the requirements of High:five.
- We search our database or visit new businesses to find a job match for you.
- Should the criminal record not have been delivered in connection with this meeting, High:five will not proceed before this record is received.
- Or we find out whether there is an opportunity for a (new) education in collaboration with the other contact persons you may have.

**It may take some time, but you will be contacted by us when and if:**

- We need further information.
- We cannot help you through High:five.
- We agree or already have agreed on a date for a new meeting.
- We have found a job for you.
- We have suggestions for education.
- Or we contact you to hear how you are doing.

**Please contact us if:**

- Your situation should change and you need to notify us thereof or you need our help.
- You have found a job or education yourself with which you would like High:five to help you get started.
- You get a job or have started an education and you no longer need help from High:five

**Please note**

We cannot with certainty promise you that you will get a job or an education through us, but we will do whatever is possible in order to do so if you fulfil High:five's requirements.

Yours faithfully

Date:

I (the applicant) hereby declare that I have read and understood the above conditions and I agree that I must call/send a text message twice (2) a month to recognise that I am keeping to our agreement and the objectives I have with respect to job/education.

## Partnership Agreement regarding [Name of the young person]

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The agreement is arranged in a collaboration between business [Name of business] and [Name of the young person] and High:five.

The agreement is concluded between:

Company	Employer
Business registration number:	Social security number:
Company name:	Name of the young person:
Tel.:	Tel.:
E-mail:	E-mail:

### The duration of the agreement:

The agreement is effective as from [date] until the end of the apprenticeship.

Salary is transferred to account no., reg.no. [ ], account [ ]

### The business [ ]:

- 1) Employs [ ] as [ ]
- 2) Prepares contract of training which is sent in one copy to High:five  
E-mail: [ ]@highfive.net
- 3) [ ] is mentor for [ ]
- 4) Arranges evaluation meetings with [ ] (the young person) and High:five on an ongoing basis
- 5) Informs High:five if [ ] is absent from work
- 6) Collaborates with High:five

### The young person [ ]:

- 1) Meets at work at the agreed time and respects the rules and regulations concerning work effort, dress code, coffee breaks, smoking, telephones and sick leave
- 2) Shows interest in and skills for the work
- 3) Agrees that the agreement without further notice may be terminated in collaboration with High:five at any time in the event of breach including absence from work, reoffending, suspicion of drug abuse or refusal to work
- 4) Participates in the evaluation meeting.

**High:five:**

- 1) Coordinates the contact between the business and the other parties and coordinates the collaboration between the parties
- 2) Will be available for assistance if the business should require this
- 3) Obtains permission from the Danish Prison and Probation Service
- 4) Obtains and concludes relevant paper work with respect to the municipality, the school and other public parties
- 5) Will be available to the business in relation to [ ]
- 6) Helps to profile the company in accordance with agreement
- 7) Documents the job history and reports to the collaborative partners.

**Contact persons:**

Name:	Tel.:	E-mail:

Date / Signature

## Interview scheme

Date:

### Personal data:

Name:	Social security number:				
Present place of residence:	Telephone no. in prison:				
Address:	Telephone no. outside prison:				
Municipality					
Health:	Name of primary source of support:	Nationality:			
Abuse:	Maintenance:	Country of birth:			
Relatives:					
Spouse:	Girlfriend/Boyfriend:	Children:	Mother:	Father:	Brothers/sisters:

### Education and earlier employment:

Theoretical education:	Vocational training:
Previous employment:	
Other experience:	

**Job wishes:**

Present job wishes :	Long-term job or education wishes:
1:	1:
2:	2:
3:	3:

**Personal development:**

How was your life 3-5 years ago:
What do you dream about today:
Who are the persons in your network:
Most important persons in your life:
Significant difficulties in your daily life:

**Other information:**

Drivers licence:	Transport time:
Working hours:	Will you accept a shift job:
Religion:	Available transport vehicle:
Emphasis:	



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