



**Transnational Research Study - Policies, Systems and  
Needs Analysis**

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## Acknowledgements and Disclaimer

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Further information about the project and the above partners is available at <http://www.job-broker.eu>

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## A. Executive summary

Erasmus+ Job Broker is an EU-funded strategic partnership programme which aims to develop, design and validate a series of Vocational Education and Training (VET) related developments to support the newly-emerging occupational profile of the 'Job Broker' in Europe.

A major part of this Erasmus+ strategic partnership programme, is the Job Broker Transnational Research Study: Policies, Systems and Needs Analysis partnership report, which combines the 'Country Reports' produced by partners from the United Kingdom, Germany, Iceland, Cyprus, Spain, Italy, Greece and Austria. The key information, knowledge and localised issues set out in these reports supports the development of the Job Broker Occupational Profile and Curriculum programme.

The role of the 'Job Broker' has become a key position in the Employment and Skills sector in Europe, as well as within socio-economic life. The position is significantly important to young people; the unemployed; and those seeking to change jobs, where it is fast surpassing key roles undertaken by more traditional Careers Advisers and those responsible for providing Information, Advice and Guidance (IAG).

The role of a Job Broker and the skills and competencies required to successfully support people into work, especially the unemployed, is experiencing a transition throughout Europe, especially within partners' countries. This is due to the changes in publicly-funded employment services, where some countries' have introduced the requirements of 'Employer Engagement' and the Payment by Results style of delivery. In the UK, for example, Payment by Results programmes are now the norm both within publicly-funded employment services, as well as wider sectors, including international development. In Italy, Payment by Results or Agenzie per il Lavoro (APL) has resulted in Job Brokers implementing an employer-focused strategy, developing strong links with local employers and a greater understanding of their needs and expectations.

Payment by Results policy therefore has resulted in the Job Broker role, having to include the following key duties:

- **Information, Advice and Guidance;**
- **Mentoring and Support;**
- **Employability support;**
- **Job Brokerage;** and
- **Employer Engagement.**

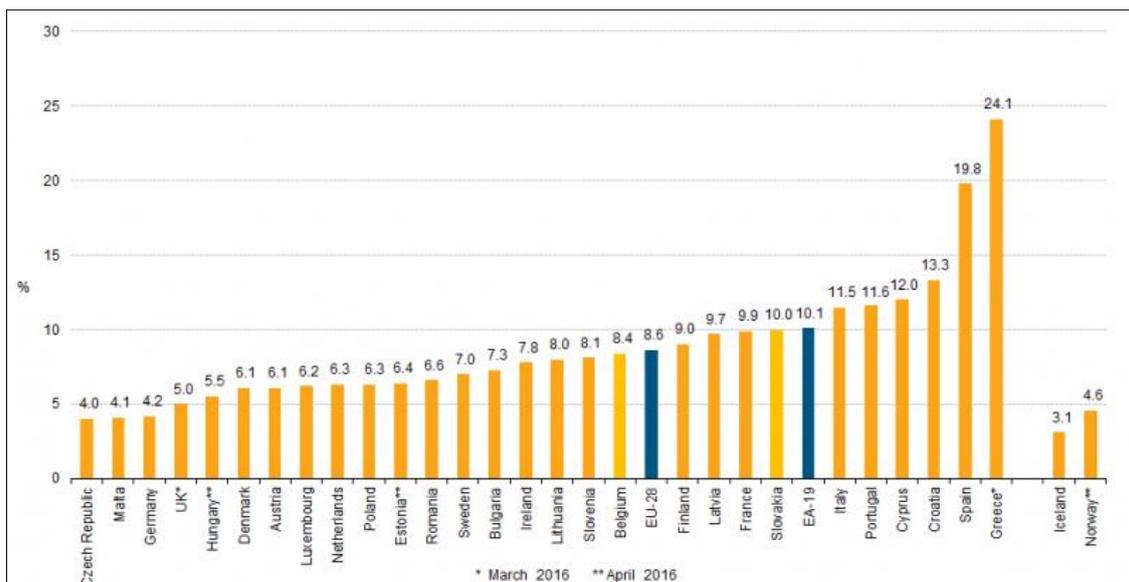
Training and qualifications for Job Brokers within partner's countries is diverse, in some cases non-existent, resulting in many programmes being immensely different, especially towards one element of the Job Broker role. This results in 2 questions. Are the skills developed through these learning programmes sufficient to prepare for this new more complex role being demanded of the job broker? Also, do current learning programmes adequately prepare the job broker to work effectively in their role in other countries in the EU?

Research in partner countries consistently identified the following essential **Skills, Attitudes and Competences** needed by the competent and effective Job Broker:

<b>Empathy</b>	<b>Confidence</b>	<b>Commitment</b>
<b>Motivation &amp; being able to motivate clients</b>	<b>Engagement</b>	<b>Account Management</b>
<b>Sector knowledge</b>	<b>Professionalism</b>	<b>Communication</b>
<b>Knowledge of the Labour Market</b>	<b>Experience in supporting those with socio-cultural-economic barriers</b>	<b>Recognising their own abilities and limits</b>
<b>Adaptability</b>	<b>Mediation</b>	<b>Relationship building</b>
<b>Empowered</b>	<b>Optimistic/Positive thinking</b>	<b>Open-minded</b>
<b>Team-work</b>	<b>Networking &amp; Partnership-working</b>	<b>Knowledge of Employers' needs</b>
<b>Listening</b>	<b>Assertiveness</b>	<b>Resilience &amp; Initiative</b>
<b>Organisational skills</b>	<b>Interview techniques</b>	<b>Emotional Bluetooth (Emotional Intelligence)</b>
<b>Work Ethics</b>	<b>Trust</b>	<b>Human Relations</b>

Partners' all confer that any training or qualification developed through the Job Broker programme should at the minimum incorporate the above skills, techniques, knowledge and competencies within the final programme.

This need for the job brokerage professional throughout Europe, is also linked to individual's countries economic climates. Unemployment in the EU is currently at 8.6% based on Eurostat sources. Unemployment in partners' countries stands at: UK, 5%; Germany, 4.2%, Iceland, 3.1%| Austria, 6.1%; Italy, 11.5%; Greece, 24.1%; and Cyprus, 12%. For unemployment figures in both the EU, EU countries and EEA, see the below graph:



Unemployment rates throughout the EU/EEA in May 2016 - Eurostats - 2016

High unemployment rates, the impact of globalisation on employment and the increased needs of employers, equals a real demand for highly trained, networked and experienced job brokers throughout Europe, which this programme aims to service.

## **B. Background and Context**

### **1. The project**

This project aims to develop, design and validate the emerging occupational profile of the 'Job Broker' in Europe.

The project identifies the new contexts (both in terms of current European labour market conditions and in the administration and management of Public Employment Services) that are impacting upon, and therefore changing, the traditional roles of employment counsellor or job matching services – with corresponding challenges for how this occupational profile is to be developed, trained for and accredited across Europe.

It builds on a previous Leonardo 'small scale partnership' which undertook some initial research and exchange of information, to explore the extent to which this new role is emerging in the countries that took part in the project. Some of those partners are continuing into this full Erasmus+ proposal, given the relevance of the project – but we are also seeking new partners with specific stakeholders in the field of public employment services.

In particular, the project considers the emerging role of the Job Broker within the context of the new 'Payment by Results' agenda which is becoming increasingly common in the world of learning and skills and particularly employability training. Following a base line study into the existence of the Job Broker role across a number of EU partners, this project seeks to identify a set of key competencies which would then be aligned to the European Qualifications Framework (EQF) and National Qualification Framework (NQF) standards to identify if there is any scope for the development of a competency based framework. Additionally, the report explores whether there is an appetite for needs analysis 'models' and 'tools' which the successful Job Broker can incorporate into their work with employers and employees to ensure successful sustained employment outcomes.

## 2. About Job Brokers

Research undertaken as part of the 'Baseline' / Country Report provided partners with an opportunity to (i) define what is generally understood by the term 'Job Broker' and to (ii) define the target group who might be already, or at some point in the future, be required to undertake the roles and responsibilities of a 'Job Broker'.

Based on findings, it can be suggested that the term 'Job Broker' is one used by the project to summarise the various roles and responsibilities undertaken by someone providing employability support to the long-term unemployed and who manages relationships with employers in order to secure and sustain employment opportunities.

This could include:

- Advisers, tutors or trainers working in a vocational educational or a public employment service context;
- Staff providing information, advice and guidance to job-seekers and companies, including careers advisers;
- Employment advisers, Job counsellors, staff who support job-seekers with job search;
- Staff with responsibilities for arranging work experience, job 'tasters', traineeships, or apprenticeships with employers, or who have any responsibilities for liaising with companies; and
- Staff who may be freelancers, self-employed or employed full-time or part-time on any type of contract.

## 3. The research and needs analysis

AS the first Intellectual Output of the project, partners were required to compile a 'Country Report' This was made possible by partner Rinova, providing partners with a Research Framework, which was agreed to as 'fit for purpose' with input from partners. The Framework provided a consistent approach for the partners to explore and present an extensive range and scope for research to be undertaken and sources of information to be examined. Also, the 'editorial guidance' not only provided partners with a structure to follow but also the flexibility to write up their unique findings and country approach. This ensured that the findings could be easily compared, contrasted and analysed.

Qualitative and, where appropriate, quantitative data was gathered for the research purpose in order to provide:

- the current stage of development of job brokering models in the partner countries, key drivers of change arising from Europe 2020, ET2020 and national economic development strategies and VET policies, and how this is actually, or potentially, shaping the role as it is altering (trends) and adapting to the new market conditions in the VET sector;
- how the different VET systems and National Qualification Frameworks impact on the occupational profile of those currently undertaking the Job Broker role in individual countries; the situation regarding professional practice and licences and the alignment of these national practices to the European Qualification Framework (EQF);
  - the incidence, relevance and content of current professional development and training options to develop competencies in the role, including an analysis of what VET providers are offering (on the job and off the job) and the needs of the labour market/employers;
  - the Accreditation and Certification options on offer in the partner countries to validate the emerging occupational profile; and
  - a detailed analysis of the skills/competences required in each of the partner countries by the emerging Occupational Profile.

The research consisted of two types:

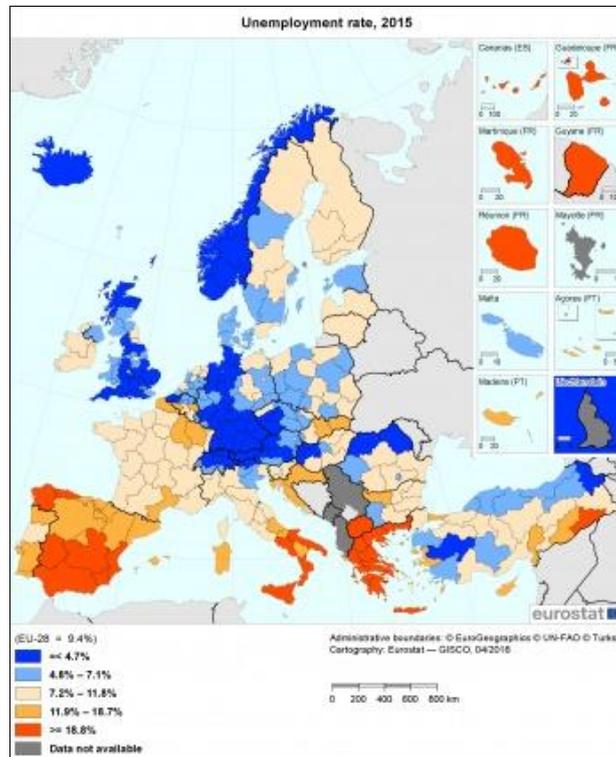
- Secondary data and desk research – each partner has identified relevant research studies, directories, statistical data from official and other publications, policy statements, programme guides and other material;
- Primary research – in the form of in-depth interviews (and, if appropriate, focus groups) conducted face to face or by telephone (or in exceptional circumstances through an email questionnaire in cases of personal unavailability or respondent preference) and case studies.

We set out in the section below an overall summary of the comparative situation and how variances in national contexts can be surmounted in order to properly elaborate the Job Broker approach in a way that is commonly understood across the partnership.

## C. Findings – Competency and Development for Job Brokers in Europe

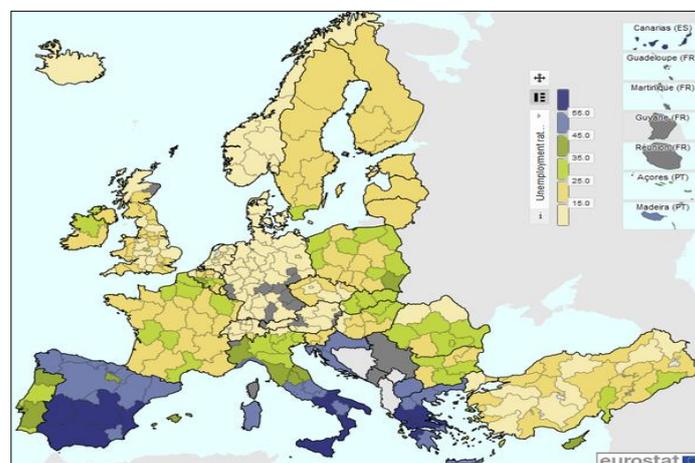
### Unemployment and socio-economic deprivation factors – the current situation

Unemployment throughout the EU remains high, with EU unemployment rates currently at 8.6% according to Eurostat 2016.



**Unemployment rates throughout the EU in 2015 - Eurostats – 2015**

Youth unemployment remains a severe problem in Europe, with the highest rates in Greece (48.9%) and Spain (45.3%) and the lowest in Germany (6.9%) (Source Eurostat, 2016). Furthermore, long-term unemployment as a percentage of a total of unemployed has increased since 2013, with 71.6% in Greece, 43.7% Germany and 23.1% in Finland. This further equates to a demand for highly trained and experienced job brokers throughout Europe.



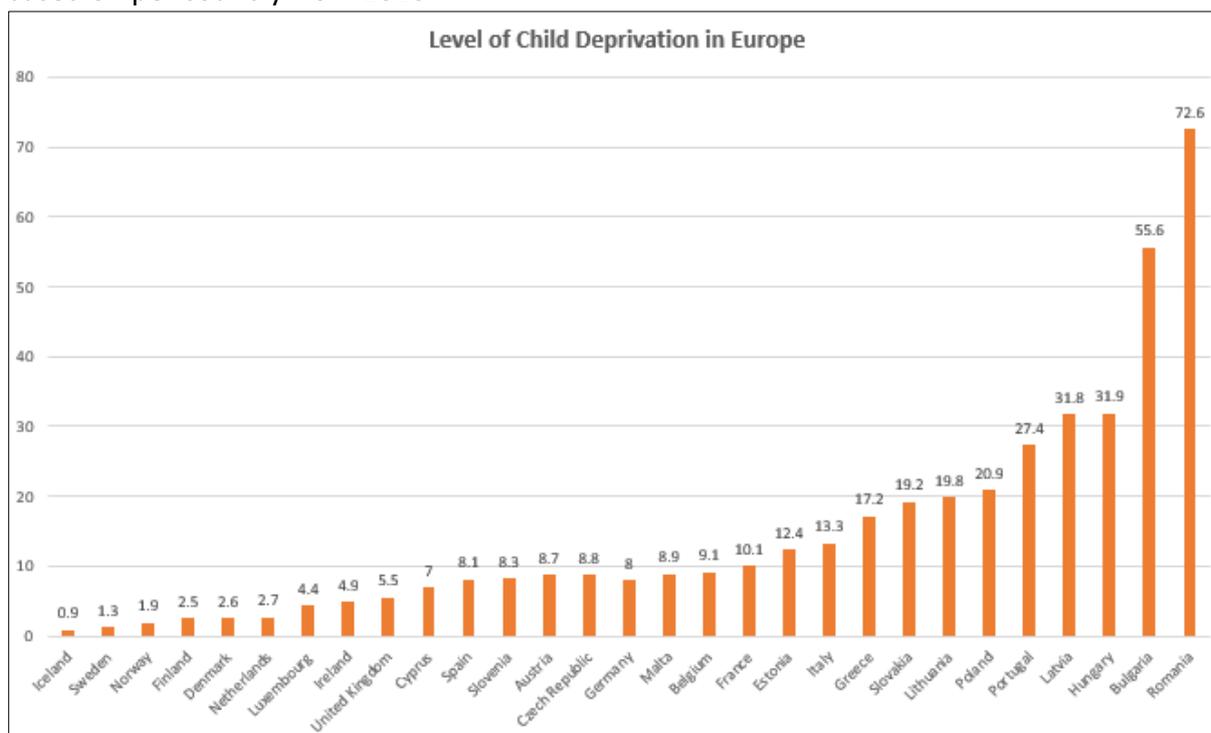
**Youth unemployment in 2015 – Eurostats, 2015**

Deprivation and poverty remains present throughout Europe, and in some instances has grown following the last economic recession. In other instances, it has fluctuated over the last 3 years:

Country (EU & EEA)	2012	2013	2014	2015
UK	7.8	8.3	7.3	6.1
Greece	19.5	20.3	21.5	22.2
Cyprus	15	16.1	13.6	13.9
Iceland	2.4	1.9	1.4	1.3
Spain	5.8	6.2	7.1	6.4
Germany	4.9	5.4	5.0	
Austria	4	4.2	4	3.6
Italy	14.5	12.4	11.6	11.5

Material deprivation 2012-2015 – Eurostats, 2016

Child deprivation remains a key European issues. See below, Child Deprivation in Europe based on per country from 2010.



Child Deprivation in Europe– UNICEF, 2010

According to Unicef Child deprivation most recent research due for release in 2016, throughout Europe children deprivation remains an issue:

- Nordic countries and Holland below 10%;
- Germany France, Spain and UK -11-20%;
- Greece, Estonia, Lithuania, Poland, Slovakia 25%; and
- Portugal, Bulgaria, Romania 25-30%.

According to the most recent research, child deprivation has increased in the UK; Germany; Spain; Greece.

Although economic problems are a key contributing factor to socio-economic deprivation, other factors also play a role. An example is gender and age inequality, especially in relation to unemployment is a cause of socio-economic deprivation in Italy, with only 46.5% of women in employment, compared to 64.8% of men. This is particularly high for women over 50 years of age. The gender gap is also an issue in Spain, where 22.5% of women, are unemployed compared to 19.4% of men.

Other barriers include health and disabilities. In Austria in 2014, 57,594 people with health issues were registered unemployed, this equalled 18.3% of unemployed claimants.

Educational issues, is a key reason for deprivation and high unemployment. In Iceland, 44% of all jobseekers hold only a secondary level of education (May 2016).

Migration, both economic migration and movement of refugees and displaced people, has affected Europe's socio-economic situation, especially in mainland Europe since 2014. In Greece, over half a million migrants arrived in the third quarter of 2015 according to UNHCR. Although, nearly 50% are travelling from Syria, significant numbers are also from Afghanistan, Iraq, Iran, Morocco and Pakistan, and are more likely to be economic migrants, than refugees. This places a big strain on Greece's economy as well as society, and even with the change in EU policy, which will affect generations to come throughout Europe, and will require job brokers to deal with a broader and more varied range of diversity and ethnic minorities needs' to ensure successful job matching as these new groups are integrated into their host EU country.

In the UK, BAME communities are particularly affected by high unemployment, socio-economic deprivation and educational deficit as well as wider issues. In London, over 1,152,517 people from an ethnic minority group hold no qualifications.

Continued deprivation within the EU's major cities, education deficits and high unemployment affecting communities, especially amongst ethnic minority groups, increases the need for robust job brokerage services in cities.

## Publicly-funded employment services

Throughout Europe, publicly-funded employment services are different, although certain countries (Spain, Italy, and Germany) have mobilised similar programmes i.e. the Youth Guarantee. Almost all partner countries' governments have launched or are in the process of launching Payment by Results procurement systems.

**United Kingdom:** Current publicly-funded Employment and Skills programmes are broken down primarily by age: 16 to 18; 19+ and 25+. These programmes are funded by a range of

government departments and statutory bodies and charities, including: Skills Funding Agency; European Social Fund; Big Lottery; DWP; DfE; Sector Skills Councils; and well as Local Councils.

The sector involves a range of Employment programmes, Providers (large, medium, small from a cross range of sectors), targeting the key groups both on statutory benefits and economically inactive: Youth; Unemployed; Low Skills; Under-employed; as well as those from a wide range of backgrounds.

Current programmes include:

- **The Work Programme:** mainstream mandatory employment programme for the long term unemployed;
- **Apprenticeships:** funded Apprenticeships are available across sectors, with fully funded qualifications available for 16 to 24. 25+ qualifications are available and can be financed through the 24+ loans scheme. In response to the growing numbers of 50+ job seekers some companies are now offering Apprenticeships specifically for this age group i.e. Barclays Plc;
- **Traineeships:** designed to develop young people to be ready to start an Apprenticeship, the Traineeships programmes include a Work Placements; Sector Training; and support to complete Maths and English GCSE; and
- **Sectoral programmes:** there exists a wide range of sector-focused employment and skills programmes, designed to develop peoples' skillsets and social mobility.

**Germany:** In the Federal Republic of Germany, the Federal Employment Agency provides services for the labour market. It regulates the management of German unemployment and the financial Compensation Benefits such as, for example unemployment benefits. The Federal Employment Agency employs over 108,000 employees and is the biggest authority in Germany and one of the largest employers in the federal government.

In Germany, people who are at risk of unemployment or are already unemployed or young people at the beginning of their working life, can access the following support services:

- Vocational guidance, employment counselling;
- Benefits from the placement budget for promoting the initiation or taking up employment;
- Wage subsidies for companies hiring unemployed people;
- Measures to activate occupational integration;
- Promotion of vocational training including the catching up of adults;
- Services to promote the participation in working life;
- Employee benefits (integration subvention);

- Promotion of vocational training for employed workers;
- Promoting vocational training for disadvantaged;
- Grants to vocational training of disabled people;
- Sample Employment and labour assistance for disabled persons;
- Municipal integration services (for example, child care, addiction and debt);
- Start-up grant;
- Promotion of employment opportunities; and
- Services to promote employment.

In Germany, employers are supported by wage subsidies when they hire unemployed people. Furthermore, the employment agency promotes self-employment as an alternative to employment.

**Italy:** the public employment service (PES) is mobilised at three levels: central; regional; and within 2 autonomous provinces. Each level, results in different types of programme models. Services include: registration and information services; career guidance; collection, submission and promotion of job vacancies; support for self-employment and entrepreneurship; employer support; and assistance for groups that require wider support, including the disabled and those from disadvantaged backgrounds. The current key PES policy is the Active Labour Market Policies (ALMPs), which includes:

- Public incentives for hiring, entrepreneurship and in general employment;
- Professional training;
- Measures for particular groups; and
- Set up of particular kinds of contracts such as Apprenticeships.

The number of jobseekers moving into employment through a PES programme is significantly low compared to over EU Member States, with only 4% moving into work through PES between 2003-2011 and only 2.9% of employers have found suitable employees through the PES system in 2012.

**Austria:** the most important actor is PES, which administers public funded schemes, including unemployment benefits, vocational training, temporary employment etc. designed to support job seekers into employment.

The Public Employment Service has the task of advising workers and finding jobs for them, as well as filling vacancies of which it is notified. During unemployment, people can claim unemployment benefit as a means of subsistence, and during longer periods of unemployment they can claim unemployment assistance. Employment services performed by the PES consist of three main areas:

- AMS services for job seekers (AMS advisors);
- AMS enterprise service; and
- ICT services for job seekers and enterprises.

**Spain:** In Cantabria there are several public employment services as well as associations delivering publicly-funded employment services. The main one is the Cantabrian Employment Service, which is the public employment service for Cantabria's Government. This service is used both by the unemployed and employers and serves to match jobseekers with possible job offers that fit their profile. In addition, training courses are also delivered, and occasionally they are mandatory for jobseekers claiming unemployment benefit. However, the main role of these organisations is to administer benefit claims, not job brokerage services.

Job matching and employment guidance services exist but this is under-developed and inefficient compared to services in other European countries.

**Greece:** the responsibility for administering career guidance services in the fields of education and employment lies with the Ministry of Education & Religious Affairs and the Ministry of Labour, Social Security & Welfare, through the activities of the National Organisation for the Certification of Qualifications & Vocational Guidance. EOPPEP acts as the national coordination body, implementing systemic guidance interventions, which ensure the quality of provision and the professionalization of career guidance, as well as innovating guidance services for job seekers of all ages are also developed within the activities of EOPPEP at national level.

The Greek Public Employment Organizations (O.A.E.D.) main task is to provide the unemployed population with information about training and employment opportunities available in the labour market, as well as take active measures in creating new jobs.

**Iceland:** The Directorate of labour in Iceland is responsible for the unemployment system in all regions of the country. The Directorate bears overall responsibility for public labour exchanges and handles day-to-day operations of the Unemployment Insurance Fund. The office attends to a range of responsibilities including the registration of job-seekers and the calculation and payment of unemployment benefit.

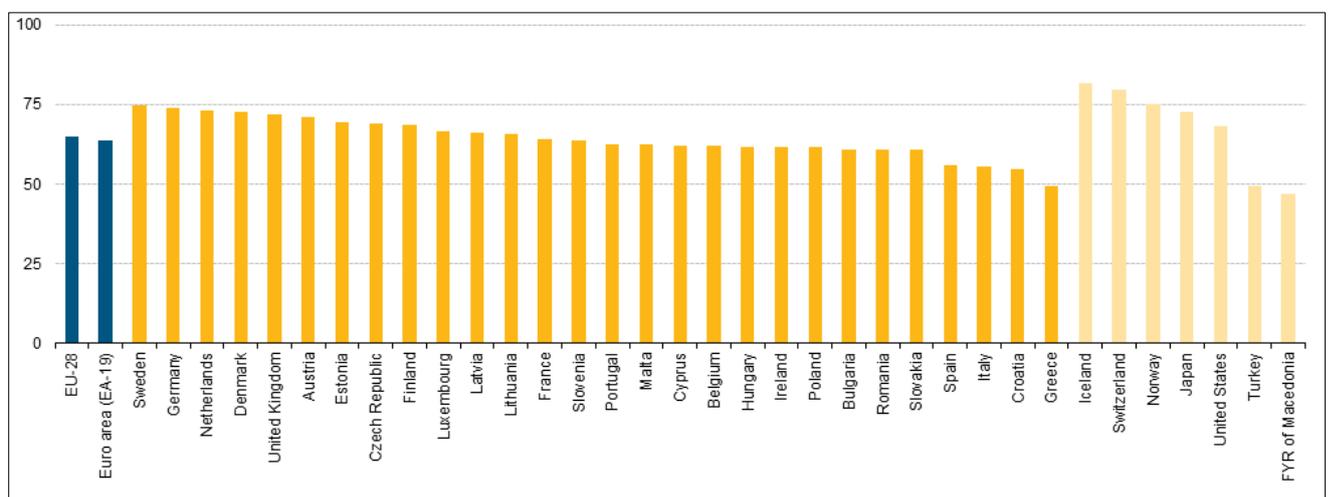
All those who are seeking work can get assistance and practical advice, free of charge, from the Directorate of Labour counsellors regarding the search for a job. The emphasis is placed on empowering each individual and to provide him or her with an edge in the labour market. The goal of the counselling process is to encourage individuals to obtain enhanced self-knowledge, to assist them in identifying where their interest is, what their abilities are and in which direction they should set the course with respect to career development.

There is also a system that, in particular, works with disabled job-seekers (in a broad sense of the word). VIRK – Vocational Rehabilitation Fund, is a private foundation of which all the major unions and employers in the labour market in Iceland are members. VIRK’s mission is to develop, integrate and monitor services in the field of vocational rehabilitation; aiming systematically for employment of individuals following illness or injury. The purpose of VIRK’s services is to help people return to work. This involves expert advice and services in the field of vocational rehabilitation that requires full participation of the individual concerned. VIRK operates in close cooperation with unions, employers, various service providers in vocational rehabilitation and welfare agencies. Vocational rehabilitation counsellors work on behalf of VIRK and are situated with the unions across the country. VIRK services are free of charge for individuals.

In the UK, Payment by Results programmes are now the norm both within publicly-funded employment services, as well as wider sectors, including international development. In Italy, Payment by Results or Agenzie per il Lavoro (APL) has resulted in job brokers implementing an employer-focused strategy, developing strong links with local employers and a greater understanding of their needs and expectations.

These publicly-funded programme changes, have influenced the role of job brokers throughout Europe.

## Employment in the partner contexts



% Employment in the Europe - Eurostats - 2015

**United Kingdom:** There are over 31.42 million people employed in the UK. This has been regularly increased by 205,000 in 2015 and 521,000 in 2014. Notable growth industries in the UK include: Construction (8,000 jobs growth); Accommodation & Food services (8,000 jobs growth); Financial services (28,000 jobs growth); Education (24,000 jobs growth); Arts, Entertainment and recreation (5,000 jobs growth).

Currently, the UK's largest sectors include:

- Wholesale & Retail (4,996,000 jobs)
- Human Health & Social Work (4,252,000 jobs)
- Scientific & Development (2,997,000 jobs)
- Education (2,942,000 jobs)
- Manufacturing (2,680,000 jobs)

The key UK top 10 Growth sectors are:

- Chemical Manufacturing – 31% growth
- Ship Building – 16% growth
- Aerospace Production – 11.5% growth
- Furniture Production
- Information Services
- Child Care/Cleaning services
- Hospitality
- Land Transport
- Computer programming & Consultancy Services
- Mining & Quarrying

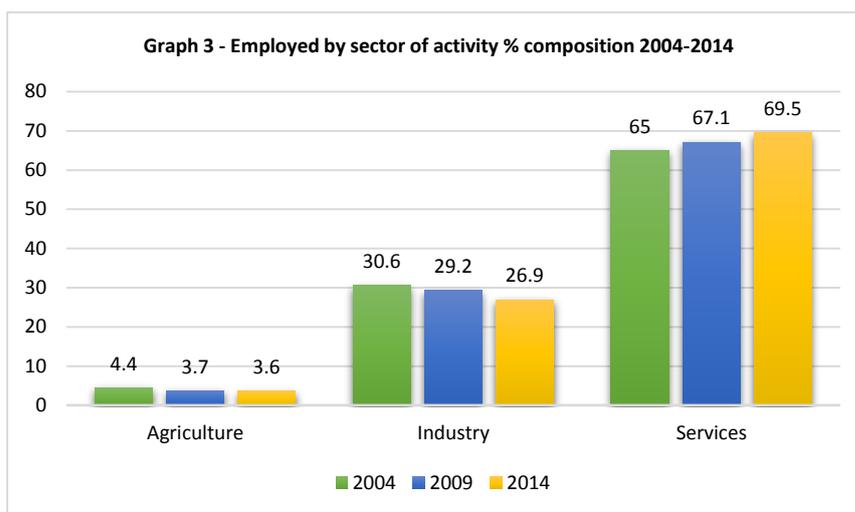
**Germany:** there are approximately 43 million workers in the Federal Republic of Germany in 2015 were 1.5% in agriculture, forestry and fisheries (primary sector), 24.4% in the manufacturing industry (secondary sector) and 74.1% in the other sectors of the economy and services (tertiary sector) employed. The proportions by industry have changed greatly in recent decades. In 1970, the primary sector still 8.4% and in the secondary sector with 46.5% employed most of the employed population. Striking the increasingly high proportion of workers in the tertiary sector from 45.1% 1970 to 59.9% in 1990 and 69.9% in 2000 (Source: Federal Statistical Office, 2015).

**Iceland:** Over 75% of the population are in employment. Several key industries thrive in Iceland. The fishing industry accounts for 40% of all export earnings and over 12% of the country's gross domestic product. It also employs 5% of the country's workforce. Other major sectors include:

- Aluminium smelting;
- Biotechnology;
- Finance;
- Geothermal power;
- Hydro-electric power production;
- Software production; and
- Tourism.

**Italy:** over 23 million people are employed in Italy. During the decade leading up to the crisis, deeply rooted structural weaknesses significantly constrained Italy’s growth potential; Italy’s annual real GDP growth averaged 1.5 %, around 2/3 percentage points below the euro area average, due primarily to sluggish total factor productivity. The high public debt ratio and the negative and worsening current account balance further limited the Italian economy’s capacity to withstand the negative economic shock<sup>1</sup>.

The crisis has changed the composition of employment. The change in the sectoral composition of the economy was driven mainly by a shrinking of nearly 20% of the workforce in the construction and real-estate development sectors. However, the employment recovery registered since mid-2014 was driven mainly by services (i.e. market non-tradable sectors). The tradable sector, namely manufacturing, has shown some signs of stabilisation in headcount terms, while the drop in the number of hours of wage supplementation scheme (*CIG - Cassa Integrazione Guadagni*) points to a gradual recovery in working hours. (Graph 3 – Istat data 2015)<sup>2</sup>.



**Employment by sector 2004-2014 – Istat data 2015**

A partially unexpected consequence of the recession is that significant features of the Italian production structure did not change. Micro-enterprises (those with less than ten employees) are more than 4 million, i.e. nearly 95 percent of total production units, and employ almost 7.8 million people (47 percent, as compared with 29 percent in the European average). Large enterprises (those with 250 or more employees) account for a very modest share: 0.1 percent of enterprises and 19 percent of employees. This fragmentation, which is only partially mitigated by the presence of groups of enterprises, results, on average, in very small sized enterprises (3.9% workers per enterprise, compared with a 6.8% European

<sup>1</sup> See note n.2

<sup>2</sup> Italian National Institute of Statistics (ISTAT), *Italy in figures*, 2015

average), a very simplified ownership structure (individual enterprises are 63.3%) and a share of self-employed persons which is more than double the European average<sup>3</sup>.

**Austria:** Vienna is Austria's economic centre and has acted as a business hub for its Eastern neighbours since the fall of the Iron Curtain. In 2013, Vienna's gross regional product amounted to about 83 billion euros, which is about a fourth of Austria's value added. In addition, Vienna is also Austria's leader with regard to productivity measured in terms of gross regional product per employee. In Vienna this value amounts to 81.800 euros, which is 13% above the Austrian average.

The shares of the three economic sectors, i.e. the primary (agriculture and mining), secondary (industry and commerce) and tertiary sector (services), in total economic output are different in urban agglomerations and rural regions. In Vienna, about 87% of all persons employed work in the services sector and generate an approximately equally large share in the city's value added. With a share of 85.5% in gross value added, the service sector is Vienna's most important business sector. However, with 14.5%, industry and commerce also account for a significant share, while the primary sector has a share of less than 1%. In 2009, the impact of the global financial crisis was also felt by Vienna. The city's economy shrank by 3% in real terms. However, economic performance decreased less markedly than in Austria as a whole, since due to its different economic structure (larger share of services) Vienna usually experiences less fluctuation in economic activity than the whole of Austria<sup>4</sup>.

**Spain:** National research revealed that, most of the working population is employed in the tertiary sector (74.5%), to a lesser extent in the secondary (16.6%), construction (5.9%) and finally in the primary sector (3%). In the last two decades, there has been a fall in the importance of primary and secondary sectors in the employment and a significant increase of employees in the tertiary sector, due to the process of economic tertiarisation that exists in all modern economies and tends to be supported by the European institutions.

The occupation or employment rate in Cantabria is lower than the national average. As the chart shows, there is a significant difference in gender, since the employment rate of women remains today much lower than that of men in both cases, in the whole of Spain and in Cantabria. This situation has dragged on for decades because of traditional and cultural behaviors in terms of willingness to work, but gradually these differences have tended to decline.

**Greece:** It is commonly known that the current economic crisis in Greece brought many changes in most of the employment industries/sectors at national and regional level.

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<sup>3</sup> See note n.3

<sup>4</sup> N.N. (2014): Business Location Vienna, Statistik Journal Wien 3/2014

In general, with respect to sectoral change it is evident that the fall in employment levels from 2008 to 2012 resulted from a contraction across all sectors of activity. At a more detailed level, the manufacturing and construction sectors have experienced the largest employment contractions, together with the retail sector (European Parliament, 2013). Furthermore, the construction sector, attracting many foreign workers, was hit by a particularly strong collapse of the housing market, whereas the retail trade sector was hit by the decrease in disposable incomes brought about by severe wage cuts (Directorate-General for Internal policies, 2013).

On the other hand, there are some types of opportunities that have emerged during the economic crisis (endeavor.org):

- In the areas of **Tourism** (Restructuring of large hotels, upgrade of product offering better services) and **Agri-food**
- **Financial Services** (Online/direct to consumer insurance Mobile payments) and **Energy** (mainly in energy efficiency and energy-related R&D, Alternative renewables, small hydro, geothermal, biofuels),
- **ICT** (mobile marketing and advertising)

According to Greek Tourism Confederation (SETE), Greek tourism contributes to the country's employment and boosts the revenue of social security funds, more than other sectors of the economy. In particular, employment increased by 39% in the restaurant, bar and cafe sector, 30% at campsites, 15% hotels and by 12% in travel agencies.

## Job Brokers in the partner contexts

**United Kingdom:** Job Brokerage roles in the UK can encompass job roles completing the whole spectrum of tasks involved in Job Brokerage, while others may include one or two key tasks. In some cases, there is a separation of the role, based on the job broker role's to the project, for example there may be strictly advisory and/or strictly employer account management-focused.

A UK Job Broker role, generally can include the following type of tasks:

- **Information, Advice and Guidance**
- **Mentoring and Support**
- **Employability support**
- **Job Brokerage**

There are limited specific training and qualifications for Job Broker, especially those that focus on Employer Engagement and Job Brokerage. However, the current training/qualification options include:

- **Level 4 & 6 Information, Advice and Guidance**
- **Careers Guidance qualifications**
- **Level 3 Diploma in Employment Related Services**

These qualifications are primarily Advice and Guidance-based, with a focus towards Careers and Employment. These qualifications are QCF accredited and are part of the National Qualifications Framework, and in turn slots into the European Qualifications Framework. The vast majority of training opportunities are vocational based, however, several Higher Education programmes, including degrees focused on the key skills of Information, Advice and Guidance, i.e. Qualification in Careers Guidance (QCG) or a Postgraduate Diploma in Careers Guidance.

**Germany:** The job broker role, can be both delivered by public sector staff, through the Federal Employment Agency (FEA) and through private sector Employment Agencies. The vast majority are employed by FEA. FEA Job Brokers primarily work on I-VET guidance; the Jobcentre; and Local Authorities. Employment Agency Job Brokers, are primarily called Job Placement Officers and Job Coaches and focus on the wide range of Interview, Advice and Guidance and Employability Skills required by all people seeking to move into employment.

Private sector Employment Agencies, generally provide the full range of job brokerage services, incorporating Advice and Guidance, Skills development and Job Matching. Employment Agencies are actively engaging with Employers seeking personnel, providing a Recruitment Service.

All Job Brokers working in recruitment agencies are expected to hold a university degree in public service, while professional experience, where appropriate, mediation specific additional training, knowledge of the methods of profiling, methods of interviewing and customizable conversation and the ability to clarify existing placement constraints are expected in the job brokerage sector.

Job broker training and qualifications available in Germany include:

- **DQR Level 6 Employment Qualifications**
- **Employment Promotion training**
- **Labour Management training**

DQR Level 6 Employment Qualifications include competences for planning, processing and evaluation of comprehensive technical tasks and problems etc.

Employment Promotion training provides a pathway for graduates to become recruitment consultants.

Labour Management offers a graduate the skills to work in employment agencies, both as job brokers and recruitment consultants.

**Iceland:** In Iceland there are no relevant education and no relevant accreditation for job brokers. This results in a wide range of professionals from different backgrounds entering the sector.

The typical job broker profile in Iceland include:

- A person with BA degree up to Master level in social sciences, educational sciences, business, psychology etc;
- A job broker would need to have at least 5 – 10 years' experience in the labour market;
- Excellent knowledge of the labour market; and
- Must be interested in helping people finding the right job.

The main tasks and skills required of a job broker in Iceland, include:

**Main tasks:**

- Job brokering;
- Interviews, feedback and informing them about their rights and obligations on the labour market; and
- Cooperation with employers and public parties.

**Educational and qualification:**

- Appropriate education for the job;
- An excellent knowledge of the labour market or an experience working with job seekers;
- Very good people skills and adaptability;
- Good knowledge in computers, Icelandic and English; and
- The job broker needs to have initiative, independence and good organisational skills.

On the training and qualification front, job brokers in Iceland do not fit into the National Qualifications Framework because there does not exist any particular or relevant education/training behind the profession. The only available training for job brokers is within the life-long learning system of universities and only short term courses: from a one day course up to 8 weeks courses. These include:

- Project management;
- Team work;
- Strong self-esteem – how to build up client's self-esteem;
- Problem solving approach;
- Coaching;
- How to become a better employee;
- The happiness at work;

- How to help new employees in your company; and
- STRONG – career planning tool.

**Italy:** Until recently, job brokers in Italy were expected to be aware of the following key information areas and key tasks:

- Knowledge of the Labour market;
- Knowledge of the Educational system at National and European level;
- Knowledge of Labour legislation; and
- Empowerment and other psychological processes (learning, motivation and so on).

In recent years, the role has been expanded to include:

- Research and recruitment;
- Liaising with VET schemes;
- Work placements;
- Traineeships or apprenticeships job matching;
- Employer engagement;
- Coaching;
- Career guidance and advice;
- Support to national and international mobility; and
- Support entrepreneurship amongst clients.

In Italy, there are no any specific regulations on the job broker professional profile. There are no professional registers or required formal qualification to become a Job Broker.

**Austria:** The majority of job brokering roles are within the Public Employment Service (PES). PES job brokering, generally, is not done by a job broker in contact with the client and the employer. These two functions are generally separated within the PES:

- **Job Broker:** job coaching; advice on job hunting; and vacancies advised on the PES' e-Job Room; the client contacts the employer about the vacancy directly;
- **Employer services:** contact employers and encourage them to advertise vacancies through PES' e-Job Room.

With regards to training and qualifications, generally a degree level qualification is the minimum qualification most Job Brokers possess. However, a degree does not prepare a job broker to complete their role and wider training is required such as job coaching or

counsellor training. Following research on Austrian EQF/NQF, Level 5 qualifications are most suitable to provide a job broker with the necessary level of skills required for this role.

**Greece:** Although there exists no legal framework to ensure the quality of the level of job brokerage being delivered throughout Greece, at a minimum the following level of skills, experience and knowledge is essential for a good job broker:

- Knowledge of theories and techniques of counselling psychology/counselling;
- Ability to create the appropriate emotional atmosphere and use skills to facilitate the counselling process;
- To respect each member of the team and to accept the different views and values;
- To have advanced level of communication skills (oral and written);
- To be authentic;
- To be active listener and demonstrate empathy, sympathy and interest in others;
- To be able to distinguish when a person needs some extra advice;
- To be able to manage different groups of people; and
- To have a developed social network and public relations.

So, in accordance to the National Qualifications Framework (NQF), job brokers professional qualifications include:

- Graduates of Higher Education Universities: Department of Educational and Social Policy with specialization in Continuous Training, Psychology, Social Studies, Social Anthropology, Social Administration;
- Postgraduate and/or doctoral degree in the field of Counselling and Career Guidance /Adult Education, Education Sciences;
- Proven experience in vocational counselling of groups or individuals;
- Proven experience in administrative positions and coordination of teams;
- Knowledge of the institutional framework of the operation of Education structures and Adult Education and employment policies (familiarity with the laws and regulations);
- Certified knowledge of English language; and
- Certified knowledge of IT - familiarity with new technologies and good knowledge of multimedia.

With regards to the training opportunities, the Hellenic Society of Counselling and Guidance develops and implements training seminars and day conferences to provide guidance to

company HR managers and to support employers who are committed to recruiting and retaining job-seekers. Furthermore, the National Center for Vocational Orientation provides a number of trainings and training courses for Vocational Guidance Counselors to support employers who are committed to recruiting and retaining jobseekers.

**Spain:** As a standalone job role, the job broker does not exist in Spain. However, there are a number of professionals who offers most of the services a job broker does, both in public and private fields. In addition, there are publicly-funded programmes at regional level which are very close to job brokerage principles.

In the public sector, there are guidance practitioners who work at a local level in the Local Development Agencies. They provide a free guidance service to jobseekers and also they are in contact with employers and help them to recruit employees. Guidance practitioners from the Development Agencies send CVs to employers but they do not identify candidates. This service also does not include support or monitoring once the person has been hired either. Occasionally, the Development Agencies do organize internships with employers.

In private sector, there are recruitment agencies and temporary employment agencies. Both seek candidates for their employers. These agencies do a pre-selection of the candidates but the employer of the company is the one who makes the final decision. The employers pays the recruitment agencies for these services.

On the training and qualification front, there exist limited training or training guidance for job brokers in Spain.

## Conclusions

The Job Broker curriculum and training programme must reflect the necessary skills and competencies identified within each partner's national reports. With a particular focus on building up the skillset required by a job broker to deliver a two pronged service ; a customer-focused service - supporting jobseekers into employment and an employer-focused service - which supports employers to find suitable employees.

The key conclusions from this transnational partnership report, include:

- Unemployment remains high, increasing the need for job brokers and job brokerage programmes within partners' countries;
- Limited bespoke training and qualifications for job brokers in partners countries, with little recognition of the widened role that job brokers are now pressured to offer;
- Each partners' publicly-funded employment programmes, are different, although certain countries (Spain, Italy, Germany) have mobilised similar programmes i.e. the Youth Guarantee. Almost all partners' government bodies have launched, or in the

process of launching Payment by Results procurement systems with more outcome-focused delivery in the future;

- Youth unemployment is comparatively high when compared against general unemployment, in all partners' countries (In Greece, youth unemployment sits at 48.9% compared to 24% of general Unemployment; while in Germany, youth unemployment sits at 6.9% compared to 4.2% of general unemployment); and
- Job brokers, generally have either customer-focused or employer-focused skills. This is due to the original division of the type of publicly-funded employment programmes. Not many job brokers, have the full set of skills and competences required to provide modern job brokerage services to the public and employers.

The need for skills and competences amongst the diverse workforce currently working as job brokers must be embedded into a training programme that at a minimum merges the following demands of a modern job broker role:

- **Information, Advice and Guidance**
- **Employability training**
- **Job Matching**
- **Employer Engagement**
- **Supporting those with wider socio-economic barriers to employment**

Furthermore, the training/curriculum must also develop a job broker's case management skills, incorporating KPIs and performance management awareness, ensuring they are adaptable as more countries' mobilise Payment by Results programmes.

# London, United Kingdom

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**RINOVA** innovate, create & regenerate

## 1. Introduction

Rinova's primary research, focused predominantly on London-based stakeholders, whereas the desk research focused both on London and the UK-wide sector.

The secondary research, focused primarily on young people, while also providing guidance on the wider sector and different job broker target groups.

The UK focused on a range of sector, including the Employment and Skills sector, Welfare to Work, the Youth sector, as well as examples from the general Recruitment and Job Brokerage sector.

The UK research plan for Job Broker was undertaken using a range of methods to inform fully the training needs analysis. Qualitative and quantitative data collection tools were deployed for the research purpose.

The use of qualitative and quantitative research tools enabled the research questions to be met for a theoretical and practical analysis. In particular, this has been structured under:

- **Desk research**
- **Primary research – Interviews**
- 

**Desk research:** This part of the UK research, used a mixture of internet-focused methods, libraries, market research reports, trade association’s publications, as well as key strategic policies and annual and quarterly data to gain insight into the Job Brokerage and wider UK Welfare to Work sector in the partnership countries. Between February 2016 and May 2016, a wide range of sectorial documents were reviewed and the Employment and Skills, Welfare to Work, Youth and Recruitment industries’ documents were considered. With particular focus on current training availability on Job Brokerage, the desk research was 100% secondary in it’s’ format.

**Primary research - Interviews:** the interviews were mainly telephone-based and took place between May 2016 and June 2016. Rinova used the basic guidance questions as a base to all interviews; however, selected different types of questions based on the interviewees’ role within the sector and encouraged all interviewees to discuss key factors in relation to the key themes of this research. Participants included: Employment and Skills professionals; Welfare to Work providers; Training Providers; Managing Directors; Recruitment consultants and Job Brokers; Employment Advisers; Employers; amongst others.

### **UK Job Brokerage sector**

The UK Job Brokerage sector, in particular the Employment and Skills; Welfare to Work; Youth has experienced the following key changes:

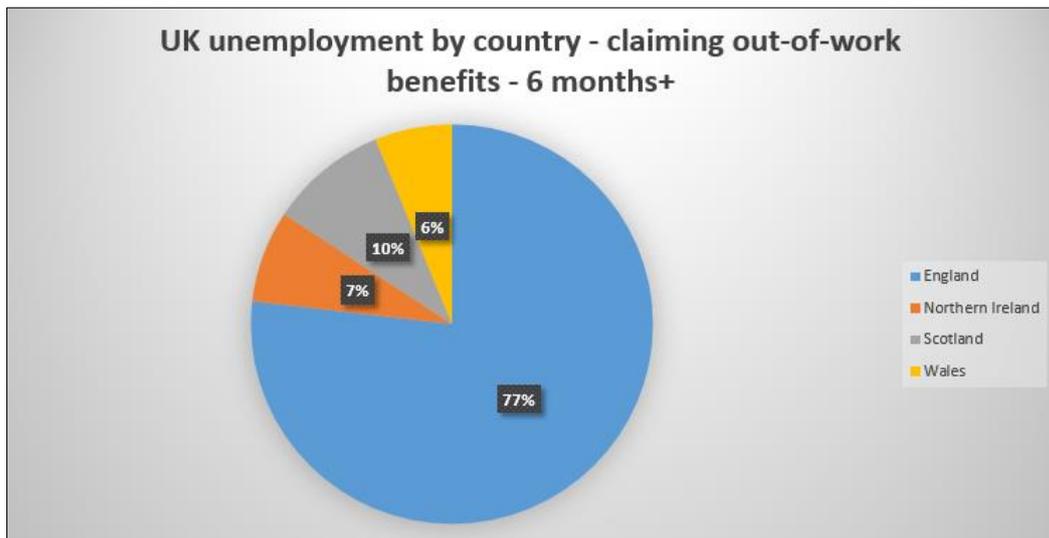
- Mobilisation of a Payment By Results scheme for contractors;

- More focus on Sustainable Results; and
- Mandatory programmes for Customers (only Welfare to Work sector).

However, many of these changes do have their origins within the wider sector from very early on. A more in-depth review on the key sectors will be covered in section 3.

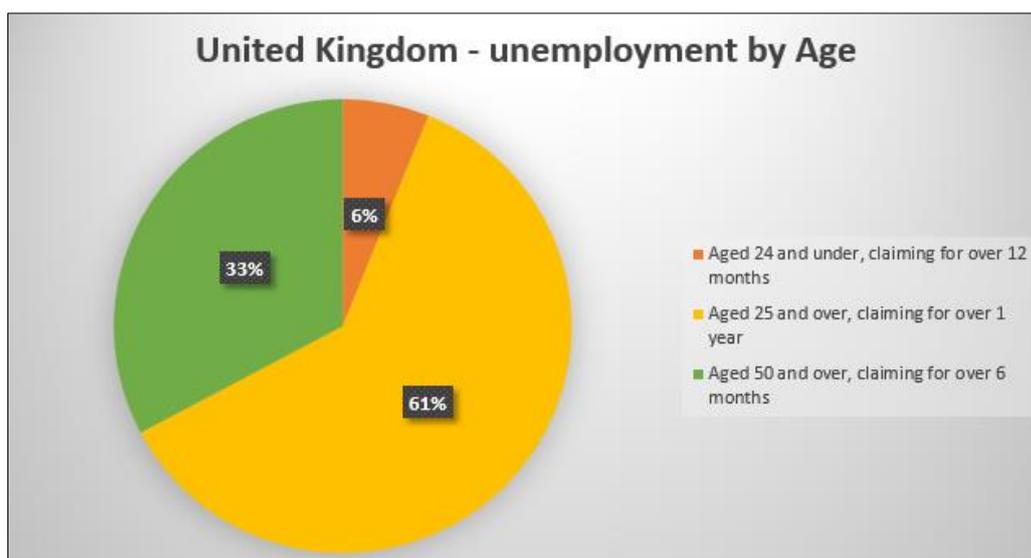
## 2. Unemployment and socio-economic factors of deprivation in United Kingdom/London

In the UK, 5.6% of the population are claiming out-of-work benefits (NOMIS – Nov 2015). 77% of those unemployed and claiming out-of-work benefits, live in England. With only 7% based in Northern Ireland; 10% in Scotland; and 6% in Wales.



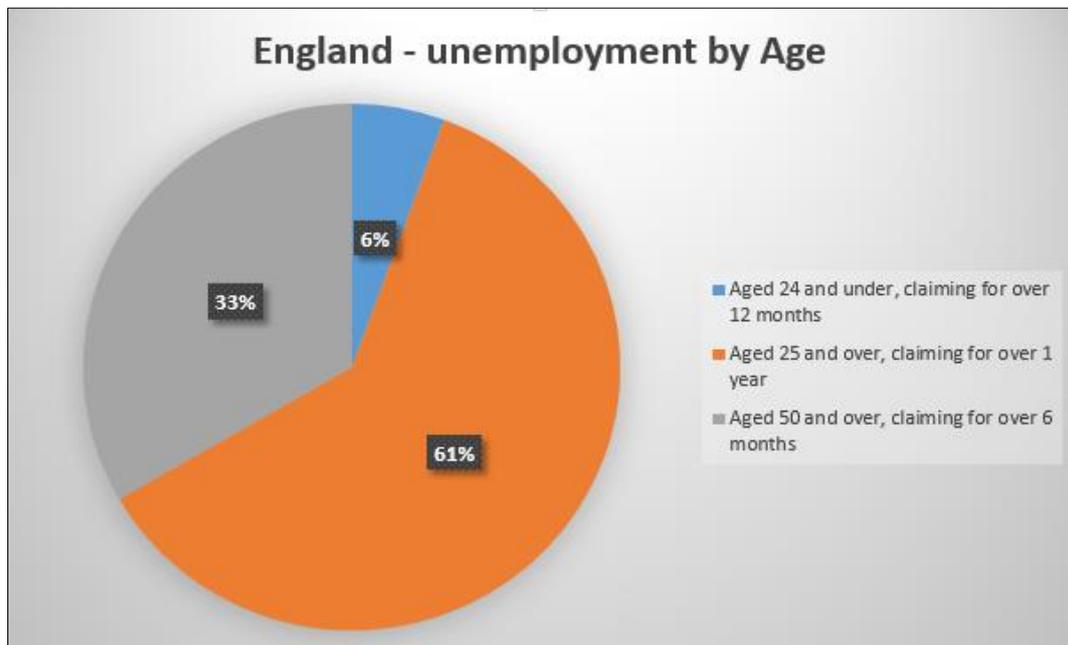
Office for National Statistics - 2016

Age, and unemployment, has a significant relationship in the UK. For instance, you are far more likely to be unemployed if you are aged 25 to 49, than if you were aged 18-24 or 50+. However, the numbers for these age groups fluctuate based on where you live in the UK. The below chart identifies that the age split for the unemployed currently stands are: 61% aged 25-49; 33% for 50+; and 6% for 18-24 year olds claiming benefits for 12 months+.



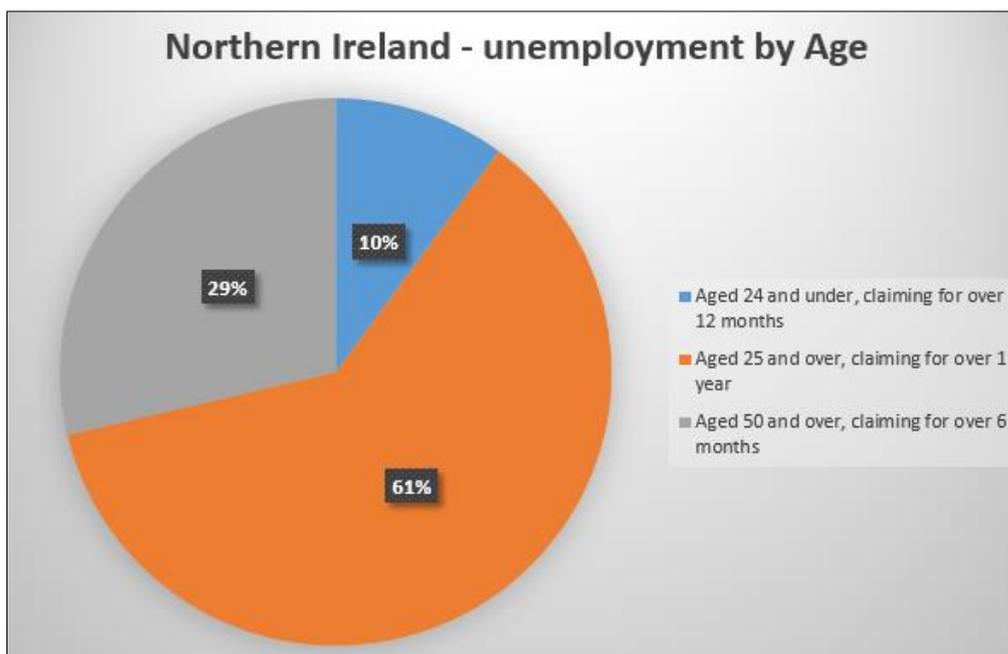
Office for National Statistics - 2016

Following tabulations of the Office for National Statistics, the data by % for England's Unemployment by Age matches that of the UK. Rinova, initially believed there must be a mistake, however, after further investigation into the data obtained, this equates to the same %, although the actual figures are different. See below a graph, confirming England's unemployment statistics by Age.



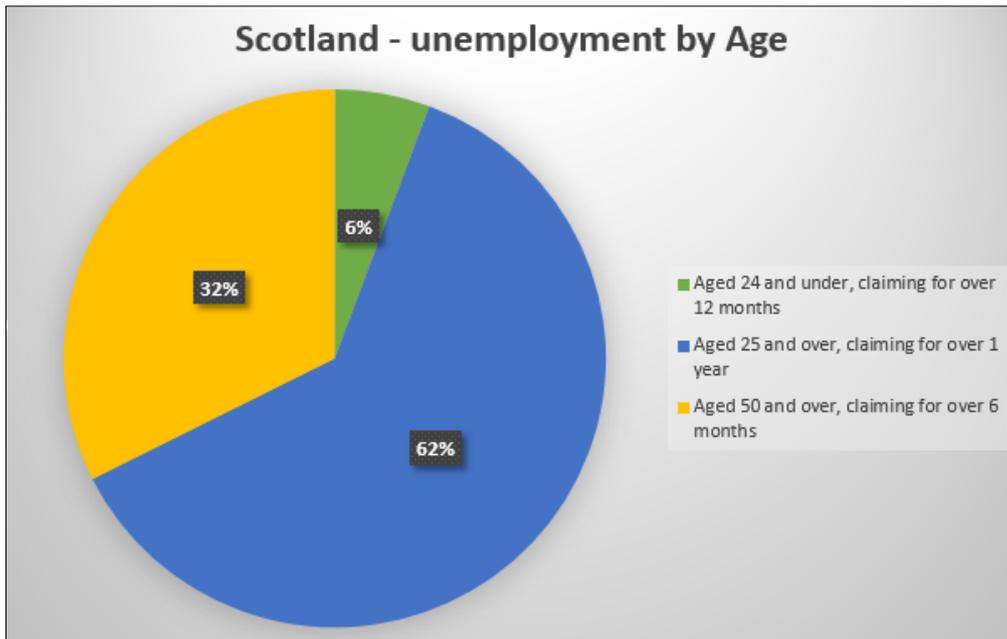
Office for National Statistics - 2016

In Northern Ireland, the unemployment figures by Age, mirrors unemployment for those aged 25-49, however, youth unemployment in Northern Ireland equally 10% of all unemployed, which is significantly higher than the UK and England.



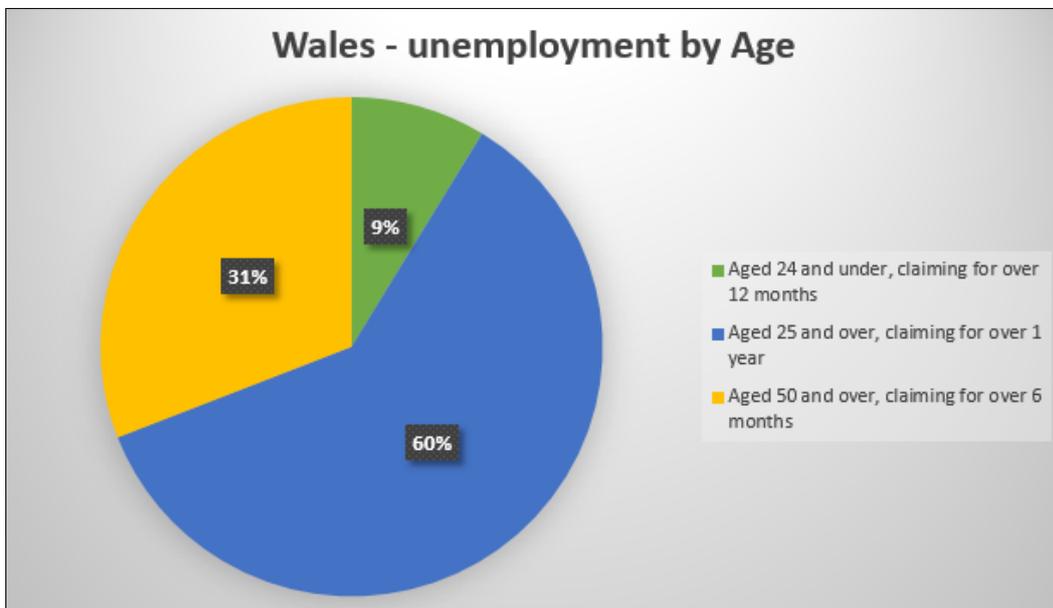
Office for National Statistics - 2016

Scotland's unemployment by Age, practically mirrors the UK and England's unemployment figures, although unemployment 50+ is 32%, instead of 33% in the wider United Kingdom.



Office for National Statistics - 2016

Wales' unemployment by Age, is similar to Northern Ireland, with 9% of unemployed young people, with 60% aged 25-49; and 31% aged 50+.



Office for National Statistics - 2016

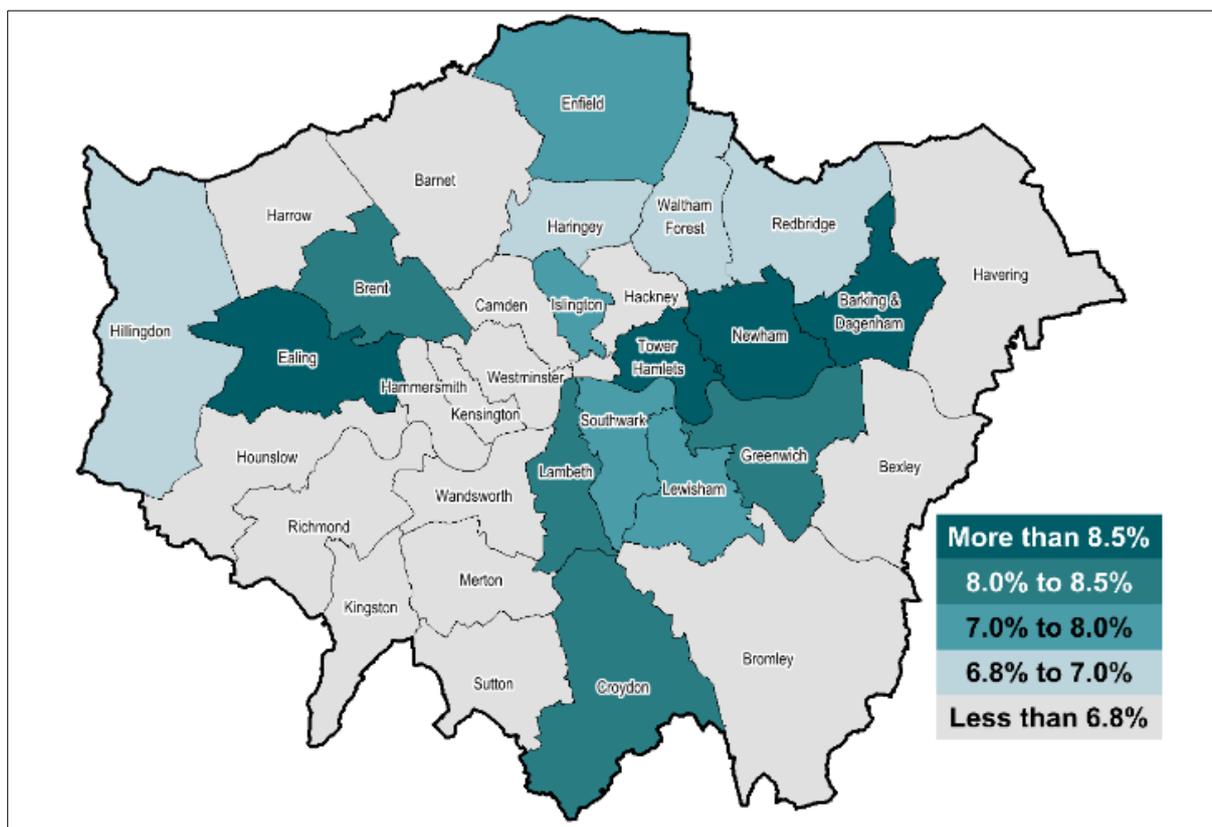
Due to the significantly higher unemployment figures in England, this report will primarily focus on England, in particular London.

## Unemployment in London – 2016

13.3% of the UK’s unemployed are based in London. Overall, 5.6% of London’s population are currently receiving out of work benefits (Office of National Statistics – Nov 2015). At a borough-level, unemployment is spread throughout the capital, with 14 boroughs have less than 6.8% of unemployment, and similar to the overall London 5.6% unemployment. However, there are catchments of higher unemployment above 6.8%.

LB of Ealing; Tower Hamlets; Newham; and Barking & Dagenham, all have unemployment above 8.5% throughout their boroughs.

Furthermore, LB of Brent; Enfield; Greenwich; Lambeth; and Croydon, currently have unemployment figures of 8.0% to 8.5%. LB of Islington; Lewisham; Southwark have unemployment levels of 7.0% to 8.0%. LB of Hillingdon; Haringey; Waltham; and Redbridge have levels of unemployment 6.8% to 7.0%.

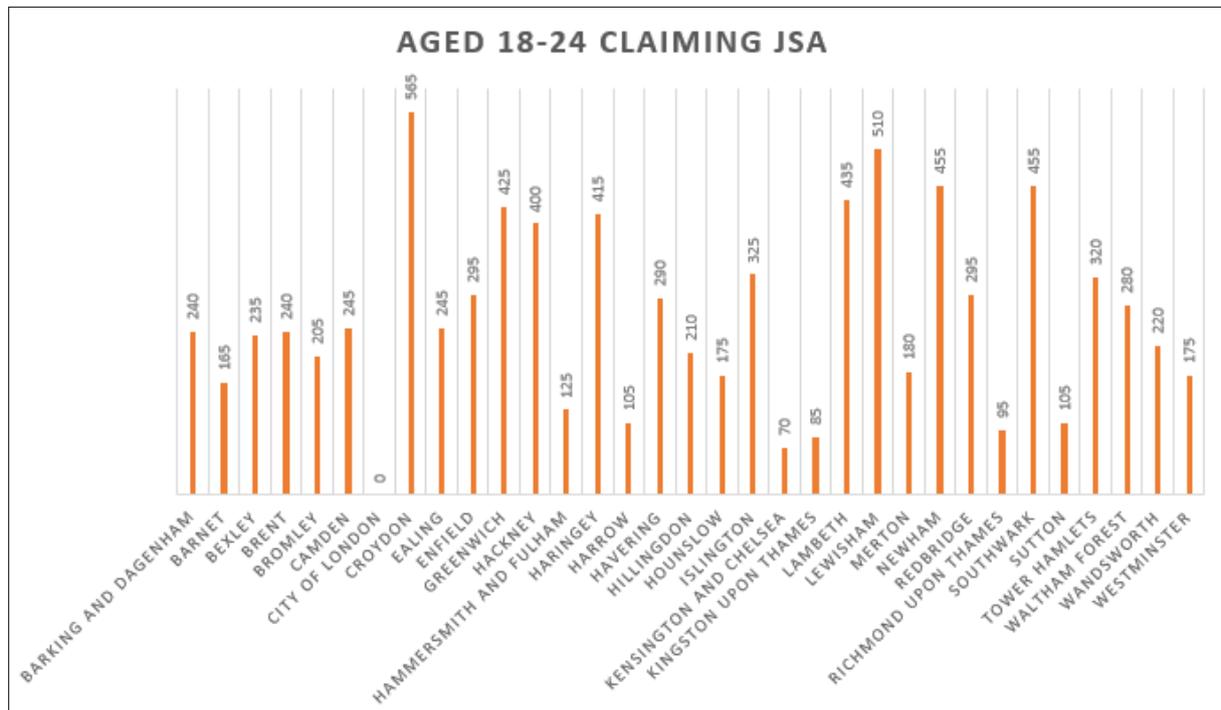


London’s Poverty Profile - 2016

Within individual London boroughs, exist wards with significantly high unemployment, leading to high deprivation. Wards in Ealing with above average unemployment figures include: Southall Broadway (13%); Northolt West End (13.2%); in Tower Hamlets’ wards with a higher borough-level unemployment rate includes: Banglatown (13.7%); Bromley-by-Bow (17.2%); Barking & Dagenham’s wards with higher borough-level unemployment rates, includes: Thames (15.3%); Becontree (13.9%); Newham’s wards with higher borough-level unemployment rates, includes: Beckton (14.2%); Stratford & New Town (11.2%).

## Youth Unemployment in London

Youth Unemployment in London, currently equals 8.8% based on the Office for National Statistics November 2015 data. LB of Croydon (5.6%); Lewisham (5.9%); and Southwark (5.2%) have the highest youth unemployment.



Office for National Statistics - 2015

According to the Office of National Statistics, the age range of young people claiming out-of-work benefits include:

16-24	109,085 (Total number of young people)
16-17	45
18-24	17,535
18-21	9,170

16-24 year olds unemployed rates in London – NOMIS, February 2016

London is host to over a million young people, highly diverse ethnically, with White young people representing over 50% of the youth population. Young people from a mixed ethnic background represent: 6.6% of youth. Young people from an Asian/Asian British background represent: 22% of youth. Young people from a Black African/Caribbean/British background represent: 14.6% of youth. Young people from another ethnic group represents: 3.9% of youth.

According to the TUC's BME Youth Unemployment report 2012, young people from an ethnic minority group are far more likely to be unemployed than a white young person:

## TUC BME Youth Unemployment - 2012

(2012)		Male	Female	All
<b>Unemployment Rate</b>	White	24%	17%	20%
	Indian + Pakistani +Bangladeshi	30%	28%	29%
	Black/African/Caribbean/Black British	50%	40%	45%
<b>Proportion</b>	White	16%	10%	13%
	Indian + Pakistani +Bangladeshi	16%	13%	15%
	Black/African/Caribbean/Black British	26%	17%	21%
<b>Worklessness</b>	White	16%	17%	17%
	Indian + Pakistani +Bangladeshi	13%	17%	15%
	Black/African/Caribbean/Black British	22%	19%	21%

### Youth in London - key statistics

Currently across London, 1,152,517 people from a minority ethnic group hold no qualifications, this equates to 17% of all members of a minority ethnic group (NOMIS 2016). 14% of members of the Black community (Africa/Caribbean/Black British) hold no qualification.

According to London Poverty Profile for 2015, 45% of Black pupils in London, leave school without achieving the target GCSE standard. 35% of all 19 year old Londoners have a qualification below Level 3, with 12% lacking a Level 2 qualification in London.

### Education: School Leavers and Qualifications levels

During desk research, it was identified that National school leaving statistics are not published. Statistics published by the Department of Education<sup>9</sup> do show attainment at 16. Generally, grades A – C is considered a pass. According to the Big Bang UK Comparative Study, most employers expect young people to have 5 GCSE passes including English and maths to start an apprenticeship.

Academic year ending August 2012	No. of young people
5 GCSE's A – C or equivalent	508,270
5 GCSE's A – C or equivalent inc English and maths	369,086
5 GCSE's A – G or equivalent	584,076
5 GCSE's A – G or equivalent inc English and maths	574,317
Any Pass	618,250
Total	561.315

Source: Department for Education

### Key industries in London

The Office of National Statistics annual Labour Force Survey for London (April 2014-March 2015) identifies a range of key industries entered by young people aged 16 to 24 over a 12-month period. See below the information for London:

Industry	Number of young people (16-19)	Number of young people (19-24)
Manufacturing	Unknown	3,300
Construction	2,300	5,700
Distribution, hotels & restaurants	7,000	11,600
Transport & communications	2,400	5,100
Banking	3,000	10,800
Public admin, education & health	3,600	10,300
Other services	3,500	6,500

Sectors, where young people were not accounted for based on the Labour Force Survey reported included:

- **Agriculture & fishing**
- **Energy & water**

London is increasingly more urban and suburban, so the lack of young people entering Agricultural jobs in London is not unusual. On the fishing jobs front, although London is based on the Thames, there exist no significant fishing industry in the city, beyond retail-related jobs i.e. fisheries. As a significant energy and water consumer, it is surprising that the Labour Force Survey could not account for any young people entering the Energy & Water sector. The Labour Force Survey indicates that the industry for this age group is so small, it cannot be accounted accurately. Energy and Water is a sector, which will continue to grow in the forthcoming years and requires a well-trained and ready workforce.

### 3. Publicly-funded employment services in United Kingdom, London.

Most of the current publicly-funded employment services have their origins in the Labour Government policies of the 1990s. Many of these programmes targeted those claiming Benefits, while others' were designed to support young people such as the New Apprenticeship schemes or the employed low skilled. In particular, the New Deal programmes, which aimed to support young people; 25+ long term unemployed; lone parents; people with disabilities; and those over 50 years old changed publicly funded employment programmes. The New Deal programmes were initially delivered by the Employment Service, and later by the especially created Jobcentre Plus. All the programmes were government delivered.

Following the launch of the New Deal programmes, the Labour Government launched 15 'Employment Zones' in 2000 in areas of high unemployment. The Employment Zone's employed external providers to deliver the employment support programmes on a payment by results framework, requiring providers to move people into long term unemployment before receiving payment. In 2007, saw the launch of a number of other into work programmes: Pathways to Work, which were delivered by both private and voluntary and community sector partners, further establishing the sector's reliance on external contractors and leading the way for a Payment by Results system.

#### The current situation

Current publicly-funded Employment and Skills programmes are broken down primarily by age: 16 to 18; 19+ and 25+. These programmes are funded by a range of government departments and statutory bodies and charities, including: Skills Funding Agency; European Social Fund; Big Lottery; DWP; DfE; Sector Skills Councils; and well as Local Councils.

The current sector, involves a range of Employment programmes, Providers ( large, medium, small from a cross range of sectors), targeting the key groups; on statutory benefits (Youth; Unemployed; Low Skills; Under-employed), as well as those from a wide range of backgrounds.

Current programmes include:

- **The Work Programme:** mainstream mandatory employment programme for the long term unemployed, which aims to move people into sustained employment through activities such as Employability skills; Sector training; Upskilling; IAG etc.
- **Apprenticeships:** funded Apprenticeships are available across sectors, with fully funded qualifications available for 16 to 24. 25+ qualifications are available and can be financed through the 24+ loans scheme.

- **Traineeships:** designed to develop young people to be ready to start an Apprenticeship, the Traineeships programmes include a Work Placements; Sector Training; and support to complete Maths and English GCSE.
- **Sectoral programmes:** there exists a wide range of sector-focused employment and skills programmes, designed to develop peoples' skillsets and social mobility.

There also includes a range of devolved Employment and Skills, Welfare to Work and Youth programmes throughout England, Scotland, Wales and Northern Ireland.

## Sector Providers

Delivery organisations are called providers, and include a wide range of organisations, such as:

- **Training Providers**
- **Youth organisations**
- **Recruitment Agencies**
- **Housing Associations**
- **Charities and VCS organisations**

Providers are from a range of backgrounds and include: Private; Voluntary & Community organisations; Public sector; and Social Enterprise providers.

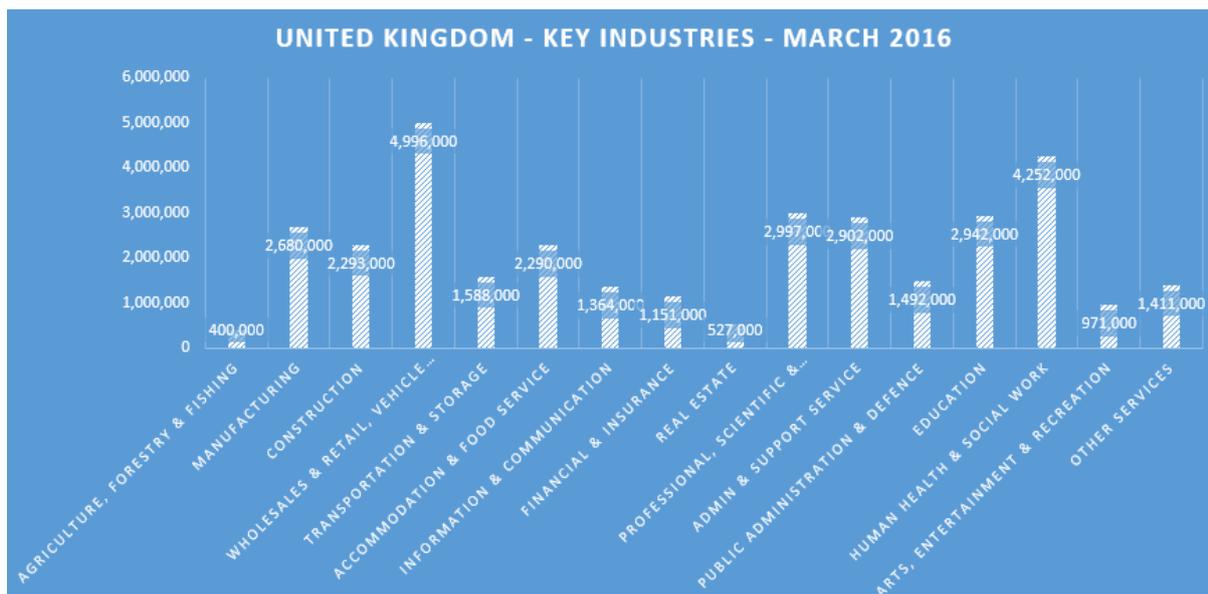
## 4. Employment in United Kingdom/London

Since the last recession in the UK, there has been notable growth in many of our key industries, especially in the last 12 months: Construction (8,000 jobs growth); Accommodation & Food services (8,000 jobs growth); Financial services (28,000 jobs growth); Education (24,000 jobs growth); Arts, Entertainment and recreation (5,000 jobs growth).

Currently, the UK's largest sectors include:

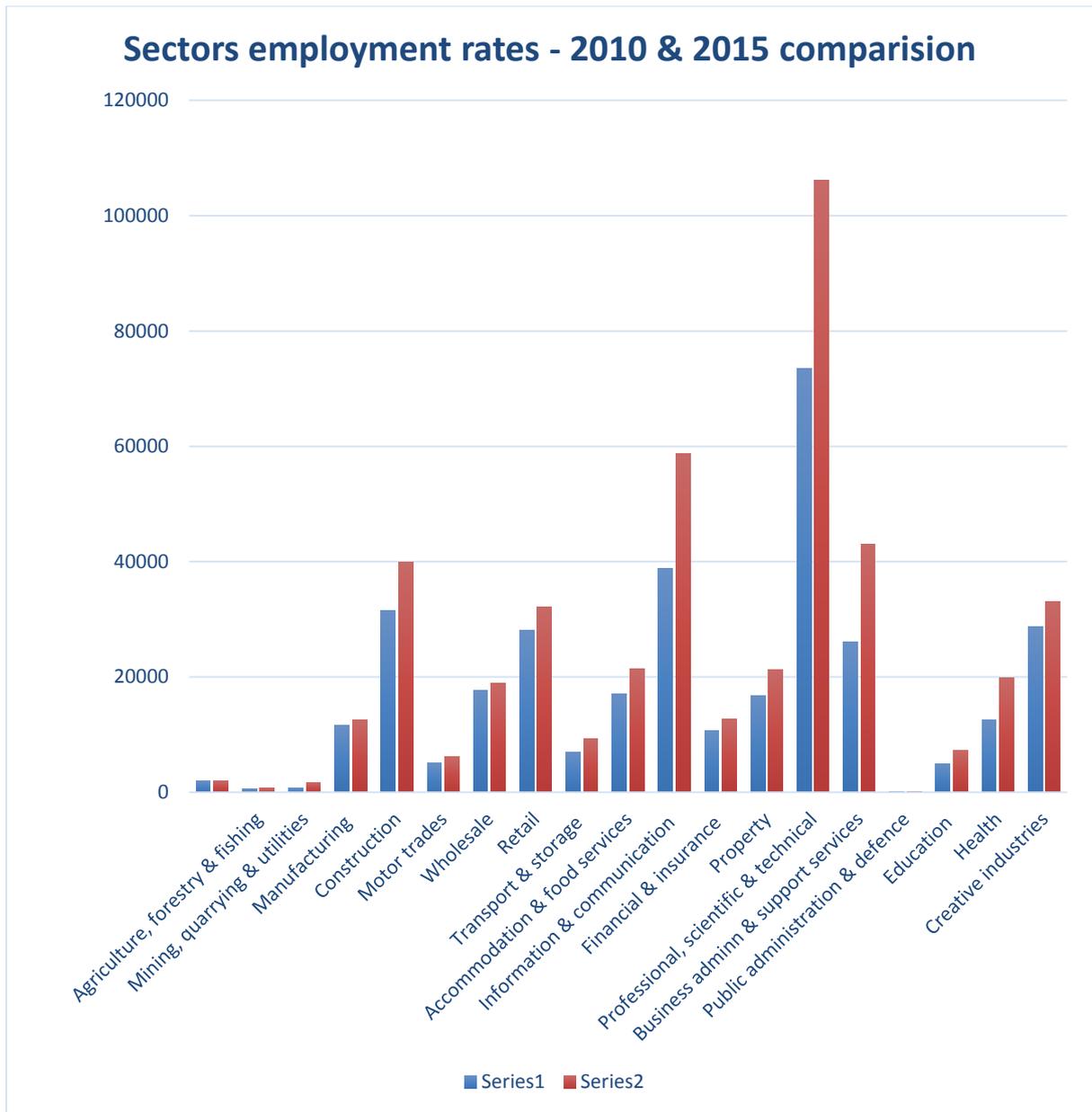
- Wholesale & Retail (4,996,000 jobs)
- Human Health & Social Work (4,252,000 jobs)
- Scientific & Development (2,997,000 jobs)
- Education (2,942,000 jobs)
- Manufacturing (2,680,000 jobs)

See the below table on all of the UK's key industries based on the UK's Office for National Statistics-March 2016 data:



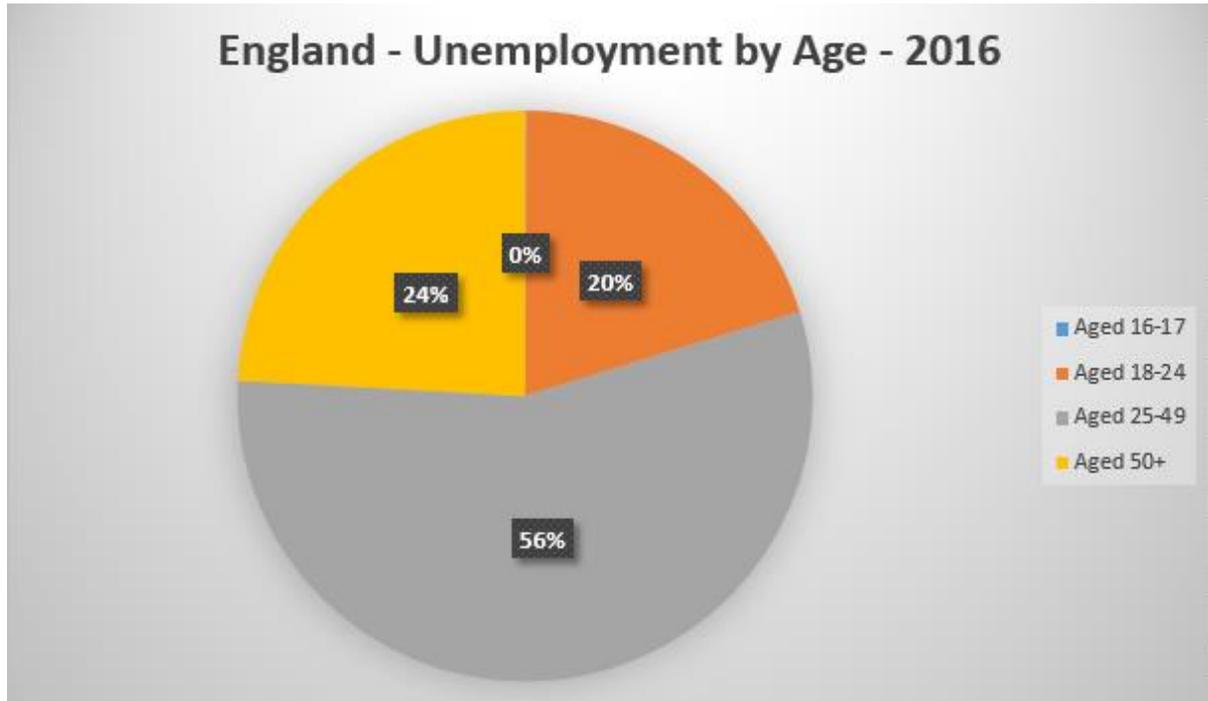
Office for National Statistics – March 2016

The below table, is a comparison between employment sectors in 2010 and 2015. In all key sectors, there has been a growth in employment opportunities within these sectors, with some cases increasing by up to 30% in opportunities over a 5 year period. The Professional, Scientific and Technical sectors in particular have experienced a boom in growth since 2010; while Information & Communication has also experienced a significant increase in employment between 2010 and 2015.



The most up-to-date Office for National Statistics on Unemployment in England for 2016 (based on current **out-of-work benefits**), indicates that 25-49 year olds are particularly affected by unemployment with 56% claiming JSA for 4 weeks+; while 24% are 50+; and 20% are aged 18-24. Those aged 18 and under and on out-of-work benefits is below 1%.

## England - Unemployment by Age - 2016

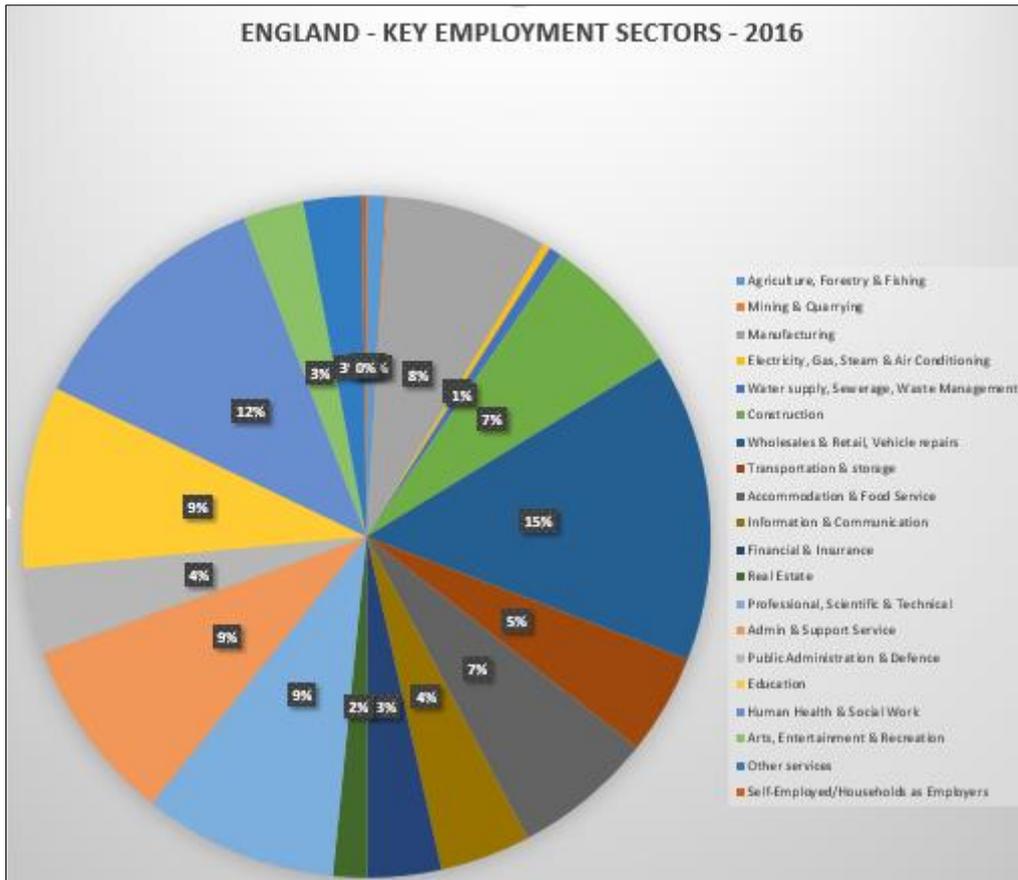


Office for National Statistics – March 2016

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Other services	3,500	6,500

The below pie chart, provides a full breakdown by % on individual Employment sectors throughout England in 2016. Compared to the UK overall, Wholesale % Retail equals over 15% in England, while in the UK it equals 14.6%. In the UK, Agriculture, Forestry & Fishing represents 1.2%, whereas in England it equals only 0.9%. Most of the other UK and England's sectors are very similar.



Office for National Statistics – June 2016

See a full breakdown between the UK and England below:

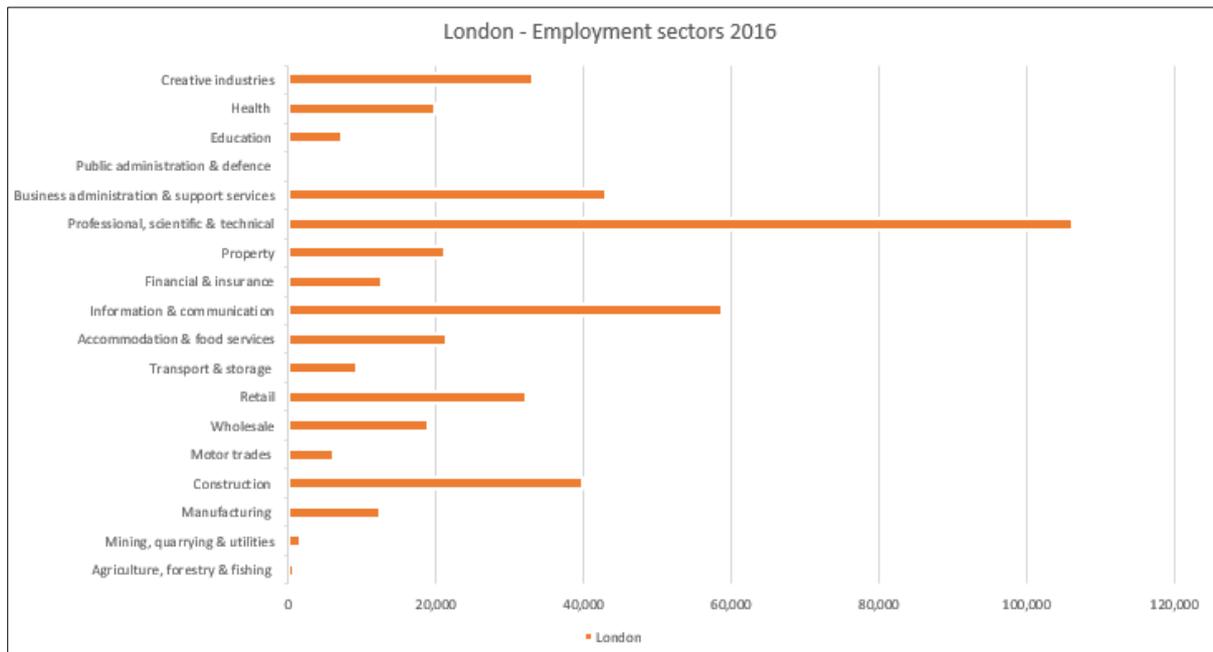
Industry/Sector – March 2016, NOMIS	England	England %	United Kingdom	United Kingdom %
Agriculture, Forestry & Fishing	267,000	0.9	400,000	1.2
Mining & Quarrying	29,000	0.1	68,000	0.2
Manufacturing	2,219,000	7.6	2,680,000	7.8
Electricity, Gas, Steam & Air Conditioning	99,000	0.3	133,000	0.4
Water supply, Sewerage, Waste Management	180,000	0.6	216,000	0.6
Construction	1,949,000	6.7	2,293,000	6.7
Wholesales & Retail, Vehicle repairs	4,273,000	14.6	4,996,000	14.6
Transportation & storage	1,386,000	4.7	1,588,000	4.6
Accommodation & Food Service	1,942,000	6.6	2,290,000	6.7
Information & Communication	1,241,000	4.2	1,364,000	4.0
Financial & Insurance	1,011,000	3.5	1,151,000	3.4
Real Estate	469,000	1.6	527,000	1.5

Professional, Scientific & Technical	2,675,000	9.2	2,997,000	8.5
Admin & Support Service	2,550,000	8.7	2,902,000	8.5
Public Administration & Defence	1,181,000	4.0	1,492,000	4.4
Education	2,526,000	8.6	2,942,000	8.6
Human Health & Social Work	3,521,000	12.1	4,252,000	12.4
Arts, Entertainment & Recreation	829,000	2.8	971,000	2.7
Other services	798,000	2.7	921,000	2.7
Self-Employed/Households as Employers	67,000	0.2	73,000	0.2

The key UK top 10 Growth sectors are:

1. **Chemical Manufacturing – 31% growth**
2. **Ship Building – 16% growth**
3. **Aerospace Production – 11.5% growth**
4. **Furniture Production**
5. **Information Services**
6. **Child Care/Cleaning services**
7. **Hospitality**
8. **Land Transport**
9. **Computer programming & Consultancy Services**
10. **Mining & Quarrying**

In London, the main employment industries/sectors are:



Office for National Statistics – March 2016

## **Growth sectors in London**

Between 2007 and 2015, the sectors with the most growth in London were:

- **Energy & Water**
- **Construction**
- **Accommodation & Food service**
- **Information and communications**
- **Financial services**
- **Real estate services**
- **Professional, scientific and technical activities**
- **Education**
- **Arts, entertainment and recreation**
- **Other services**

In particular, over the course of 12 months, the following sector increased job opportunities by over 5,000 jobs: Construction (8,000 jobs); Accommodation & Food services (8,000 jobs); Financial services (28,000 jobs); Education (24,000 jobs); Arts, Entertainment and recreation (5,000 jobs).

## 5. Job Brokers in United Kingdom

The profile and professional background of staff, currently working as Job Brokers in the UK and specifically in London, is often determined by the nature of the organisation for which they are working.

Job Brokerage roles in the UK can encompass the whole spectrum of tasks involved in the sphere of Job Brokerage, while others may include one or two key tasks.

In some cases, there is a separation of the role and the job broker may provide their service as part of a team, for example there may be strictly advisory and/or strictly employer account management-focused.

A UK Job Broker, role generally includes the following type of tasks:

- **Information, Advice and Guidance**
- **Mentoring and Support**
- **Employability support**
- **Job Brokerage**

Roles vary in the UK, from organisation to organisation, but the unifying aspects of this role is that more and more often the job broker now acts as an 'Employment Adviser', providing a matching service between the client and the employer and a support role to both to ensure sustainability. This role can be covered by the Job Broker alone, or as part of, or in collaboration with an Employer Engagement Team. The Job Broker role can be broken down based on delivery type:

- **Job Brokers working on payment by results programmes**
- **Job Brokers working on community, non-target driven programmes**
- **Employer Engagement Job Brokers**

**Job Brokers working on payment by results programmes:** are generally more performance-focused, to ensure the overall success of the contract delivery. Job Brokers, will generally have higher sales-based skills in both working with customers and clients. Job Brokers on PBR programmes also need strong networks for sign posting and access to information to provide to customers.

**Job Brokers working on community, non-target driven programmes:** are less performance-focused and more motivated to achieve individual results for customers. The roles are more Information, Advice and Guidance-focused. The key tasks may be bespoke per community project, and this reflects the job role and skillset of the individual Job broker.

**Employer Engagement Job Brokers:** are generally solely responsible for employer liaison although some smaller organisations' may employ a co-Job Broker and Employer Engagement Officer role. These type of job brokers' work on account management of the employer, building partnerships and sustaining relationships. This role also supports customers' to sustain employment.

## Job Brokers qualifications

Employment Advisory qualifications are slowly developing in the UK, however, very few incorporate a bespoke Job Brokerage focus. Current training/qualification options include:

- **Level 4 & 6 Information, Advice and Guidance**
- **Careers Guidance qualifications**
- **Level 3 Diploma in Employment Related Services**

Level 4 & 6 Information, Advice & Guidance qualification or a similar level qualification e.g. Careers Guidance to be a professional adviser in the sector.

Careers Guidance: example qualifications include the Qualification in Career Guidance (QCG or QCGD in Scotland).

Employment Related Services Level 3 Diploma: is a relatively new qualification aimed at Employment Advisers.

These qualifications which are QCF accredited and are part of the National Qualifications Framework, in turn slot into the European Qualifications Framework. The vast majority of training opportunities are vocational in nature, however, several Higher Education programmes exist, including degrees focused on the key skills of Information, Advice and Guidance, i.e. Qualification in Careers Guidance (QCG) or a Postgraduate Diploma in Careers Guidance.

## Professional associations

As a growing sector, the Welfare to Work sector has a limited choice of professional associations, however over the last 10 to 15 years a number of bodies have been established:

**Employment Related Services Association:** The Employment Related Services Association (ERSA) is the representative body for the employment support sector. Established in 2005, it exists to help its members achieve their shared goal: to help people gain sustainable employment and to progress in work. ERSA represents organisations that deliver, or have an interest in the delivery, of employment related services. The scope of its reach includes skills provision, self-employment, offender related services, youth employment services, welfare reform and disability-related issues, as well as the design and delivery of employment programmes. <http://ersa.org.uk/>

**BASE: British Association for Supported Employment:** BASE is a national charity that promotes the principles and delivery of high quality Supported Employment services. Its' brief is to represent, inform and encourage best practice. BASE supports its' members through collective representation on policy and funding issues; advice and information; and the exchange of best practice through training, regional networks and events. <http://base-uk.org/>

**Learning and Work Institute:** A new independent policy and research organisation dedicated to lifelong learning, full employment and inclusion. L&W bring over 90 years of combined history and heritage from the 'National Institute of Adult Continuing Education' and the 'Centre for Economic & Social Inclusion'. Learning and Work Institute is a membership organisation with a diverse set of individual and corporate members including colleges, local authorities, third sector organisations, universities, businesses and iconic organisations in civil society such as the BBC, the Open University, the National Federation of Women's Institutes and the Ministry of Defence. <http://www.learningandwork.org.uk/>

### **Local Networks supporting job brokers in London.**

From research, there are very limited opportunities to undertake tailored, training focused on developing the professional skills of those working in the field of Jobs Brokerage provision. However, there are many organisations offering complementary skills, including London's Chambers of Commerce, which would assist a job broker in their everyday job i.e. Communication; Account Management; Networking. The vast majority of these organisations are based on membership services.

However, one organisation, which does not require organisations' to be members to access their services and also has an Employment and Skills sector-focus is LVSC.

**LVSC:** London Voluntary Service Council is the collaborative leader of London's voluntary and community sector. LVSC supports London's 60,000 VCS organisations to improve the lives of Londoners. LVSC manages' London Employment and Skills Policy Network, which promotes sector policy and also occasionally offers training to Employment and Skills' staff based in London.

Very occasionally, Local Authorities and other borough-based Voluntary Service Councils offer free training This is usually aimed at the Voluntary and Community Sector and although there have been occasional examples of session with a focus on job brokerage themes, very little delivery has been identified in the last 12 months.

## 5. The view from the Stakeholders

### (a) 'System' issues in terms of the organisation of services for job-seekers with companies

**Zena Webber, Careerwise:** *Depends. Sometimes no pre-employment programmes i.e. employability. If an organisation does have funding, then it is easier to prepare workers for jobs. Each training provider is different, and has different funding. This means each job brokerage service is different.*

**Andres Mora, Asfar:** *There exist many networking opportunities for employers and job brokers/employer engagement officers.*

*Including:*

- *Job Fairs*
- *Sector-focused events*
- *Job Centre events*

*Account practices i.e. relationship management works well, as it ensures communication between the parties. With regards to VET providers – it depends on the organisation. The more experienced VET organisations are, the more likely they will provide a range of training opportunities to those participating on a brokerage programme. However, there are a great deal of organisations out there that do not offer the minimum skills training i.e. employability and other preparation training.*

*Good practice includes Job brokers that ensure people complete awareness training about the sector, employability training and other skills before being put forward for a job.*

**Nicolle Pennie:** *Good examples of networking include social media presence, breakfast meetings with employers and brokers present, cold calling and broadcasting.*

*Stakeholders enjoy the benefits of government incentive, quality service (regular updates, even if the update is not 100% productive) as well as human communication.*

*There are different options for job seekers depending on age and ability ranging from the style of training and variables'. There is a massive culture clash in what companies are looking for in job-seekers and what job-seekers are looking for in companies; job seekers are looking for an easy ride, and companies are looking for an employee looking to work hard, almost bend over backwards.*

## **(b) Preparing job-seekers for employment**

**Charles Yassin, LITC:** *Knowledge, skills and motivation. Mixed of factors and preparation techniques. Some have had very successful experiences, while others have not. It often depends on a person's situation and the expectation of an employer and the work culture in the business.*

**Andres Mora, Asfar:** *Key barriers for jobseekers include: Lack of experience; Lack of skills; Lack of awareness on the sector  
Success factors: Support and mentoring; Understanding employer.  
What goes wrong: Communication and misunderstanding.*

**Zena Webber, Careerwise:** *Key barriers: Meeting expectations. Unemployed people have unrealistic expectations. i.e. some want £25k but they haven't worked for 5 years. A good employability programme would address this. For older and young people, many are not realistic in their choices and goals.*

*On the other hand, older people or those with kids, sometimes it is not worth them working because child care is too expensive i.e. £900 per month. People think what is the point to work in these instances, these are just a few social barriers which stops them moving into the labour market.*

*Child-friendly employers are limited for certain jobs, and job seekers they have their own problems and need to stay on benefits to pay rent etc. Single parents.*

*First job/Apprenticeship: First job – meeting employers' expectations is difficult – how to meet and know these expectations. Jobseekers don't always understand the protocol of work i.e. need to work 110%, not 100%.*

**Nicolle Pennie:** *The biggest issue I have preparing job seekers for work is the commitment to better themselves. Our company's ethos is you have whatever you work for, a lot of job seekers are not willing to put in the work. I overcome this barriers, by making them have to put in less work and make sessions to better themselves fun and rewarding.  
Incentives and the biggest motive and we aim to support individuals' gift voucher or cash or tablets.*

## (c) The companies' perspective

**Zena Webber, Careerwise:** *As an employer the*

*Positives are: eager to learn, willing to work way up*

*Negative are: based on the individual – expectation to work and study full-time at such a young age. It is a struggle. Many young people want the job, but don't want to do the qualification.*

**Andres Mora, Asfar:** *Eagerness on both sides. Training and mentoring from employers and apprenticeship providers.*

*Lack of communication/Frustrations can effect these relationships.*

*Positive: new ideas especially around technology*

*Negative: not trustworthy/inexperienced/rude*

**Nicolle Pennie:** *For local people employers will use local advertisement or job centres. The positives to having young people a companies are they bring a vibrante and fresher energy they also tend to retail longer and be more committed if they less experience to compare the workplace to. The negative is the employer will need to have patience's and mould the young person possible teach them a skills set. Issue punctuality and attitude are more frequent with young people. Employers are not always realist with their expectation, however this is where broker needs to be realist and honest with expectations. Support is available however as a broker it is realistically the employer responsibility and employer policies and procedures which will support and train the staff.*

## (d) The needs of the Job Brokers

**Zena Webber, Careerwise:** Skills, attitudes and knowledge

- Understanding clients and their needs
- Motivated and being able to motivate others
- Knowing the labour market and clients backgrounds i.e. single parents and employers requiring long hours.
- Being able to match employers and clients well.

## 5. Case Studies

**Title of Case study:** Youth Job Brokerage in South London

**Name of organisation:** London Learning Consortium

**Contact details:** Ken Abah, Business Development Manager, K.Abah@londonlc.org.uk

London Learning Consortium (LLC) is a CIC that works to benefit communities and businesses across London. It has been in operation for over 9 years and has its' origins in the London CVS partnership, resulting in the incorporation of LLC. It currently employs over 30 staff and works with over 230 members, 9 subcontractors through its' charitable subsidiary wing 'The London Learning Foundation'.

It both delivers VET programmes directly and manages a small VCS supply chain. It offers Apprenticeship programmes in:

- Leadership and Management
- Business Administration
- Customer Service
- Youth Work
- Childcare
- Housing
- Health & Social Care
- Supporting Teaching & Learning in Schools

It also offers a range of different programmes: Classroom based; Online; and CPD. It also delivers Traineeships.

LLC manages a London-wide Employer Network, which matches young people with potential employers.

LLC is a voluntary and community sector organisation and its target group includes adult learning, but especially young people aged 16 to 24, wishing to complete a vocational work-based qualification, such as a Traineeship or an Apprenticeship.

LLC is a VET deliverer of adult employment programmes and especially young people-targeted qualifications such as Apprenticeships and Traineeships. It also works with Employers, matching young people into employment and provides long term In-Work Support.

LLC work with young people, especially those that are NEET or wish to move into an Apprenticeship or Traineeship. Often this equals young people, who need support finding a job or do not have the skills to remain in Education or move into Higher Education.

LLC's Traineeships target young people aged 16-23, who wish to move into employment, especially into an Apprenticeship. LLC's Traineeship focuses on employability training, work placements in a specialist sector and support to achieve a minimum of a GCSE Maths and English grade A-C. LLC's programme is matched with its' wider funding to offer wider training programmes to support the young person into work and later onto an Apprenticeship. The Traineeship is designed to be a spring board to an Apprenticeship.

**Title of Case study:** Supporting adults in North London

**Name of organisation:** CareerWise UK

**Contact details:** Zena Webber, Managing Director, zena@careerwise-consultancy.co.uk

CareerWise Consultancy founded in 2011, was established to provide training, qualifications and support services to young people, the unemployed and professionals, as well as specialist professional consultancy services to Training Providers; Employers; Jobcentre Plus; Local Authorities; Community organisations and Charities. CareerWise Consultancy is a private sector organisation. It currently employs 6-7 full and part-time staff, as well as a number of self-employed specialists.

Furthermore, CareerWise was founded to provide assistance, guidance and capacity building to up and coming Enterprises, especially SMEs, enhancing the Training and Welfare to Work marketing with innovative new organisations and projects.

CareerWise Consultancy has provided a wide range of unique support and consultancy services, both to individuals and businesses/organisations.

CareerWise provided a robust CV Consultancy services for a number of CV companies, supporting professionals, JCP and Recruitment companies in the development of CV that make an impact on employers.

CareerWise's target group includes: Young People; Long term Unemployed; Women; and members of the BAME community. CareerWise's Managing Director, started their own career as an IAG/Job Broker, and so it was only natural for her to set up an Employment and Skills company.

CareerWise was involved in the delivery of the SFA ESF Skills Support for the Unemployed contract on a pan-London basis. This contract involved identifying suitable candidates who were unemployed and aged 19+, develop their skills for a particular sector i.e. Health & Social Care, and then support them into sustained Employment. CareerWise utilised their networks within the Health and Social Care sector, to support unemployed people to

complete basic Care Common Induction standards training, while also identifying an employer. Once the participant started employment, CareerWise enrolled them onto a Level 3 in Health and Social Care qualification, to ensure their ongoing development, while also ensuring they have the skills the employer requires of staff to do the job. This included a 6 months in-work support service, delivered by Employment Advisers.

**Title of Case study:** Employers leading the way

**Name of organisation:** Your Future Solutions

**Contact details:** Lee Croucher, Managing Director, 07544548911, lee@yourfuturesolutions.org.uk

Your Future Solutions work with Employers' workforce, young people, and businesses to grow and develop. Your Future Solutions is also an employer of young people, providing them with opportunities to development.

Your Future Solutions key focus includes:

- Staff training, coaching and mentoring
- Youth Employability training
- Business development and capacity building, as well as Sales & Marketing, Finance, departmental evaluation and interim business solutions

Your Future Solutions employs a small team of over 5+ staff members. Youth Future Solutions is a Private Limited Company.

The main target groups include:

- Young People
- Businesses
- Employer's Workforce

Your Future Solutions supportive work with employers and businesses, with its focus on workforce development and training, is of interest, as Your Future Solutions have experience of working with employers, especially those with staff training needs.

Furthermore, Your Future Solutions offers Employability Training for young people, which means the organisation has links and experience working with both young people and Employers.

Your Future Solutions' Employability training is aimed at young people to ensure they are job ready, are prepared for employment, particularly behaviour in the work place.

## 6. Conclusions

Following extensive research on the Job Brokerage profession in the UK, it is clear there exist limited training opportunities for Job Broker professionals and even fewer qualifications for those already working in the industry.

The main qualifications for a job broker working in the Employment and Skills sector, all focus on Information, Advice and Guidance, Career Guidance and Employment-related qualifications. However, very few include Employer Engagement elements, actual Job Matching skills, guidance on how to work effectively with clients facing significant barriers or how to deliver Employability Skills. The latter would be particularly in demand from smaller organisations that may not be able to employ a Trainer to deliver these skillsets.

In light of this, a Curriculum Programme is much needed and has been long in demand in the UK, for the Welfare to Work sector. The Curriculum Programme must be adaptable and meet the needs of all Partner Countries' Welfare to Work/Job Brokerage sector and considering the UK sector, the following needs to be taken into consideration:

- **Diverse tasks and roles of a 'Job Broker' in the W2W sector;**
- **Job Broker role in relation to the national and EU labour market situation;**
- **Employer engagement methods;**
- **Working with jobseekers;**
- **Effective project management.**

**Diverse tasks and roles of a 'Job Broker' in the W2W sector;** since the role can be so diverse, the Curriculum Programme must offer adaptability, with sub-training units which can be matched to different job roles working within the Welfare to Work sector.

Basic units should include:

- **Information, Advice & Guidance**
- **Customer Assessments & Action Planning**
- **Working with jobseekers**
- **Communication – Customer and Employer**
- **Account & Project Management**
- **How to deliver Employability Skills**

Alternative units, especially for those working in joint Employment Adviser and Employer Engagement Roles, the following units/subjects should be considered as priority:

- **Employer relations**
- **Matching Customer and Employer**
- **Mediation**
- **Sector knowledge**
- **Supporting Customers with diverse needs/barriers**

The Curriculum Programme, should also take into account the Job Broker skills, attitudes and knowledge requirements, identified through the primary research in the final training:

**Job Broker - skills, attitudes and knowledge**

<b>Empathy</b>	<b>Confidence</b>	<b>Commitment</b>
<b>Motivation &amp; being able to motivate clients</b>	<b>Engagement</b>	<b>Account Management</b>
<b>Sector knowledge</b>	<b>Professionalism</b>	<b>Communication</b>

<b>Skills/Attitudes/Knowledge</b>	<b>Detail</b>
<b>Empathy</b>	<b>Ability to understand customers &amp; their needs</b>
<b>Confidence</b>	<b>Confident that in their abilities to resolve the problems a customer puts to them</b>
<b>Motivation &amp; being able to motivate clients</b>	<b>Ability to stay motivated and motivate customers to carry out the key actions to move into work</b>
<b>Sector knowledge</b>	<b>Wide sector knowledge and links to employers to ensure successful brokerage</b>
<b>Engagement</b>	<b>Ability to engage with customers &amp; employers</b>
<b>Professionalism</b>	<b>Ability to act in a professional manner &amp; set the standard that employers will expect from customers</b>
<b>Commitment</b>	<b>Strong commitment to customers &amp; employers</b>
<b>Account Management</b>	<b>Ability to manage a range of employers to ensure outcomes &amp; new job opportunities</b>
<b>Communication</b>	<b>Ability to communicate effectively with different cohorts</b>

## 7. Acknowledgements and references

We would like to thank the following people who agreed to be interviewed for this study:

Name	Position	Organisation
Zena Webber	Managing Director	CareerWise
Charles Yassin	Youth Officer	LITC
Kadi Gazi	Employment Engagement Adviser	LITC
Andres Mora	Adviser	Asfar
Nicolle Pennie	Employment Adviser/Director	Know How
Elizabeth Wiggin	IAG Adviser	Maundy Relief
George Turner	Community Adviser	Carney Community
Ken Abah	Business Development Manager – employer engagement	LLC
Lee Croucher	Director	Your Future Solutions

Please list your main documentary sources of evidence here, as a bibliography and any other acknowledgements or references that are appropriate

- NOMIS – Office for National Statistics
- UK Government – [www.gov.uk](http://www.gov.uk)
- Centre for Economic & Social Inclusion
- University of Bath – Institute for Policy Research
- London School of Economics – Unemployment Policy
- Oxford Cambridge and RSA
- London Poverty Profile
- Department for Education website
- Department for Business, Innovation and Skills website
- TUC – Youth Unemployment and Ethnicity Report 2012
- UK Labour Force Survey website
- GLA London Datastore website
- Trust for London – London Poverty Profile website

# gsub - Gesellschaft für soziale Unternehmensberatung mbH

Berlin, Germany

Completed by: Dr. Reiner Aster, Dubravko Gršić



**gsub - Gesellschaft für soziale Unternehmensberatung mbH** (in the following: gsub) was founded in 1991 as an entrusted entity of the Federal State of Berlin. Since then, its aim is to design, develop and implement programs on behalf of the Land Berlin and Federal Ministries. In the mid-1990s gsub started to develop and implement European projects in co-operation with other European partners.

**gsub's policy fields:**

- Labour market and employment policy
- Social Urban Development
- Lifelong learning
- Reconciliation of work and family life
- Local development and local partnerships (pacts)

**gsub's main contractors are:**

- The Federal Ministry of Labour and Social Affairs,
- The Federal Ministry of Family, Senior Citizens, Women and Youth
- The Federal State of Berlin
- The European Commission

**Main fields of activity are:**

- Management of public financial resources (fund management), Counselling, event management

## 1. Introduction

In our research, we show the overall situation and development in Germany and the Capital City/Federal State Berlin. We describe different groups of jobseekers depending on the requirements of each chapter. Our focus is on the one hand young and on the other hand older jobseekers, in particular those who are (long-term) unemployed.

We describe in particular the public employment service sector. It has the most important role in Germany. The private placement sector will also be described, but the focus is on PES.

We use for our research mainly statistics from the main statistical offices from Germany, such as the statistics of the Federal Employment Service and the Berlin-Brandenburg region. We rely on the results of surveys and studies of Federal Ministries, the Berlin Senate and some other institutions. We use their studies in the field of demography research and labour market policy.

The job placement in Germany is dominated by the public sector. The major labour market reform, also known as Hartz reforms, which has been introduced since 2003, aimed at a more efficient organization of labour market policy in Germany and the reform of public job placement. Also the private placement has gained higher importance. As a result, some elements of the job brokering are included in this new job placement structure. For instance, a closer co-operation between the branch offices of the PES and the jobcentres (responsible for job placement) and the social services on local level has been implemented. However, as overall concept and as an independent professional profile it still does not matter, but there are examples in some areas, where organizations have been working in accordance with the job brokering. We will discuss these examples in the summary of the interviews and the case studies.

## 2. Unemployment and socio-economic factors of deprivation in Germany/ Berlin

### Unemployment in Germany and Berlin

One of the most striking increases in the unemployment figure in Germany was in the year 2005. Throughout Germany the unemployment figure increased over the previous year by 10.9 percent and by nearly 480,000 people to 4.86 million. The main reason for this development was the merger of unemployment- and social welfare benefits. Many people who were previously registered only in the welfare system were counted as unemployed then.

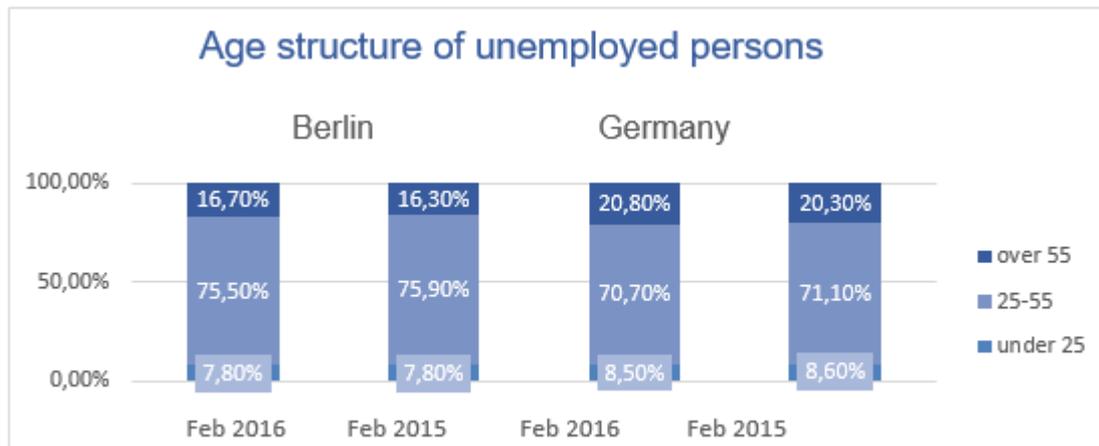
In the yearly average 2008 the unemployment figure fell steadily to 7.8 percent - these were 3.9 percentage points less than in 2005. The financial and economic crisis has temporarily led to a gradient of 8.1% in 2009. Since that time the rate has been decreasing continuously. In Germany, 2,911,000 people were unemployed in February 2016. That's a rate of 6.60%. During the same period in Berlin 193 701 people were out of work (10.60%).

#### Unemployment in Germany and Berlin

	Unemployment in %		Long-term unemployment		Youth unemployment	
	Feb 16	Feb 15	Feb 16	Feb 15	Feb 16	Feb 15
Germany	6,60%	6,90%	35,90%	35,10%	5,50%	5,70%
Berlin	10,60%	11,20%	32,10%	31,30%	10,10%	10,30%

(Source: The Federal Employment Agency, February 2016)

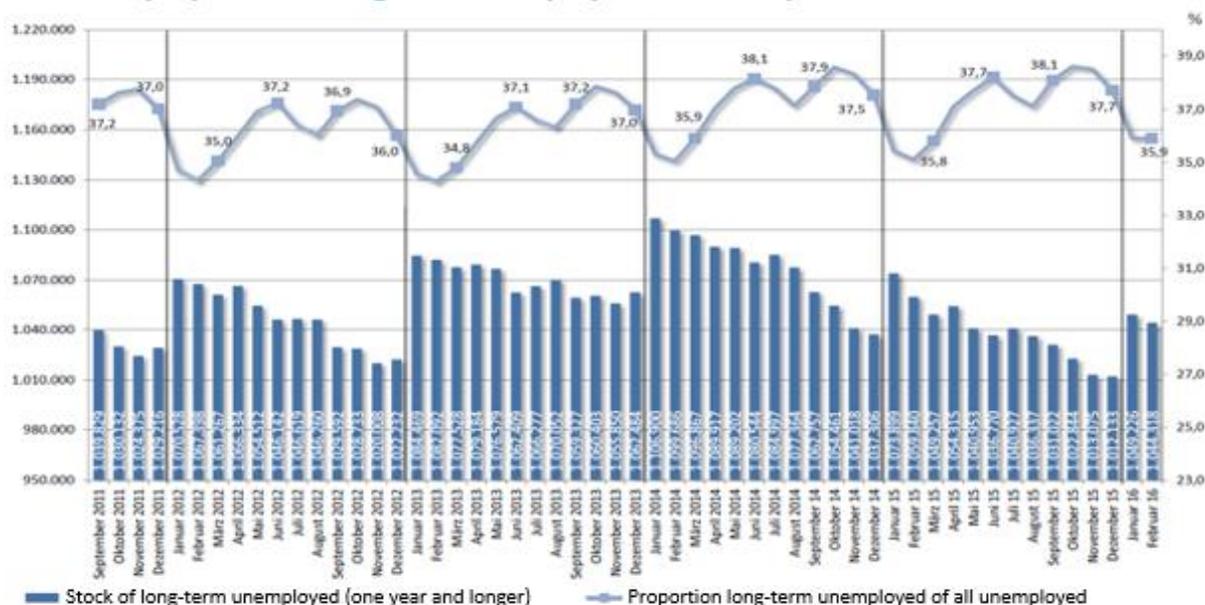
Conspicuously high is a number of long-term unemployed (more than 1 year without a job). Nationwide there are 1,044,318, in Berlin 155,325 people. In the 15 to 25 year-olds are in Germany 47,689 and in Berlin 3,822 young people out of work. For over 55 years 604,305 people are unemployed in Germany, in Berlin 32,328.



(Source: The Federal Employment Agency, February 2016)

The stock of long-term unemployed remains relatively constant over the years. The long-term unemployed benefit so far only to a small extent from the increase in employment. Often do not fit their profile of professional and regional terms. The number of employees increases because of the potential labour force due to immigration and higher propensity to work. This development primarily affects the elderly, low-skilled, people with an immigrant background and youths.

### Stock and proportion of long-term unemployed in Germany

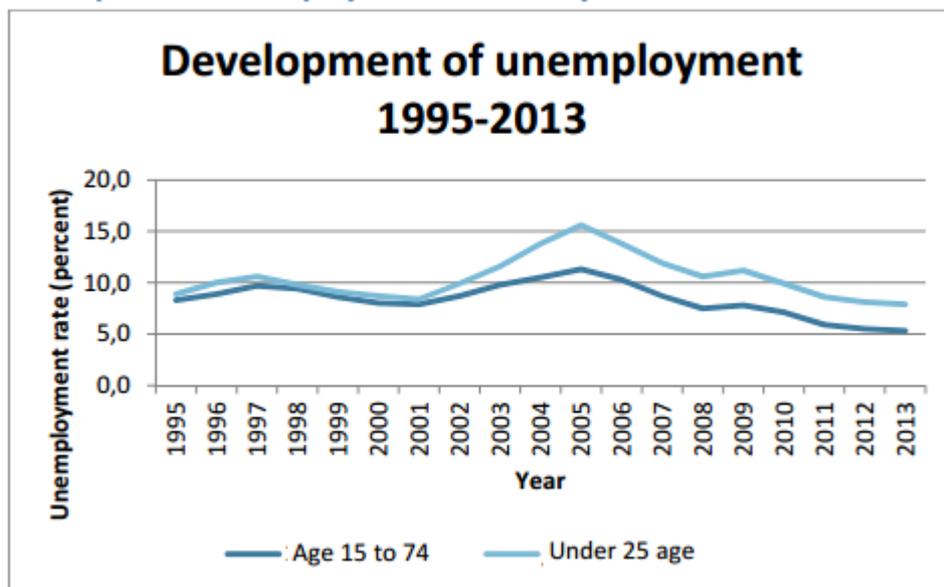


Source: The Federal Employment Agency, February 2016

## Structure of the registered unemployed population

Some nine million people living in Germany were aged under 25 in 2012. Of these, around 4.6 million or just over half of the population in this age group were economically active and thus part of the labour force. This is not, however, untypical for people of this age because many under-25s are still in education or vocational education and training.

### Development of unemployment in Germany



Source: Eurostat

According to the Federal Employment Agency some 276,000 young people aged between 15 and 24 were registered as unemployed in 2013, and were both seeking and available for paid employment for a minimum of 15 hours per week (national definition of unemployment). This comparatively low figure conceals a large amount of movement: In 2013 (annual figures), a total of 1.35 million young people registered as unemployed. In the same period, 1.3 million young people moved out of unemployed status. Segregating for age, the vast majority (83 percent) of young unemployed people are aged between 20 and 25. Only a small number (17 percent) are aged between 15 and 20.

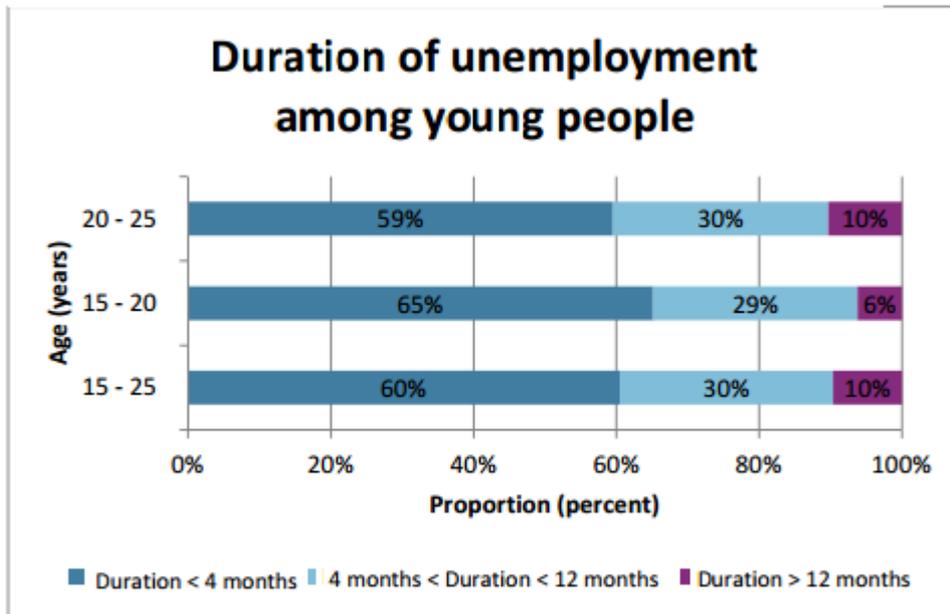
There are tangible regional differences in youth unemployment, and a marked ongoing East-West divide. This highlights the difference in youth unemployment between western Germany<sup>4</sup> (an average 5.2 percent in 2013) and eastern Germany (an average 9.6 percent in 2013). Youth unemployment is almost twice as high in the east as is in the west. The highest youth unemployment levels are seen in Berlin, at 12.0 percent. The lowest were recorded in 2012 in the states of Baden Württemberg and Bavaria, at 3.0 and 3.2 percent respectively (Source: National Implementation Plan to Establish the EU Youth Guarantee in Germany, 2014).

## **Duration of unemployment among young people**

Young people were unemployed for an average 3.9 months in 2013. Looking at youth unemployment (15 to 24 year-olds) relative to the period of unemployment involved (annual average for 2013), it is evident that around 60 percent have been unemployed for less than four months. Generally speaking, people with no vocational qualifications tend to be unemployed for longer than those with such qualifications. Of the approximately 109,000 individuals who are unemployed for longer than four months, around 15 percent are aged between 15 and 20, and most (85 percent) have not completed vocational education and training. In the 20 to 25 age group, 60 percent of individuals who were unemployed for more than four months had no vocational qualifications. In addition, the number of young adults with no vocational qualifications has remained at a constantly high level in recent years. In 2013, almost 1.4 million young adults aged between 20 and 29 had no vocational qualifications. This represents 15 percent of individuals in that age group. The number of young people in the transition phase also remains relatively high: In 2013 some 267,000 young people were statistically classed as being in the transitional entry phase. It is thus important to place these young people in vocational education and training immediately after their period of transitional assistance expires to ensure that they do not end up as part of the group of individuals with no vocational qualifications and at greater risk of unemployment.

Only 10 percent of all unemployed people aged 15 to 24 have been unemployed for more than a year. This means around 27,000 people. The vast majority (89 percent) of these individuals are aged between 20 and 25. Some 73 percent have no vocational qualifications.

## Duration of unemployment among young people in Germany



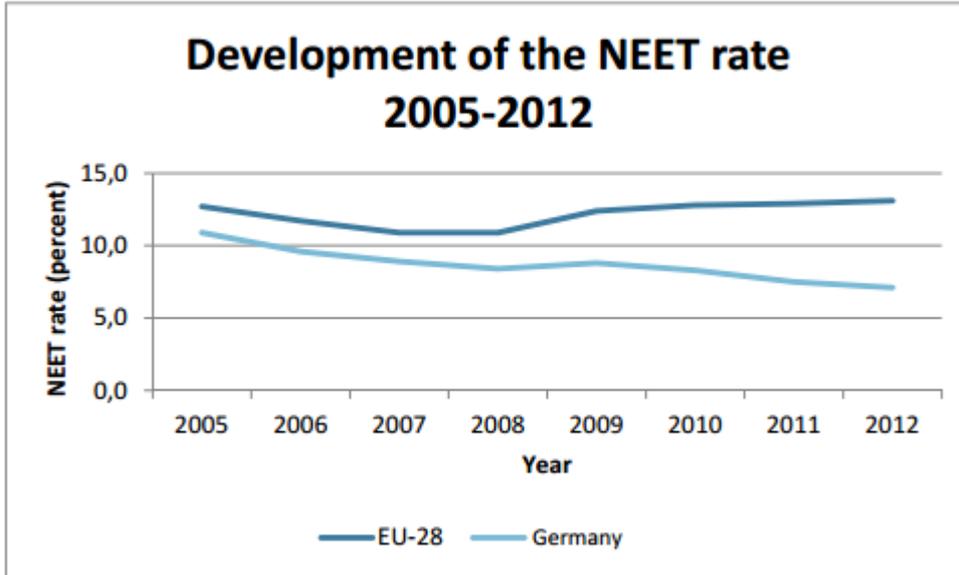
Source: Federal Employment Agency statistics

The risk of unemployment of young people is mainly characterized by transition problems at the first (school education) and the second threshold (training to work). Their risk of becoming unemployed is significantly higher than for all economically active persons. It also shows that unemployment is related to the educational level and origin. At the same time, young people can also significantly faster finish their unemployment than elderly persons. For this reason, the unemployed stock falls faster in younger. Moreover, the initial dual VET system provides young people good opportunities that diminishes the risk of unemployment (Source: National Implementation Plan to Establish the EU Youth Guarantee in Germany, 2014).

### NEETs

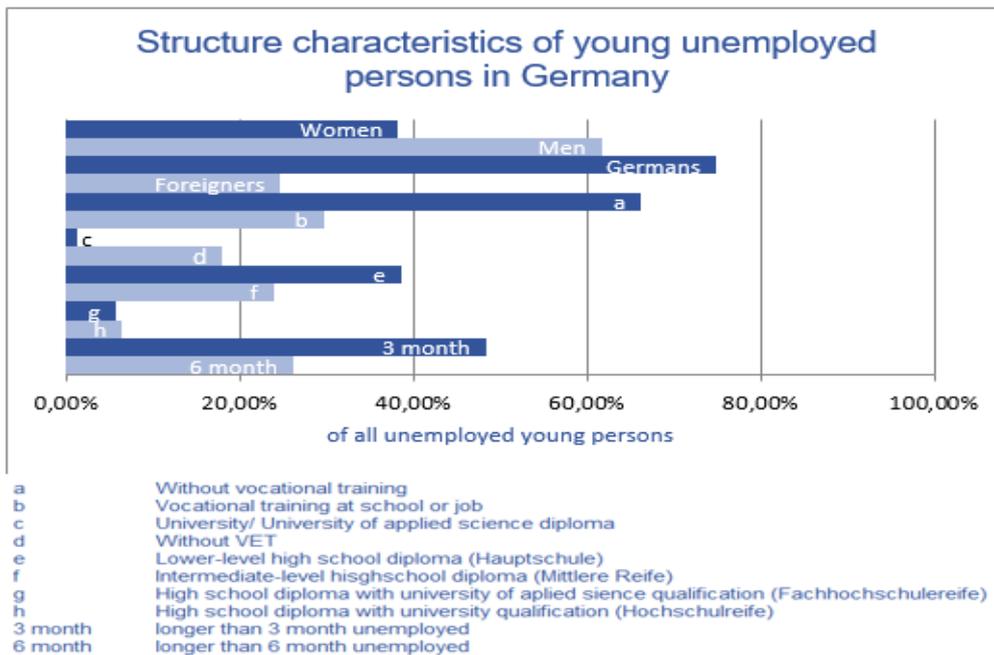
The NEET rate (NEET meaning not in education, employment or training) comprises those young people of the same age who neither go to work nor attend vocational education and training nor are in other forms of education. Germany had a NEET rate of 7.1 percent (640,000 individuals) in 2012 – almost twice as many as young unemployed.

Development of the NEET rate 2005 – 2012 in Germany



Source: Eurostat

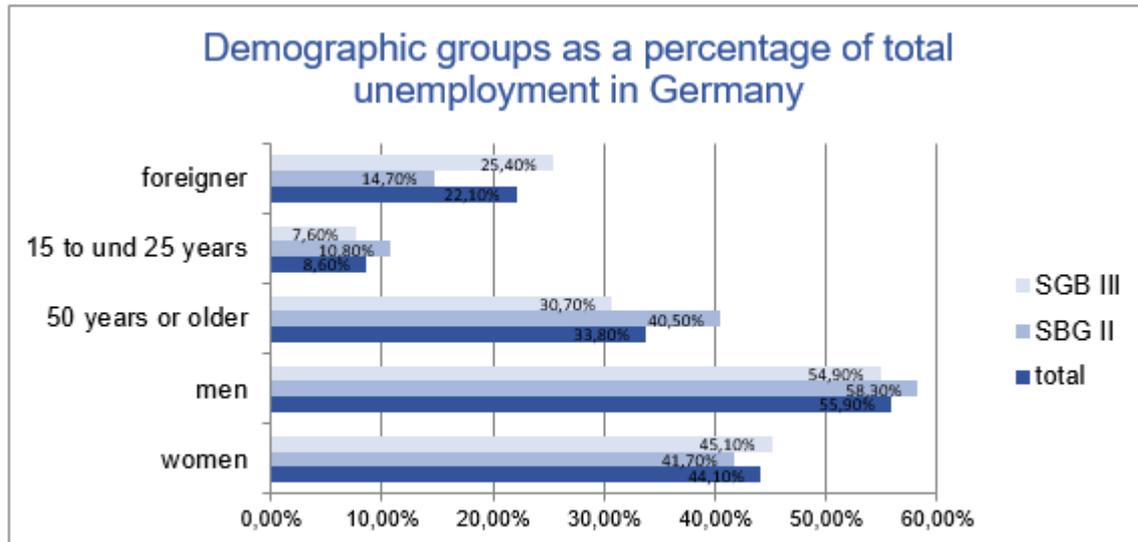
Not all individuals in these heterogeneous groups are available to enter the labour or vocational education and training markets or are in need of (subsequent) integration support. The reasons why an individual is given NEET status are varied. The NEET group comprises some 270,000 unemployed individuals and another 370,000 non-active people. These include youths without a job who do not fulfil the ‘available for work’ and ‘seeking work’ criteria, i.e. single parents, youths with health conditions that do not allow them to work, and young people with disabilities. Germany aims to provide information services to all the young people in this group and, where necessary, offer them the help and support they need (Source: National Implementation Plan to Establish the EU Youth Guarantee in Germany, 2014).



(Source: The Federal Employment Agency, February 2016)

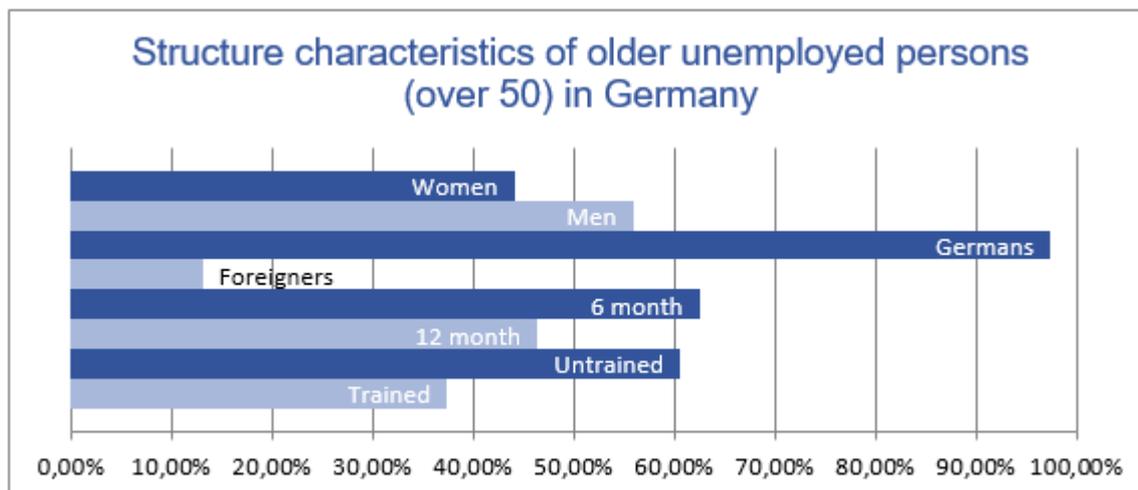
## Unemployment – breakdowns for gender, age, minority ethnic status

The rate of younger people under 20 who typically seek a training place (so-called first threshold) is lower. This is also related to the fact that this age group can be further integrated into the education system or in the dual I-VET system.



Source: The Federal Employment Agency, February 2016

The unemployed elders, who left unemployment in February, were 53.3 weeks unemployed on average. After taking up employment they remain on average 26.6 weeks in work. The whereabouts risk is significantly greater than in the young labour force in the elderly. In accordance with the unemployed stock mature is mainly characterized by unemployment with long durations (high whereabouts risk); 45.5% of unemployed older in February 2016 were long-term unemployed.



Source: The Federal Employment Agency, February 2016

## Unemployment by geographical area

Unemployment in Germany varies considerably across regions. This can be seen when comparing between the federal states. Since reunification, unemployment in eastern Germany is much higher than in the old federal states. But even between the western German states there are significant differences.



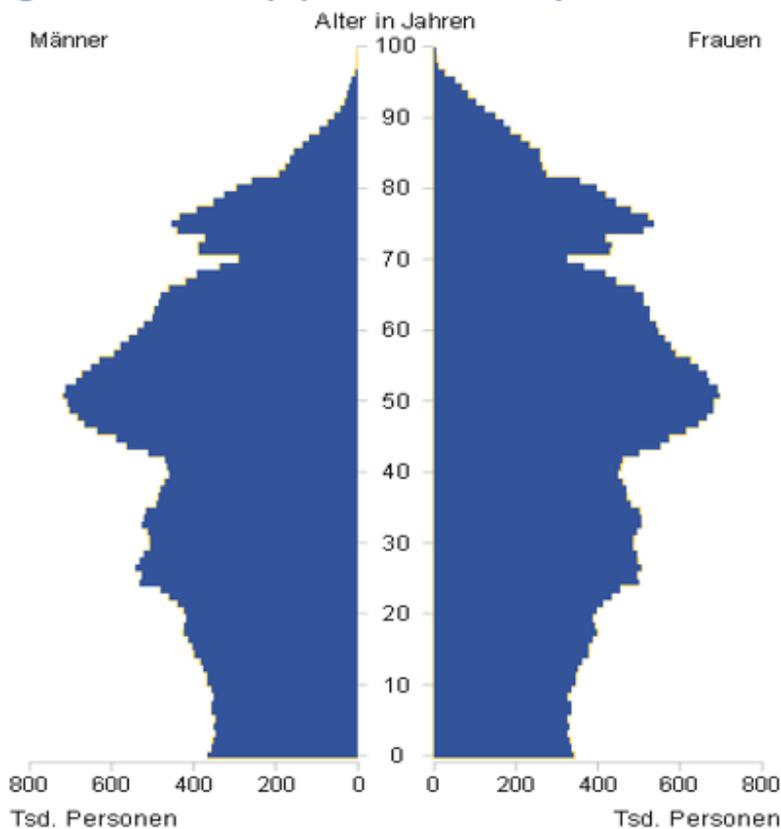
Source: The Federal Employment Agency, February 2016

With 3.9% the unemployment rates in Baden-Württemberg and Bayern are more than 4 percentage points lower than in Nordrhein-Westfalen (8.1%). Particularly high unemployment rates we find in the city states of Bremen (10.9%) and Berlin (10.6%), in Mecklenburg-Vorpommern (11.0%) and Sachsen-Anhalt (10.4%). Behind these regional variations that are expressed even stronger if you look at the level of cities and counties or by job centres, are differences in the economic structure and dynamics. Thus, in particular the old industrial regions, such as the Ruhr region struggling with the impact of structural change, face high unemployment. The biggest challenges in terms of labour market problems are still in the new federal states, which are in terms of their economic power 25 years after the reunification still lagging behind the old federal states.

## Specific demographic factors

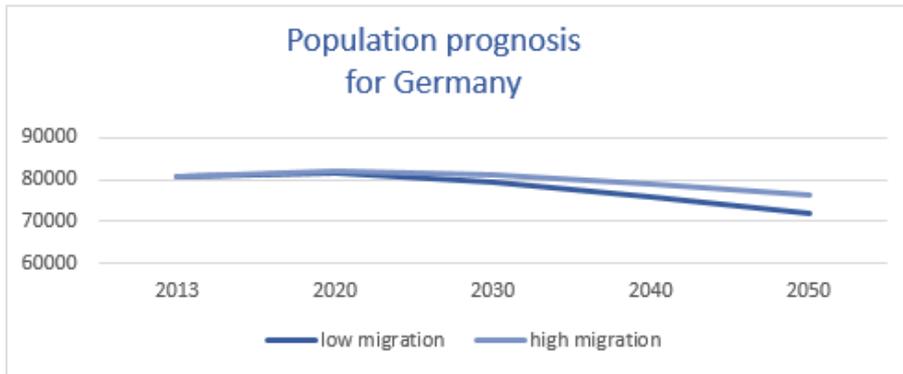
In Germany, since 1972, the mortality rate is higher than the birth rate. Therefore, the Federal Republic of Germany will lose a total of population. Due to the higher life expectancy of the population while declining birth rate, the proportion of older people is increasing compared to the proportion of younger people.

### Age structure of the population in Germany 2014



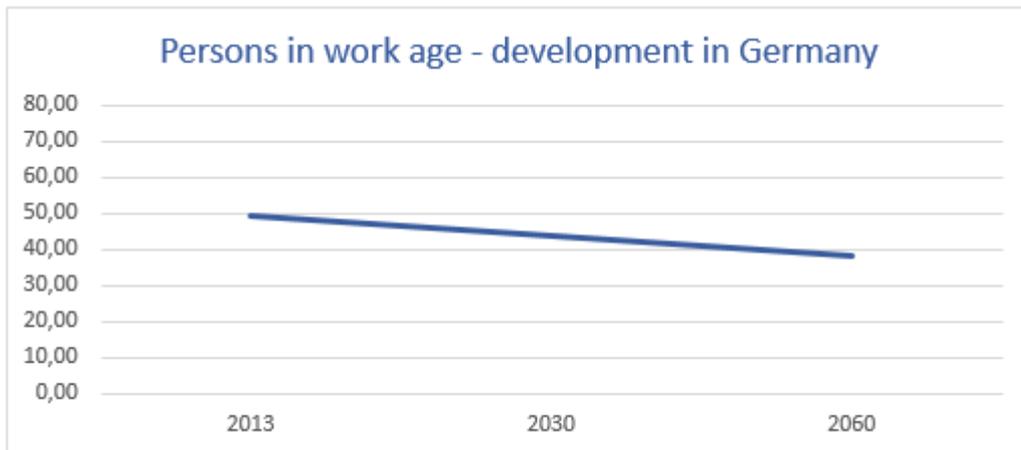
Source: Federal Statistical Office, 2015

The influx of the population by intense migration has constantly fallen in the last two decades, but remains still positive. After the free movement in 2011 on the labour market to employers from the newly entered countries to the European Union, an annual migration from 100,000 to 200,000 people is expected. The foreign persons who immigrate to Germany are on average younger than emigrate. A "rejuvenating effect" is the result for the remaining population in Germany but the aging of the population in total is not affected.



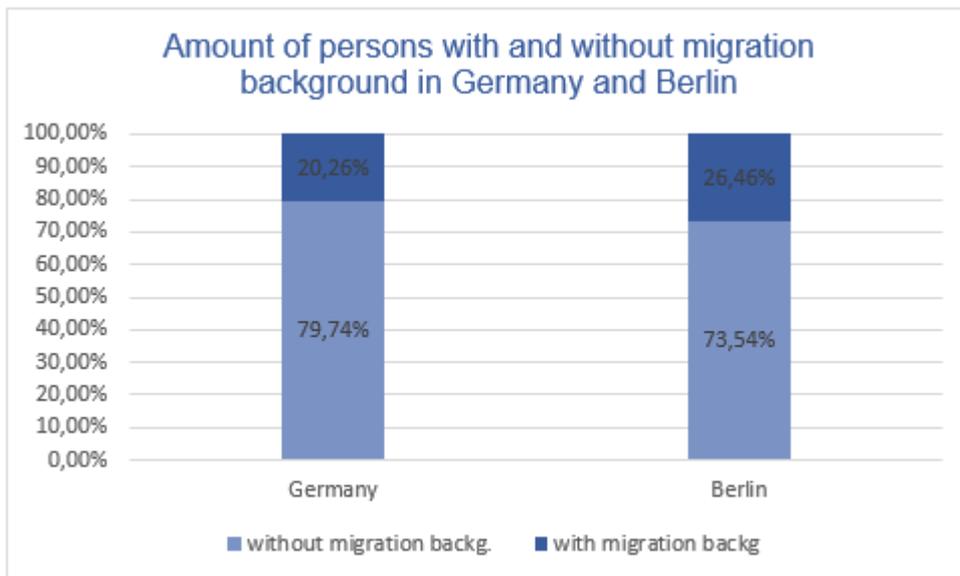
Source: Federal Statistical Office, 2015

The working age population is affected by shrinking and aging. A working age here ranged from 20 to 64 years. In the year 2013 49.2 million people belonged to this age group. Their number is declining significantly until the year 2020 and will amount until 2030 about 44 to 45 million. In 2060 about 38 million people of working age are expected (-23%).



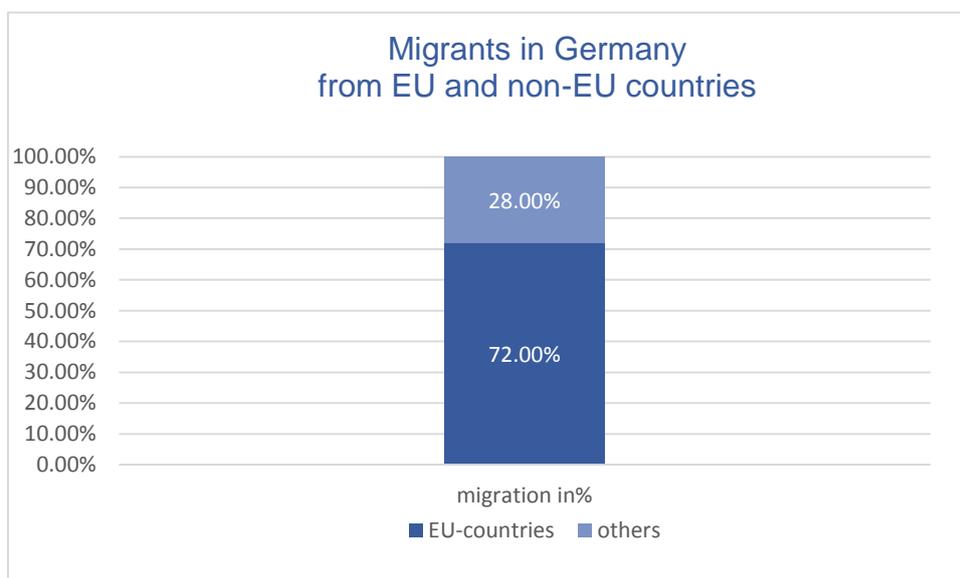
Source: Federal Statistical Office, 2015

If the migration of around 500 000 in 2014 gradually to 2021 drops to 200 000 and then remains constant (Option 2 "continuity with stronger immigration") or if the immigration until 2021 at 100 000 back and then remains constant (Option 1 "continuity weaker immigration"), there are 2060 an even smaller pool of potential employees: 34 million or 30% compared to 2013.



Source: Federal Statistical Office, 2014

In order to assess how permanent such a strong immigration could last, a look at the regions of the origin countries of migrants is helpful. Net immigration was the average for the years 2011 to 2013, more than three-quarters (77%) of immigrants from Europe, and of which about 94% of the European Union. From other European countries as well as Asia, Africa and America, however, only 28% of immigrants came.



Source: Federal Statistical Office, 2015

## School leavers

In relation to the proportion of early school leavers, the statistic shows that in 2012 a total of around 47,648 young people without a certificate of secondary education are leaving school - that's 6.0% of the graduating class. This proportion has decreased compared with 1999 by 34.4%. Among young women, the proportion of 4.9% is still significantly lower than in young men with 7.0%. In 2012, reached 19.8% (157,498) of all school leavers a lower secondary education with diploma, 43.3% (344 527) a high-school diploma, 1.6% (13,945), the technical college and 35.2% (305 172) a degree to enter university. The proportion of graduates with high school went back since 1999 by 6.3%, while the proportions of graduates with high-school diploma by 2.5%, with college entrance by 0.6% and for university has increased by 10.5% (Source: Federal Statistical Office, 2014).

The high percentage of early school leavers with a non-German-language origin is mainly due to the language barrier during school. Generally, Berlin shows a higher rate of early school leavers than the national average. Berlin's economy is characterized, as compared to the national average, by a relatively high number of jobs for which a professional or academic degree is required (78 %). Only about one-sixth of the Berlin employees engage in simple activities. These are activities for which no formal training or professional experience is required. The proportion of these activities in the past year declined (Source: Senate Department for Labour, Integration and Women's Issues, 2015).

### School leavers in Berlin

	Berlin		
	Students	Without any qualification	
	Total	Absolute	in %
Total	24.853	2.430	9,80%
German home language	21.590	1.803	8,35%
Non-German home language	3263	627	19,40%

Source: Statistical Office for Berlin-Brandenburg, 2015

## Structural transformation in Germany

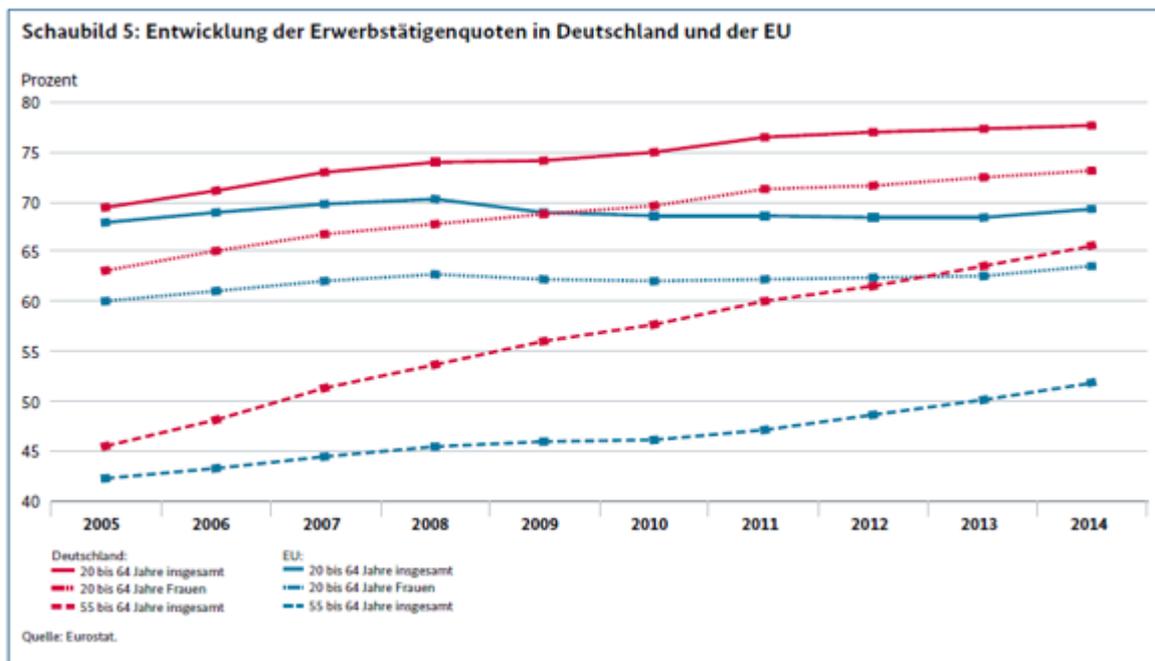
An example of the profound changes in the economic and employment system in Germany is the declining importance of the mining industry (coal and steel). Until the 1960s, it was not only the engine of the German economic miracle, but also an important employment market. Since then, the latter meaning has declined sharply. In Germany, the restructuring was cushioned significantly high and decades of subsidies and significant government support for the affected regions were provided. Nevertheless, the coal and steel crises occurring in waves since then, have resulted in Germany, as well as in many industrial nations, to massive job losses.

Another example is the German textile and clothing industry. Since 1980 450,000 jobs got lost. Only 5% of all textiles sold in Germany are produced in Germany.

Many traditional industrial areas have ceased to exist even after the end of the GDR and the reunification of Germany in the new federal states. After dismantling of market protection, chemical and heavy industries have lost hundreds of thousands of jobs in industrial sectors.

The profound changes in the economic and employment system have been triggered by various factors. Primarily, it was the technological progress, which has affected the work processes, the products, the productivity, the salaries and training and qualification requirements. This is particularly clear in the Information Technology (IT). In industry and crafts together only about a third of the employees in Germany operates. The overall employment rate in Germany has risen continuously over the past decade.

### Development of the employment rate in Germany and EU



Source: Eurostat

### 3. Publicly-funded employment services in Germany and Berlin

In the Federal Republic of Germany, the Federal Employment Agency provides services for the labour market. It regulates the management bearer of German unemployment and the financial Compensation Benefits such, for example unemployment benefits. The Federal Employment Agency is having about 108,000 employees and is the greatest authority in Germany and one of the largest employers in the federal government.

#### Modern reforms of the Labour Market in Germany since 2003 – merger of benefits and two institutions being responsible for public- funded employment services

The German Labour Market reforms reached a high point in 2005 with the merging of social assistance and unemployment benefits. This consolidation affected people between 15 and 65 who were classified as employable. Unemployment benefits up to 2004 were connecting benefits for unemployed people whose entitlement to benefits from unemployment insurance had been exhausted. This comprehensive reform entailed, among other things, the differentiation of two systems of granting benefits. On the one hand, the system of the Social Security Code III (SGB III) financed by the unemployment insurance, which is aimed at unemployed people who are entitled to unemployment benefit I and are supported and consulted by local employment agencies of the Federal Employment Agency; on the other hand, the benefits according to Social Security Code II (SGB II) financed by taxes, for those in need whose income is constantly insufficient to cover their own cost of living or that of their family (“Joint household”). When benefits are paid, they receive the so-called basic benefit payment or unemployment benefit II. The majority of the unemployed find themselves in the latter system, especially the long-term unemployed, but also students and children as well as employees, who despite having work still have insufficient income for themselves or their families.

The local branch offices of the Federal Employment Agency as well as the Jobcentres, established since 2005, are responsible for job placement and employment promotion. In addition to the performance of basic benefits under SGB II, the Jobcentre supports advice and guidance.

For this purpose a variety of funding instruments are available for employment agencies and job centres which are anchored in the Social Code II and III. People who are threatened by unemployment or already unemployed or young people at the beginning of their working life, there is a whole range of support services:

- Vocational guidance, employment counselling,
- Benefits from the placement budget for promoting the initiation or taking up employment,
- wage subsidies for companies hiring unemployed people,
- Measures to activate and occupational integration,
- Promotion of vocational training including the catching up of adults,
- Services to promote the participation in working life,
- Employee benefits (integration subvention),
- Promotion of vocational training for employed workers,
- Promoting vocational training for disadvantaged,
- Grants to vocational training of disabled people,
- Sample Employment and labour assistance for disabled persons,
- Municipal integration services (for example, child care, addiction and debt),
- Start-up grant,
- Promotion of employment opportunities,
- Services to promote employment.

The job placement in the employment agencies or Jobcentres usually begins by noting the time required for switching professional and personal characteristics, skills and aptitude (potential analysis).

Together with the jobseeker a mediation strategy is developed and held in an integration agreement. The jointly developed and signed integration agreement ensures that the Federal Employment Agency or the Jobcentre individual offers submitted and agreed with the job seeker, the efforts are even expected of him or her as part of the integration process. The integration agreement is to be reviewed at regular intervals.

The brokering of employment agencies and Jobcentres are often supported by integration services. For this purpose, a multitude of instruments exists. Occasionally lacks the qualification of job seekers, in this case are different ways of training available. Employers are supported by wage subsidies when they hire unemployed people who cannot be so readily convey. Moreover, the employment agency can promote the absorption of self-employment by the unemployed.

Working with unemployment depends on their age. The young unemployed (up to the age of 25 years) are managed with a minimum caseload of 1:75. Every 4 weeks must be exercised with them an appointment. The unemployed will have exceeded 25 years of age with a minimum caseload of 1: 150 supervised. With them at least 2 sessions must be exercised in the year.

The National Implementation Plan of the Youth Guarantee in Germany provides around 80 different measures to support young people in transition from work to school, I-VET or in case of unemployment.

In addition to public employment by the Federal Employment Agency (local offices) or Jobcentre there are also the private placement in the Federal Republic of Germany. As a private placement (PAV) in commercial air filling vacant jobs designated by private companies.

Since 2002, the Federal Employment Agency promotes the private placement as a supplement to public agencies by issuing a recruitment voucher (VGS) and an activation and placement voucher (AVG's) to the unemployed, to lead a previously unemployed person from the performance reference in a contributory employment. The Federal Employment Agency takes over the control function for compliance.

Legal basis of the Employment Promotion is controlled mainly by the Social Code (SGB) II and the Social Code III. The SGB III includes benefits and employment support measures. It is thus the basis for the work of the Federal Employment Agency and the employment agencies. The Social Code Book III also includes provisions for unemployment. The services are subdivided into three major areas employee benefits, employer benefits and VET benefits.

The SGB II governs basic security for jobseekers and parts of the German employment promotion legislation. The primary objective of the basic provision for jobseekers is to support employable beneficiaries at the end of their need for assistance. The use of labour for income stands at the centre of efforts to end or reduce the temporary emergency. It applies the principle of promoting and demanding.

## 4. Employment in Germany and Berlin

Of the approximately 43 million workers in the Federal Republic of Germany in 2015 were 1.5% in agriculture, forestry and fisheries (primary sector), 24.4% in the manufacturing industry (secondary sector) and 74.1% in the other sectors of the economy and services (tertiary sector) employed. The proportions by industry have changed greatly in recent decades. In 1970, the primary sector still 8.4% and in the secondary sector with 46.5% employed most of the employed population. Striking the increasingly high proportion of workers in the tertiary sector from 45.1% 1970 to 59.9% in 1990 and 69.9% in 2000 (Source: Federal Statistical Office, 2015).

In Berlin, the tertiary sector is even more pronounced than the national average.

### Employment by industry sectors in Berlin

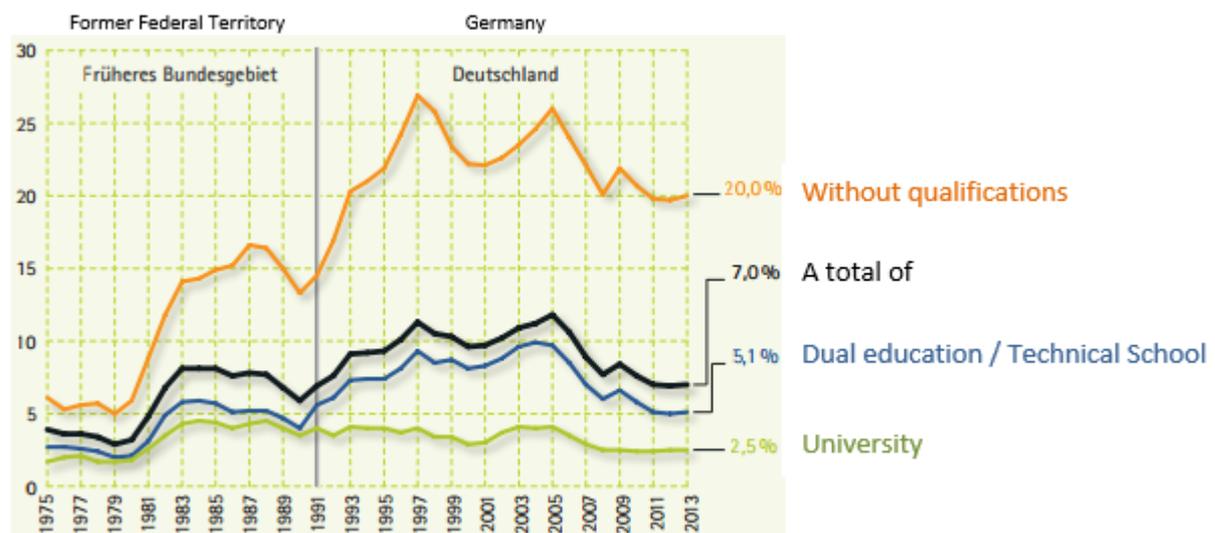
	Persons in 1.000	Change from the previous year in %
Employed Berlin 2015	1.846,0	2,0 (Germany 0,8)
Manufacturing	221,4	0,4
construction industry	81,6	0,4
Trade, transport, hotels and restaurants, information and communication	491,8	2,6
Finance, insurance and business services, Real estate	405,6	3,4
Public companies and other services, education, health	726,6	1,2

Source: Statistical Office for Berlin-Brandenburg, 2016

One of the greatest obstacles in finding jobs for job seekers is the lack of qualification. The majority of jobs require training or good qualifications. Berlin's economy is characterized as compared to the national average by a relatively high number of jobs for which a professional or academic degree is required (78 percent). Only about one-sixth of the Berlin employees are engaged in simple activities. These are activities for which no formal training or professional experience is required. The proportion of these activities is further decreased in recent years.

Since 1975 the level of unemployment, however, has increased hardly for academics, slightly at the qualified people, and dramatically for the low skilled. While the unemployment rate for low-skilled workers in the late 1970s was only 5 percent, it rose to 15 percent in the late 1980s and was in 2013 at 20 percent.

### Unemployment rates by qualification in Germany 1975-2013



(Source: Institute for Employment Research, 2015)

In Germany and Berlin in particular, the need for trained professionals increases. In many professions Germany faces skill shortages. In Berlin the proportion of academically qualified workers is higher than average. For graduate students, the situation has improved in recent years. The training program in 2014 amounted to nationwide 559 333. The demand for training places totalled 543,104 slightly below. Overall, there were at the end of the training year 2014 37,101 more unfilled training places available (29,689 end 2011) than applicants / candidates. Since 2011 is a lightweight overhang range observed (Source: The Institute for Work, Skills and Training – IAQ, 2015).

The number of jobs with social insurance was around 31.038 million in Germany, one of the highest numbers since reunification (February 2016, Federal Employment Agency). In total 43.2 million persons have been occupied in March 2016 (Federal Statistic Office). Strong areas are the traditional industries, like the automotive industry with all the suppliers, but also the service sector.

Also Berlin shows a positive development in recent years. The number of employees in Berlin has increased by almost 170,000 jobs since the year 2008. A speciality of Berlins labour market feature is the high number of jobs in the service sector and - partly – in the so-called future industries. With an increase of 93,000 they take the largest share (plus 55 percent). As sectors of the future information and communication technology (ICT) are media and creative industries, the health care industry, then transport, mobility and logistics, power engineering and optical technologies and microsystems technology. One-third (627,937) of all employees in the capital are working in these branches. Of this total, 244,190 persons (14%) worked on the labour-intensive health, 228 964 (13%) on ICT and creative industries, 113 621 (6%) on transport and 41 162 (2%) on energy sector.

The Investment Bank Berlin (IBB) has submitted a study in 2015 with the result that currently almost every third establishment in Berlin is located in one of the five fields of the future.

In 2012 approximately 8900 companies have been founded. According to the IBB study, 2600 of them were located in one of these five fields of the future. In 2020 according to extrapolations of the IBB study even a potential of at least 17 000 occupations in start-up's will be provided.

In Berlin, there are different programs and initiatives to consolidate jobseekers and companies:

### BerlinWorks

Berlin Works is the Berlin Labour market strategy 2011 - 2016. The program predominantly aims at combatting youth and long-term unemployment, but also promotes decent work and a better co-operation amongst the stakeholders and main labour market actors. The fields of activities is divided into four special goals: 1) reduce the number of unemployed persons under 200.000 and youth unemployment rate under 10%, 2) enforcing decent work conditions as general principle 3) Developing Berlin as top metropolitan area for skilled workers 4) Improving the co-operation between the labour market actors. For this purpose, the Berlin work program includes a variety of support initiatives and instruments which target specific structural features of the unemployed and the labour market. One of the most advanced instruments of BerlinWorks is the so-called Berlin Job coaching.

### Berlin Job coaching (regional or city approach)

It is the core instrument of BerlinWorks, the Berlin Labour market strategy 2011 – 2016. The focus is on reducing the number of long-term unemployment. As a result of the coaching, their employability should be improved and individual barriers to employment reduced. Participation is voluntary and free of charge. The duration of support usually lasts 6 months. This period can be extended if necessary. Furthermore, follow-up support is provided. The support ratio per agent is at 1:40 (1:20 is planned). In 2015 approx. 200 job coaches worked at about 60 Berlin coaching institutions. The goal is to consult by individual coaching around 10.000 long-term unemployed persons per year. The quantitative performance assessment includes two key indicators: firstly the achievement of defined milestones and thus the progress in reducing each barrier to employment, secondly the “maximum success” – the (sustainable) integration into regular employment or training. Each job coach documents the progress monthly in a special programme related database. The first results of this strategy, launched in 2012, are: increase of the integration rate in regular employment in comparison to measures without job coaching, increase of application activities of the participants, success in removing barriers of mobility, clearer ideas by the participants concerning their professional live.

Especially for young people the Berlin Works programme offers a broad range of instruments in terms of vocational orientation, VET preparing schemes, in particular for young migrants (Program “Training-in-Sight”), educational and career guidance, special Berlin I-VET program, a Mentoring Program to reduce drop-outs and for career planning.

## 5. Job Brokers in Germany

### Staff

In Germany, the business of an employment agency can be compared with some elements of the job of a job Broker. It can take place in public or private contract. Most employment agencies are embedded in the Federal Employment Agency, which is also in charge of I-VET guidance, the Jobcentre or the local authorities. In addition, private employment agencies and support to the exchange or subtasks of job placement (for example, interview coaching) are commissioned. The staff covers job placement officers (Arbeitsvermittler) and in special programs also job coaches. The staff is trained predominantly by the Federal Employment Agency or other training providers and comes from different professions.

In Berlin – as mentioned above – around 200 special trained employees are working as job coaches in the Job Coach Scheme of the Land Berlin. Moreover, there are a lot of projects and shops, like the Berlin Job Points and the Berlin Learning Shops, which offer job coaching or educational guidance by special trained staff. Most of them have an educational or social worker degree.

### Organisations

The majority works in the Federal Employment Agency and its local offices, in the Jobcentres or in publicly financed labour market projects. They also work as employees or self-employed in private employment agencies.

Private employment agencies are working on the one hand for those looking for work and on the other hand for companies and institutions who are looking for personnel. The reward for the work or service may be taken over by the job seeker, the employer or by the state (for example, the Federal Employment Agency). Their service is the active placement in an employment relationship or in support of the applicant such as profiling, coaching and creating application documents.

### Professional qualifications

Normally is expected a university degree in public service from recruitment agencies. Generally a relevant degree, professional experience, where appropriate, mediation specific additional training, knowledge of the methods of profiling, methods of interviewing and customizable conversation and the ability to clarify existing placement constraints are expected in employment.

Also knowledge of the relevant legal requirements and knowledge of data protection are expected. Moreover, important are knowledge of the regional and national labour market and its actors as well as knowledge of industrial and professional profiles.

Youth mediators / counsellors for apprenticeships /VET need also knowledge in the broad variety of I-VET professions and the respective curricula (around 300) or at least an overview and in-depth knowledge of the different testing systems for young people.

The mediator should be able to cooperate with competent bodies (e.g. as debt counselling) and beyond maintain contacts with employers and workers.

Since January 1, 2013 support of measures of employment promotion (VET) will need approval by an expert body. In the area of private placement, recruitment and HR consulting everyone must certify that wants to use from 2013 onwards the activation and recruitment voucher (AVG's).

After the German Qualifications Framework (DQR) employment qualifications are necessary that correspond to the level 6. Level 6 describes competences for planning, processing and evaluation of comprehensive technical tasks and problems and to independently control of processes in portions of a scientific subject or in a professional activity field required. The request structure is characterized by complexity and frequent changes.

### **Kind of training**

By 2005, the University of Applied Sciences of the Federal Employment Agency (Department of Employment Services) offered the course of employment promotion. That enabled many graduates access to the activity as a recruitment agent. Since 2006, the University of the Federal Employment Agency offers a course in labour management, among others prepared to operate an employment agency.

When training for career changers from other professions who act as employment agencies in Jobcentres, there is also the internationally recognized certificate Global Career Development Facilitator (GCDF) in Germany.

The suitability of a recruitment agency has been regulated by any professional code of conduct or legal regulations. The associations of HR services and recruitment agencies (PAV) recognize themselves quality standards. A labour contractor as a trader must have appropriate business premises and must have adequate expertise.

## Associations and networks

Private employment agencies have to be at one of the 33 recognized certification bodies to certify as a carrier. The German Accreditation Body (DAkkS) takes over the monitoring and accreditation of certification bodies. The Federal Employment Agency performs the technical supervision.

A recruitment agency has evidence providing its efficiency and reliability, the ability to integrate the participants into the labour market, the educational and training skills with a view to a successful implementation of a measure, the existence of a system to ensure the quality and the contractual agreements with the participants affect.

The job placement is organized primarily by the employment agencies and Jobcentres. Independent intermediaries, recruiters and agencies are organized in various interest groups. Besides the private employment agencies there are many temporary employment agencies in the job placement business. The Federal Association of Temporary Employment Personnel Services (BAP) has, as the most important association, around 3,800 companies as members.

One of the key programs that will improve the cooperation between the Federal Employment Agency, the partners from the business and the Berlin administration is the above mentioned programme "BerlinWorks". This collaboration resulted in 2013 to a common frame-labour market program, between the state of Berlin and the Federal Employment Agency. Moreover, a "common declaration to strengthen social partnership in Berlin" between the Senate Department for Labour, Integration and Women, and the social partners has been agreed and recently renewed (Partners: the German trade union Federation (DGB), district Berlin-Brandenburg and the Employers Association (UVB), Berlin and Brandenburg).

In May 2015, the Senate, leading representatives of business associations, chambers, trade unions and the Federal Employment Agency agreed upon the "Berlin Agreement 2015-2020". The agreement contains common efforts and measures for better training conditions for young people: The common goal is to provide advice and support to improve young people`s transition from school to work and to increase the number of operational training places and to strengthen the dual I-VET system in Berlin businesses.

Since 1999 in Berlin "Local Pacts for Employment and Economic Development" have been established in all Berlin districts. The pacts consist of steering committees as the decision-making body on local level, composed by local stake holders and lead by the municipality, they own an action plan (annual developments) and different specialised instruments. One

of them is the “Local Social Capital Programme” that aims at reaching “hard-to-reach people” or disadvantaged groups on local level.

### **Target indicators**

The Federal Employment Agency controls internally through outcome-oriented targets the placement figures. There are annual target agreements between the central and the regional offices, and between them and the employment agencies. There are several objective indicators of labour market objectives. These target indicators with different weighting build a total index. This serves as a template for assessing the successful placement in a year. The Head of Units and/ or the Team-leaders in the Agencies and Jobcentres assess the performance of the individual job placement officers. The numbers of placements into jobs or in training measures play an important role.

## **6. The view from the Stakeholders**

### **(a) ‘System’ issues in terms of the organisation of services for job-seekers with companies**

All interviewees liked the idea of job-brokering. They found it very interesting and useful. They said that job-brokering is important for the placement of jobseekers. Partially some interviewees already work with elements of job-brokering.

Unfortunately, there is no functioning or established network providing the job broker with additional services or inputs. Good networks regularly exist within projects or programs. In this case networks are being developed during the programs or projects and cease at the end of the program. Networking and the exchange of knowledge among themselves is not a regular part of the job description.

Working with job seekers is aligned partly individually. There are examples of tailored consulting and placement of job seekers. There are also examples of good networking with companies. These good examples are not systematic. For good working with job seekers often lack the time. The individual work with jobseekers and networking requirements are not systematically integrated in the work of the placement officers.

Different people with different individual plans, goals and life contexts require different support services. In German Jobcentres and PES, the official placement process of is implemented according to a four-phases-model, called the „4-phase model of integration work" – 1. Profiling, 2. Target setting, 3. Choice of strategy, 4. Implementation and sustainability. Offers to jobseekers depend on this model and are differentiated according to the age level.

The work in most educational institutions (VET) is still not strong enough aligned to the labour market. Most deals are not individually and specifically enough. Measuring the success of their work is usually not bound to the success of job placement. The training opportunities for job seekers are not specifically targeted to the companies' requirements and the labour market.

### **Example of good practice**

The program "Perspective 50plus - Employment Pacts for Older Workers in the Regions" of the Federal Ministry of Labour and Social Affairs is a good example for successful job brokering. The 10-years-program had the aim, to raise the awareness for the special situation of older long-term (first of all on the side of the companies, but also in the municipalities and the public) unemployed and to (re-) integrate them into jobs on the regular labour market. The target group were long-term unemployed aged 50 to 64 years. The federal program was implemented on regional and local level. In the 77 employment pacts more than 400 jobcentres explored new path ways into jobs for older long-term unemployed, working intensively together with local and regional companies. At the end, more than 400 thousand older persons, on average 4 years unemployed, have been placed into new jobs. The main instruments to achieve these goals were individual and group coaching and a very intensive and close co-operation with the enterprises, in particular the small and very small enterprises, but also temporary work companies.

### **Expectations of companies on job-seekers**

The expectations of the companies are often very high and our customers cannot fulfil them. Most companies are searching for younger workers who should be very experienced at the same time. Predominantly, they are looking someone who starts work immediately. Many companies pay only low wages.

The job seekers expect from employers a chance to prove themselves. Many job seekers had bad experiences in the job search. For them, the process of job search is highly frustrating. They never know why they were rejected. Frequently they don't get even a reaction on their application.

A forum for exchange would be desirable. Employers are often not open for advice. Therefore, it is also difficult for many employers to fill vacancies. Long existing thought patterns (such as the youth mania in the world of work) should change.

In the framework of the federal program Perspective 50plus the Employment Pact "Job Workshop Alternative" from Thuringia implemented the model project "Trainee 50plus". The project brought job seekers, businesses and training providers together. In "Trainee 50plus" over 50 years' old long-term unemployed made a one year traineeship. Their training has been accomplished in the company, in which they could continue with a work contract. The training was modelled according to the dual initial training system for young people. The pilot project started with ten trainees.

After two years, more than 50 long-term unemployed have completed the traineeship. More than forty of them worked after that in regular job.

## **(b) Preparing job-seekers for employment**

The job search is a highly emotional issue. For the affected is about more than just find a job or a training place. It is also about one's identity. Linked to this is often the position within society: Am I on the winning or losing side in this society? It is also about their own self-worth. If you are often rejected, one wonders, what I'm worth, if no company wants me?

Many job seekers see the job market as an abstract system. They feel that compassion, morality and ethics in the labour market do not matter. It's all about supply and demand, less about the people. The job seekers are afraid that they will not get a job. A job also defines status and recognition in the society. It's about the financial existence and the many fears that have to do with it. On the one hand is the fear and vulnerability of individuals, on the other, the rational principles of action in one abstract system.

The task of the successful job-brokering is to bring these two sides together in a balanced way.

**In the job search there are many different barriers that hinder success:**

- Health problems are a major obstacle in finding employment and in organising job placement for the unemployed.
- Single parents have often difficulties to find a job. They are disproportionately under risk of poverty.
- Being older than 50 years is still a main barrier

- Lack of school and/ or vocational training certificate
- poor German language
- being a migrant
- long-term unemployment

Long-term unemployed have especially opportunities in low-skilled (and low-paid) jobs. Their chances of qualified and highly qualified jobs are very low.

Many job beginners have misconceptions of job or training. They are not familiar with the world of work and cannot stand a working day. Missing work habits and a lack of stamina often lead to termination of job or training. Sometimes they experience a bad atmosphere in the company or mistreatment by the employer or by colleagues.

All jobseekers should be treated individually and differentiated. The counselling process should be individual. In the foreground stands empowerment - promotion of self-consciousness. Focusing on the job is also important.

Cooperation between consultants and job seekers should be empathetic and clearly structured and they should trust each other. Also important is creating professional application documents. For the sustainability is the intensive care after finding the job important.

At the local level, are the construction of a good employer contacts and a good network very important. Employers should receive personal attention. The broker should also be a service provider for the employer. This way of working and precise placement of jobseekers lead to a relationship of trust and job placements.

### **Example of local service**

The Berlin Job Offensive is an example of a successful local initiative. She was a joint project of the Regional Directorate Berlin-Brandenburg, of the Federal Employment Agency and the Berlin Senate. The aim of the project was to bring from June 2011 to May 2013 an annual increase of 10,000 so-called "near-market" customers in the job. For more mediators were set. A better counselling of jobseekers with many contacts and an intensification of employer contacts were successful. Overall, more than 30,000 job seekers have find the job.

## **Government support – incentives**

Employers can receive integration grant for hiring job seekers. The grants are intended to compensate for the expected reduced services - for example, due to the long-term unemployment, disability, low educational qualifications or age. The decisive factor is the presence of placement constraints, which mean a concrete competitive disadvantage for the person concerned.

With the activation and recruitment voucher the Employment Agency supports a job seeker in measures for activation and occupational integration.

Trainees can get a vocational training allowance of the state. The state financial grant can be applied for during the vocational training or for a vocational preparation measure - if the person concerned it has financial difficulties. The amount and duration of benefits are vary depending on the individual situation. In order to receive a vocational training allowance, a nationally recognized training occupation must be selected. In this case, the promotion will be applied once the training contract between the trainee and the company exists.

## **(c) The companies' perspective**

### **Recruiting young people from disadvantaged groups**

Youth unemployment is in Germany as low as in any other country of the EU. Many apprenticeships cannot be filled. Nevertheless, still many young people remain without a training place.

From the business perspective the training places for disadvantaged young people must be better exploited. There are many government-funded regional and national programs and projects that support the company in the recruitment of disadvantaged groups. An example of an initiative in this direction is the program of the Federal Employment Agency "Company training has priority". It is an initiative that aims to enable as many young people as possible a chance for a dual education in the companies.

Young people are supported in enterprises with the instrument of "assisted training". It begins before the start of training and accompanied them during the entire period of education. The employer can obtain organizational and administrative assistance in the training of disadvantaged youth. Finally, sponsored by the Federal Employment Agency external training is even more closely linked with business. So young people can create a direct entry into the workplace.

## How employers look for young people for their businesses

Employers try to find young people by implementing concrete measures. Many of the companies advertise directly at schools to young people. Every year many education fairs happen in Germany. There, many employers look for trainees. Some companies make also actions like open door day or offer internships. Some employers also use new recruitment channels such as Facebook, Xing etc. However, most employers still try it on the classic way by ads in the newspaper.

## From the view of companies

Positive sides of young people:

- Young people are still malleable,
- They can continue their development in the company,
- They have the potential to be promoted and developed,
- They are an asset for the company,
- They learn quickly and bring new momentum into the everyday work,
- They have a great willingness to learn and motivation.

Negative sides of young people:

- They do not know yet exactly what they want,
- They begin an education or a job and lose quickly the desire to work,
- They are often less reliable than the other employees,
- They have a tendency to tardiness,
- They have frequent sick leave.

Problems the company have with the behaviour and the attitude of young people:

- Sometimes young people are inattentive at work,
- they are not always focused on what they do,
- they carry out many tasks too slow,
- little stamina and resilience,
- they lack social skills, discipline, punctuality,
- they are not careful and conscientious enough,
- their behaviour is, they behave cheeky,
- they are unmotivated, unpunctual, unreliable,
- lack of independence and responsibility,

- no ability to critique and self-criticism,
- lack of teamwork and conflict management,
- Lack of tolerance, too selfish.

Many companies complain about the poor education of young people. Every third company in Germany cannot fill their open job vacancies. The largest deficits see the entrepreneurs in the weak mathematical skills of candidates and in insufficient German language skills.

Many companies also have a bad opinion of low or middle school leavers. They prefer the high school graduates. Generally the companies very heavily pay attention on the school grades. They focus first less on personality.

Many companies are unsuccessfully looking for trainees. They mostly do not have the knowledge how to make the right pick. They need support in finding and recruiting. They often lack the skills in reviewing the application documents, in the candidate pre-selection and the performing interviews.

Employers have many unanswered questions when it comes to recruiting:

- What knowledge in what school subjects is particularly important?
- What personal characteristics are important?
- How important are school performance and grades?
- Which soft skills are really important?
- How do you judge whether training seekers are carefully and reliably, whether they are flexible and willing to learn?
- What shows whether they are team-minded and communicative and how they deal with criticism and conflict?

### **Support for young people in the companies**

In Germany must in any company that educates after the dual system, at least work one instructor after the instructor aptitude ordinance. He is the contact for the trainees and is internally responsible for training.

A dual education system combines apprenticeships in a company and vocational education at a vocational school in one course. As one part of the dual education course, students are trained in a company for three to five days a week. The company (instructor) is responsible for ensuring that students get the standard quantity and quality of training set down in the training descriptions for each trade.

In Germany, this practical training may be complemented by more practical lessons at workshops run by the guilds and chamber of commerce, in order to compensate for the bias caused by training at only one company. These extra courses usually take three or four weeks a year. The time spent at vocational school is approximately 60 days a year, in blocks of one or two weeks at a time spread out over the year.

The student is an employee of the company from the beginning and receives tasks according to his growing abilities. If a company is willing to make an employment-contract with the student after his dual education time, the company will get an employee who knows the company's workflow. The student can also benefit from the knowledge about hard skills and soft skills of more experienced co-workers. The student develops under real conditions. Therefore, he can see if he is not able or willing to do this job quite early and not after exams. Furthermore the student earns money from the beginning.

#### **(d) The needs of the Job Brokers**

##### **For job-seekers**

Job Broker must be professional in their work, individually and in a team. They should be open and communicative and have a positive attitude. Important are honesty, empathy and a high sense of responsibility. They should be fair and equitable. Also important are technical as social skills. The job broker has the ability to work structured and has creative intelligence. He has life experience and professional experience.

Job Broker must have good working knowledge of the market. They should have knowledge of the management, administrative law, social legislation and labour market laws and data protection. They have social, educational, psychological knowledge. They also have the knowledge and ability to work as sales people.

A job broker is to act in a position with foresight and tact. He treated everyone with respect and has a high degree of ethical integrity. He is in a position to recognize the uniqueness and the potential of each individual. As Job Broker he is always ready to learn something new.

## **For companies**

A job broker needs a strong employer network. He needs to build active contacts with the companies. These contacts should be maintained regularly. For the construction of the contacts he should have a unique selling point. Something that makes him particularly and unmistakable for companies. This helps him in contacting the employers.

But he also have to match the right job seekers with the right companies. He needs to develop tailor-made proposals for vacancies for the companies. For this he needs to be able to assess the job vacancies very well. At the same time he must also be able to assess the skills of job seekers properly.

In this process it is very important that he builds confidence among companies and jobseekers. He has to deal transparently with both sides and should not betray the trust.

## **Current status - staff do not feel prepared**

Most employment agents have some of these skills. They usually work with job seekers or employers. However, it is important to have most of these skills. The job-brokering is needed All-rounders.

Most of employment agents partly work well with the job seekers. For contacting the companies they want some communication training. This should make it easier for them to establish and maintain contacts.

While working with job seekers, it is important to recognize if someone has special problems. Whether he has, for example, mental health problems or addiction problem. Employees wish more training so they can better identify these problems.

In addition, the curriculum of the job broker should be designed so that they get all important skills.

## 7. Case Studies

### “JOB POINT Berlin-Neukölln”

GesBiT mbH  
Karl-Marx-Straße 122  
12043 Berlin

JOB POINT is modelled after the successful Jobbutikken model that sprang up in Denmark in the 1990s as an open placement service of the Public Employment Service. The Jobbutikken idea was transferred from Viborg (Denmark) to Berlin in the year 2000 by an EU ECOS OUVERTURE project, involving the Land Berlin, employers and the PES Berlin-Marzahn as well as the gsub mbH. The JOB POINT Berlin-Neukölln was set up in 2002. Due to the success of the JOB POINT Neukölln, in 2013 two other JOB POINTS have been opened, located in Berlin-Mitte and Berlin-Charlottenburg-Wilmersdorf. The JOB POINTS have been funded (till today) by the Federal State Berlin, Senate Department for Labour, Integration and Women Issues and the Jobcentres in the three districts / boroughs. Meanwhile around 24 employees are working in all three JOB POINTS – Neukölln, Mitte, Charlottenburg-Wilmersdorf. Since March 2016, the JOB POINTS has been operated by the provider GesBiT mbH – Gesellschaft für Bildung und Teilhabe and extended its services to refugees and asylum seekers.

JOB POINT is an open placement service, organised as a one-stop-shop that offers a comprehensive array of employment services, all free of charge. It is a service that meets the needs of employers and jobseekers alike, with the aim of a better matching process. Employers post job openings at Job Point free of charge. Their postings reach a large number of motivated applicants.

#### Services for jobseekers:

- It gives them a quick overview of job vacancies in the region and beyond. Over 1000 job vacancies are offered each month.
- They do not need to register and there is no red tape – JOB POINT is a one-stop shop accessible to anyone without registration of the job seekers.
- Jobseekers can apply for jobs right then and there (there are phones, job listings and PCs where you can write cover letters).
- The convenient opening hours (Mon. to Fri. from 9 a.m. to 7 p.m. and Sat. from 9 a.m. to 2 p.m.) are the same as those of the surrounding shops which highlights the “shop” character of the JOB POINT
- Special application section on the website (<http://jobpoint-berlin.de/>)

- Counselling and event service: Competence check, Vocational orientation, Seminars: effective and efficient methods to find a job, Application check, group meetings around the themes work and placement
- All JOB POINT's services are free of charge.

Service that employers like about JOB POINT (the results of employer survey):

- The atmosphere is friendly and open.
- The vacancies that employers post at JOB POINT reach a large number of well-qualified, motivated applicants.
- It is easy to post a job vacancy at JOB POINT (a phone call, an e-mail, a fax or a personal visit is enough).
- Job listings are always up-to-date.
- The services are free of charge.
- Over 90 percent of companies surveyed said they were satisfied with the service and would recommend JOB POINT to colleagues or friends.
- All job opportunities and other JOB POINT services can also be accessed on the internet ([www.jobpoint-berlin.de](http://www.jobpoint-berlin.de)).

Since the opening of the first JOB POINT in Neukölln in March 2002 a total of 160,000 places there have been advertised. Over 1,552,259 store visitors and 2,286,611 internet visitors have obtained information of the deals in the last 14 years in JOB POINTs. Many of them have found a new job in this way.

The JOB POINT-Neukölln has built up over the years a good employer network with lasting customer relationships. Currently the JOB POINT works together with more than 5,000 employers.

The store concept is unique: open, voluntary, anonymous, free and non-bureaucratic. Offers from all sectors are presented as in a travel agency and are free to all visitors. Interested persons can copy the deals, contacting directly with the employer and write if necessary their application documents on the spot and print. On request jobseekers receive a friendly and competent advice about the desired job.

The JOB POINT is a service provider and interface for job seekers and employers. Deliberately the Job Points are located in the middle of high-traffic Berlin districts. The various JOB POINTs are so easily accessible and are located for example in shopping streets with good access to public transport. Vacancies are advertised quickly and efficiently both in JOB POINT directly on the online job market.

Job seekers get a broad range of advisory services and events offered:

#### **Competence check**

- Development of existing resources, transferable skills and competencies,

#### **Professional orientation**

- Developing of new perspectives, objectives and means of action,

#### **Job search**

- Development of common routes into the labour market,

#### **Application check**

- analysis of application letters,
- Analysis of CVs,
- Support for e-mail and online application,
- Preparing interviews,
- Job Dating - Companies introduce themselves,

#### **Group events around the theme work**

- "How to apply successfully"
- "E-Mail and Online Application"
- "Job search - Find your job"
- "Job interview".

According to a recent customer survey, 82% of job seekers are highly satisfied with the offer and the service JOB POINT-Neukölln.

#### **“Holistic integration by Ingeus”**

Ingeus GmbH  
Bahnhofstraße  
90402 Nürnberg

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Ingeus provides services related to career guidance, coaching, mediation, and HR Solutions for companies. The international Ingeus group has over 20 years' service experience. It operates in the UK, France, Germany, Sweden, Switzerland, Poland, South Korea, Australia, New Zealand and Saudi Arabia with over 1000 employees today. In Germany Ingeus has been active since 2006. The main target groups are long-term unemployed, single parents and young people under 25 years.

### Long-term unemployed services:

The working with long-term unemployed should help them to rediscover their own motivation, to consist in the real world of work, to identify health or social obstacles to organize and help to overcome difficulties. The following offers are mostly parallel to the job search. All measures should be mutually supportive:

- A consulting check determines which health, social or family problems impede start work. If help from a medical network and social services is necessary, it will be offered by the cooperation partners.
- By personality strengthening workshops and individual coaching is built the motivation and self-esteem.
- In case of sustained psychological problems therapeutic care is mediated.
- Coaching with the "inverse career planning". It begins with the question: "What you always wanted to do?" From there it goes backward to the first realistic step that can be done now.
- Explore hidden potentials and experiences that might improve an application.
- Training of basic conversation and presentation techniques.
- Application Training: From the facts collected on the CV to simulated interview with video recording and subsequent intensive joint evaluation.
- Organisation of events with potential employers up to sample-working days.

### Single parents' services:

- Developing an approach that addresses all barriers to job placement simultaneously: Personal, social, societal.
- An especially dedicated child care coordinator is setting up a local area network with day-care centres and other facilities. She is the contact for any support needs.
- Ingeus-Kids offered a child care during office hours. So mothers and fathers can look after their job search without stress.
- Individual work with each customer. Explore CVs, make application portfolio, prepare action plan and select training program.
- Training offer: labour market knowledge, application training, computer modules, seminars to strengthen the self-awareness or to balance work and parenting.
- New ways for mothers and fathers with no education: exploring the possibilities of part-time training courses in private employer network.

### Under-25-year-old services:

- Frustration tolerance strengthen - in group training young people learn to live with setbacks, build self-confidence, learn to develop clear goals and track them.
- Social skills increase - with inappropriate social behaviour, young people make itself life often difficult and take job opportunities. Training to strengthen social skills.
- Personal skills practice - young people learn every day to deal with problems, to strengthen their self-discipline and deal with their own likes and dislikes. This includes, for example, also supporting the economical use of money.
- Learn professional competence - many of the job-seeking young people have no vocational qualification or unrealistic assessments of the modern working world. Orientation, information and selective qualifications.
- Internships offer - find through practical way into professional life.
- Regular individual coaching - at least once a week individual coaching. Interim targets on the way to the job are agreed and followed, suitable jobs be offered and application activities increased.
- Crisis intervention - a socio-educational instructors help in acute crises such as impending homelessness, conflicts in family and partnership, debt, addiction or mental distress. He provides methods to ensure that job seekers can prevent crises in the future and cope themselves.

### Project: Holistic integration performance (Ganzil) in collaboration with the jobcentre Berlin Treptow-Koepenick

2300 job seekers have participated in the project. Each participant was for a maximum of 10 months in the project. There was at least one contact between consultants and job seekers per week. More than 800 participants have found a job on the project.

The project had a holistic approach to the "work first" approach. All jobseekers was treated individually and differentiated. The focus was on the job focus. Cooperation between consultants and job seekers was empathetic and clearly structured. An important basis in the project were intensive employer contacts.

They worked with many different modules: Welcome meetings, individual counselling, empowerment – promotion of self-consciousness, creating professional application documents, drawing up a personal action plan, career-related workshops, independent study of customers at the job station, occupational networks and think-tanks, temporary consultants exchange, intensive application weeks, application Marathon, intensive care after finding the job.

## **“Improving the integration work in Jobcentre Cuxhaven”**

Jobcentre Cuxhaven

Konrad-Adenauer-Allee

27472 Cuxhaven

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The Jobcentre Cuxhaven is a joint venture between Cuxhaven and the Employment Agency. It went into operation on 01/01/2011. The Jobcentre Cuxhaven is the successor organization to the ARGE Jobcentre Cuxhaven, which existed from 01.07.2005 to 31.12.2010. The jobcentre is in charge of the district of Cuxhaven. It has three locations - Cuxhaven, Hemmoor and Wesermünde. Currently the jobcentre Cuxhaven employing about 165 people.

Tasks of the jobcentre are the payment of benefits (passive benefit law) and the job placement (active benefit law). The passive benefit law includes all achievements for secure livelihood (standard benefit or achievements of the accommodation and heating). The active benefit law includes all integration services (job opportunities, training or wage subsidies). This includes municipal services such as addiction counselling, or debt.

The jobcentre currently manages approximately 6,800 benefit communities with approximately 12,900 beneficiaries. The jobcentre is responsible for all employable persons entitled to benefits at the age of 15 years up to the age limit between 65 and 67 years.

Taking care of the employable beneficiaries (jobseekers, customers) is done by integrating professionals (project recruiter) and case managers. The integration professional is contact person of the customer. He works with the employable beneficiaries with the aim to achieve the integration. In addition, he checks whether the intervention of a case manager is required. A case manager is turned on when there are particular problems and difficulties.

Project recruiters have at least twice a year an appointment with each customer who is older than 25th. Among young people under 25, a contact per month is required. Customers will be distributed over the alphabet to the project recruiters. For young people under 25, there are special project recruiters.

For contacts with the employers is the employer service department of federal employment office (agency for work) responsible. The employer service department is a service of the Agency for work. Jobcentre need buy this service from the agency.

## Model project: "Improving the integration work"

In day to day business, the jobcentres work according to the specifications of the Federal Employment Agency. The procedure of placement work is largely prescribed. It is based primarily on the prescribed contact density with the customers. Jobcentre employees have only few room for manoeuvre.

In order for the integration work of the jobcentre make sustainable, has the Regional Directorate Niedersachsen-Bremen of the Federal Employment Agency 2015 called on all interested jobcentres of the region into a model project. The jobcentres should get locally leeway for shaping and use. The project is called "Improving the integration work". Eight jobcentres are participating in the pilot project. One of them is the jobcentre Cuxhaven.

Each jobcentre can decide how it is going on in the project. The jobcentre Cuxhaven launched first at the site Hemmoor. The centre of the focus is aligned local, on the region. The jobcentre has opted for a bottom-up process. So that the innovation potential be used, they have involved from the beginning the staff in the development. The staff can contribute their ideas and experiences and develop itself so the new structure of the mediation work.

### Objectives of the project:

- Creating transparency, strengthening trust of staff in the management,
- Innovation process of staff by management support,
- Satisfaction in daily work, strengthening commitment and motivation,
- Employee responsibility through strengthening the freedom of action,
- Processes regroup - contact density, differentiation, focusing,
- Achieve larger professionalism in the customer conversation,
- Commitment of all the actors involved about which indicators depict a good process, how is an "improvement" making visible.

### By staff elaborated:

- An intense individually and flexible service concept is introduced,
- Improving service mentality, after receiving the customers in the jobcentre, a personal customer support between departments,
- The customer will no longer be considered individually, holistic care of the whole community of need, no separation between under 25 and over 25,
- New contact density concept, flexible contact density,
- Flexibility and specialization in working with clients,

- One employee is fulltime responsible for the employers, he also accompanied customers in contacts with employers,
- Peer counselling is introduced.

## 8. Conclusions

### Adapting the job broker role on a current EU labour market context

Labour market outcomes have been improving against the background of a modest recovery. The unemployment rate in the EU appears unusually reactive to the weak recovery. Yet, it stood above pre-crisis levels, at around 9.4% in the EU and 10.9% in the euro area in May 2015. Labour market disparities have started to fall across the EU and the euro area (source EUROSTAT). Youth unemployment still is a severe problem in Europe, with the highest rates in Greece (48.9%) and Spain (45.3%) and the lowest in Germany (6.9%) (Source Eurostat, 2016). Also the share of long-term unemployed as a percentage of total unemployed persons has been growing in the last years, with 71.6% in Greece and 23.1% in Finland. (Germany ranks with a percentage of 43.7% in the middle of the EU Member States). Thus, the severest problems in Europe are long-term and youth unemployment, in particular for disadvantaged groups.

That means: The reduction of overall unemployment, in particular youth and long-term unemployment, is one of the central challenges of European, German, and Berliner labour market and vocational education policy. Central to the EU member states' discussion is the question how long-term unemployment can be reduced through active labour market policies. In doing so more and more individualised approaches that actively support the unemployed are applied and replace "one size fits all measures".

Therefore Job Brokers should adapt to work very closely as well as with the target groups (in particular young and long-term unemployed, thereof migrants) and simultaneously with the employers using a comprehensive empowerment approach.

### Working Effectively with Employers

The job broker is – amongst other - a service provider for the employer. He/ she should be able to understand the culture of the enterprises, to talk in a language they understand and they accept. He/ she must be able to access enterprises on the spot. He/ she is a kind of recruiter, in particular for small and very small enterprises, who do not have an own HR-department. He/ she supports them in their search for suitable candidates. The job broker regularly visits the company. On site he finds exactly out who fits to the company. He can be reached quickly by employers and sits down immediately for them.

The job broker recorded the wishes and expectations of the employers. He finds accurately and systematically out who they need. He finds quickly and efficiently the right employee for the employer. At the same time, the job broker knows his/ her potential candidates very well. He has spent much time with them and knows a lot about them. Therefore, he knows their capabilities and motivations exactly. With tailor-made proposals he can save the employer a lot of time in recruiting staff.

He ensures that the employer obtain application forms of the candidates, who meets to the latest standards. The proposed candidates can assess their chances realistically and are well prepared for the interview. They know what kind of work they want to do and why they are applying for the position.

Possibly, the job broker can help employers organisationally:

- Supporting information sessions or job fairs
- Organising internships: This allows the job seeker to try out the work and the employer can see the candidate at work,
- Applicants days - Selected companies can introduce themselves directly to the job-seekers or speed-dating with enterprises and customers

Contents of a Curriculum Programme:

- Labour Market Knowledge,
- Knowledge of the different branches (services, manufacturing, crafts)
- Knowledge of the world of business, in particular the world of SME`s
- Knowledge of the management,
- Skills of a sales representative.

### **Working with Job-seekers**

Working with job seekers requires a wide range of skills, knowledge and attitudes.

Knowledge, attitude of job brokers:

- Knowledge of the formal conditions,
- Relevant legal bases and their contents,
- Knowledge of the socio-cultural consequences of unemployment,
- Methodological and social skills,
- Methods of analysis, in particular competence analysis
- Ability to motivate people he / she works with,

- Communication and consultation ability - give and accept feedback, reflect on the own actions, awareness of the own role,
- Recognizing the own physiological and psychological limits,
- Methods to adjust his work to the individual needs of the job-seekers and employers,
- Moderation and mediation,
- Perspective taking and empathy - try to understand the others,
- Ability of appreciation, trust building
- Loyalty and trustworthiness,
- Empowerment – he /she can give the help to others, to learn self-help by themselves, he/ she can support the customers to make their own decisions, to get involved, to organize themselves,
- He needs an optimistic and positive thinking attitude to motivate other and oneself,
- Be open-minded and unprejudiced towards other,
- Teamwork - the exchange of experience is very important,
- Networking - he has the ability and the necessary contacts, to build and maintain cooperation and networks for his work.

#### How to work – method:

##### → Needs analysis

- Status quo of job seekers shall be explored, profiling (competence analysis)
- Exploring of interests and motivation of jobseekers in terms of occupational orientation, employment or possible VET and further training measures,
- Identification of possible placement obstacles and highlighting the first solution steps
- Advisory Check - identifying of social, family or health problems, exploring barriers to taking up work,
- Individual qualification check - finding out what needs to be re-learned.

##### → Action Plans

- Explore hidden talents, potentials and experiences that might enhance an application,
- Plan together with the job seekers the career, Interview agreement between job broker and job seeker, which defines the next steps (in a written form), evaluated and up-dated after three months

→ Prepare job-seekers for work

- Information of job seekers about the labour market, the requirements of employers in various professional fields,
- production of current and professional application documents,
- Application Training - Facts gather for the CV,
- Training interview,
- Teach talk- and presentation techniques
- IT training,
- workshops and individual coaching, strengthening personal skills,
- Style Advice,
- Time- and stress management, health courses

#### Contents of a Curriculum Programme:

- Profiling tools,
- Coaching tools,
- Social, educational, psychological knowledge,
- Professional application management,
- Talk and presentation techniques, communication training,
- Workshop moderation tools,
- Event management tools,
- Knowledge of administrative law, social legislation, labour market laws and data protection.

### **Effective Project Management**

#### Sustainability:

- Offer of aftercare for employers and employees
- Helping the job seeker in self-assessment,
- Very good knowledge of the employers and the job seekers, precise matching,
- Organizing events or meetings with potential employers
- Organizing internships,
- Job coaching of jobseekers after they have been starting work with the aim to make working contracts more sustainably
- If additional training or qualification needs arises, perhaps in cooperation with employers and employees searching the suitable occupational qualification.

## Marketing:

- The job broker should know his core competencies,
- He should work out a unique selling point,
- What makes his work especially?
- What makes it different from other advisors in this sector?
- Website, flyers, other information materials,
- He should build a network of companies, public services, social services (for instance networking with specialists dealing with drug abuse, debts), medical or health care services or health care promotion services (to foster health with a preventive approach).

## 9. Acknowledgements and references

We would like to thank the following people who agreed to be interviewed for this study:

Name	Position	Organisation
Asuman Jakupović	Counsellor	GesBiT mbH
Norbert Köckinger	Counsellor	GesBiT mbH
Beatrix Phohleli	Counsellor	GesBiT mbH
Thorsten Stoltz	Managing Director	Jobcentre Cuxhaven
Annika Volz	Counsellor	Jobcentre Cuxhaven - Hemmoor
Tatjana Schröder	Counsellor	Jobcentre Cuxhaven - Hemmoor
Peter Niebuer	Division of labour potential	Agency for Regional Rural Development - Lower Saxony
Dagmar Priesett	Case management instructor (DGCC)	Jobcentre Hameln - Pyrmont
Dr. Helena Schwarz	Branch manager	Ingeus GmbH
Zbigniew Sobczak	Counsellor	Ingeus GmbH
Teodora Tzankova	Counsellor	Ingeus GmbH
Thomas Blümecke	Job-seeker	
Laszlo Meyer	Job-seeker	

Thomas Reetz	Managing Director	Print Seven
Bahram Pairavi	Company owner	Kfz-Meisterbetrieb Pairavi

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# Akureyri, Iceland

Completed by:



VINNUMÁLA  
STOFNUN

**Vinnumálastofnun**

**The Directorate of Labour**

Ingólfur Helgason  
Sigríður Ásta Hauksdóttir  
Soffía Gísladóttir

# 1. Introduction

The Directorate of Labour in Iceland is situated in the whole of the country and runs offices in every region. Therefore the geographical targeting in our transnational research study we focus on the whole country of Iceland. We will be considering the service that job brokers provide for all job-seekers in Iceland, a very broad group of people from very disabled to very competent ones. We focus also both on the public and the private sector.

Job brokers have been a part of the employment services in Iceland for a long time, both in the public and in the private sector. In the beginning of the profession job brokers were not required to have any sort of educational background, it was enough to have some experience from the labour market and a good heart. The profession has developed through the years and nowadays job brokers need to have a university degree. We have not yet reached the standard here in Iceland to an accreditation of the profession.

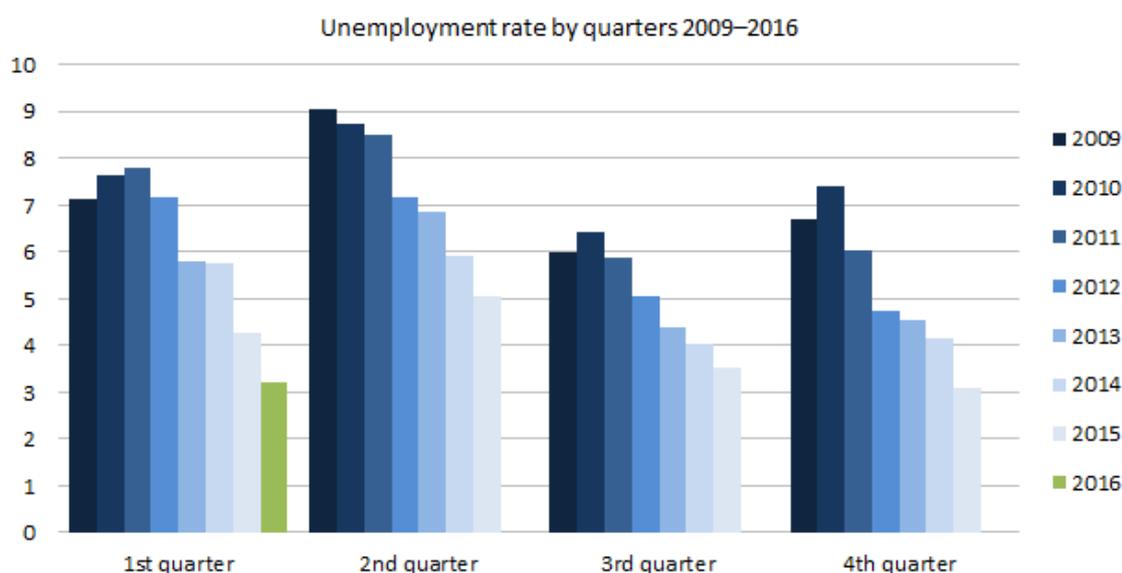
In the desk research we sought references widely and there was a lot to learn from it. The main sources were; Statistics Iceland, Directorate of labour, Ministry of education, Ministry of social affairs, Ministry of industries and innovation, VIRK (Vocational Rehabilitation Fund), National energy authority, ILO, Promote Iceland, Iceland export and Iceland Monitor.

We interviewed people in Akureyri and in Reykjavík, focusing on different kind of job brokers from both the public and the private sector. We also interviewed job brokers working in the VET sector, particularly those focusing on disabled job-seekers. We also interviewed two job-seekers in Akureyri and two employers, one in Akureyri and the other one in the country side here up north.

## 2. Unemployment and socio-economic factors of deprivation in Iceland

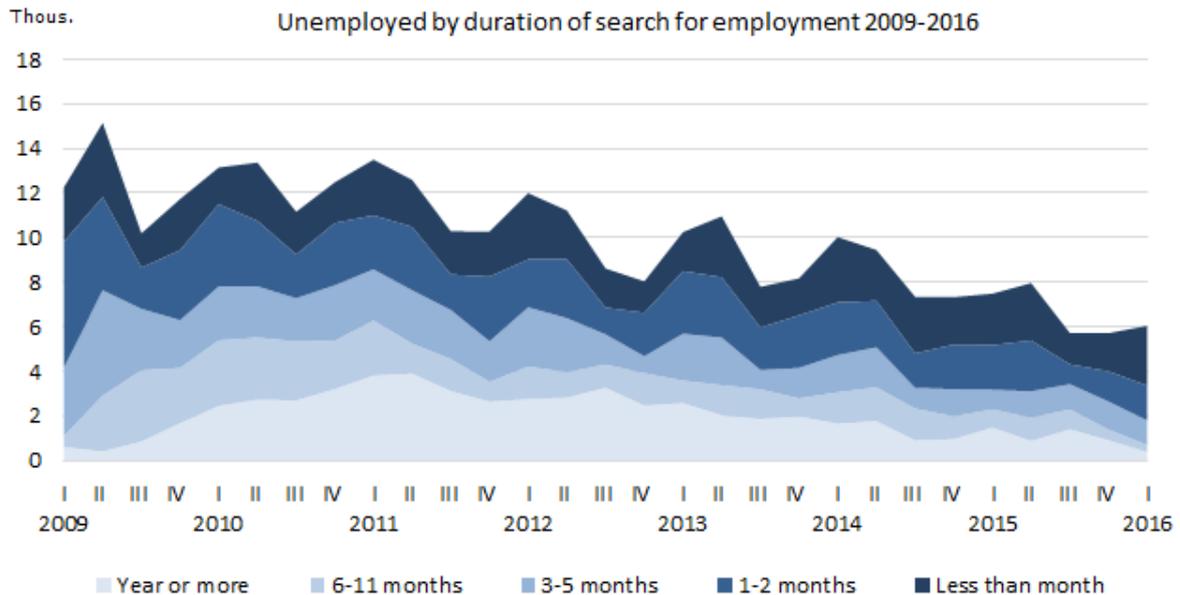
### Employment and unemployment

The number of persons in the labour force in the 1st quarter of 2016 was 190,400 corresponding to an activity rate of 81.8%. The number of employed persons was 184,300 while unemployed persons were 5,100. The employment rate was 79.2% and the unemployment rate was 3.2%. From the 1st quarter of 2015 the number of employed persons has increased by 5,100 and the employment rate increased by 1.7 percentage points. At the same time the number of unemployed persons fell by 1,900 and the unemployment rate decreased by 1.1 point. The unemployment rate among females was 2.5% and 3.8% among males.



### Long term unemployment

Unemployed people for 12 months or more in 1st quarter of 2016 were 400 or 0.2% of the total labour force. In the 1st quarter of 2015 long term unemployed persons were 1,500 or 0.8% of the labour force. This is the lowest number of long term unemployed since the 4th quarter of 2008 when they measured around 200 persons, or 0.1% of the labour force.



### Unemployment by age and gender

Unemployment by men was 2.6% in January 2016, up from 2.5% in December 2015 but down from 3.2% in January 2015. The unemployment by women was 3.3% in January 2016 or up from 3.2% in December 2015 but down from 4% in January 2015. The unemployment is highest amongst young people at the age of 16 – 24 or 7.4% in the first quarter of 2016. In the age group 25 – 54 the unemployment rate was 2.5% in the first quarter of this year and 2.3% amongst those 55 – 73 years of age.

Persons are classified as unemployed when they have no employment, are actively seeking a job and could start working within two weeks or have found a job which starts within 3 months. Students who are not employed and fulfil this criteria are considered unemployed. People are classified as working (employed) if they worked one hour or more in the reference week or were absent from work they usually carry out.

### Average working hours

In the 1st quarter of 2016 average number of person at work in the reference week were 172,600, or 74.1% of the population and 93.7% of all in employment. The average number of working hours of those who were at work was 39.1 hours, 45.2 hours for those in full-time employment and 22.6 hours for those in part-time employment.

### References:

<http://www.statice.is/publications/news-archive/labour-market/labour-market-statistics-1st-quarter-2016/>

### Unemployed migrants

Of those 4.599 jobseekers in March 2016, 20% or 993 were migrants, mostly from Poland or 590 people. Approximately 9% of the Icelandic population are immigrants, ca. 30.000 people. Within the immigrant population, Poles represent the largest demographic, and comprise 37.5% of all immigrants with Lithuanians in second place 5.1% and people from the Philippines, 5%.

### **Labour market information**

The most important sectors in Iceland are service industries such as travel, financial and health services, miscellaneous industries, agriculture and fishing. The relative importance of these sectors has changed somewhat recently; the significance of service industries, for example, has increased considerably in recent years, mainly travel, while fishing and other production industries have declined.

### **Jobseekers and education**

In March 2016, 44% of jobseekers in Iceland had only finished elementary school, 19% had some vocational educational background, 25% of them had a university degree and 12% a high school degree.

*References:*

<https://www.vinnumalastofnun.is/media/1672/mars-2016.pdf>

### **White paper on education reform:**

#### **60 per cent of upper secondary students to graduate on time**

#### **—up from 44 per cent currently**

Only 44 per cent of students enrolled in Icelandic upper secondary schools graduate on time, a much lower percentage than in the comparison countries. Furthermore, relatively few students enrol in vocational programmes, and those who do, together with students enrolled in preparatory programmes, are less likely to graduate on time.

This goal is to be reached by rethinking the duration of programmes and shortening studies leading to final examinations, tackling drop-out, and restructuring vocational education. A standard duration of three years is proposed for programmes leading to the matriculation examination, and ways to shorten vocational programmes are to be investigated. A screening of risk factors influencing early school leaving is to be conducted among all upper secondary school students. Vocational education is to be reviewed with a view to simplifying basic programmes and developing a tertiary vocational education level.

*References:*

[https://eng.menntamalaraduneyti.is/media/frettir2015/Hvitbok\\_ENSKA\\_04.pdf](https://eng.menntamalaraduneyti.is/media/frettir2015/Hvitbok_ENSKA_04.pdf)

### 3. Publicly-funded employment services in Iceland

#### The Icelandic unemployment system

The Directorate of labour in Iceland is responsible for the unemployment system in all regions of the country. In addition to its headquarters in Reykjavík, the Directorate has eight regional offices around the country, which give job-seekers and employers professional assistance with employment searches and staff engagements. The Directorate bears overall responsibility for public labour exchanges and handles day-to-day operations of the Unemployment Insurance Fund. The office attends to a range of responsibilities including the registration of job-seekers and the calculation and payment of unemployment benefit.

Being unemployed and in need for benefits one can apply as far as he/she has a job experience and is actively seeking employment. If the job experience has lasted for at least one year in a 100% position the job seeker is entitled to 100% benefits, 1.450 EUR pr. month for 30 months. If the job experience is less than one year the benefits are calculated proportionally.

One is considered as actively seeking employment by following these conditions:

- you are capable of doing most types of general work,
- you take the initiative in looking for work, and are prepared to accept any paid employment,
- you are willing and able to accept work without any special advance notice period,
- you are prepared to accept work in any part of the country,
- you are prepared to accept work, irrespective of whether it is full-time or part-time, or shift work,
- you are not entitled to wages or other payments in connection with work done on the labour market during the time when you are regarded as actively seeing work, except in the case of a reduced job proportion,
- you are willing and able to participate in the labour-market measures on offer,
- you are prepared to give the Directorate of Labour the information necessary to increase the likelihood that you will find suitable employment.

*References:*

<https://vinnumalastofnun.is/en/unemployment-benefits/rights-and-obliqations>

#### Structure of labour market remedies

All those who are seeking work can get assistance and practical advice, free of charge, from the Directorate of Labour counsellors regarding the search for a job. The emphasis is placed on empowering each individual and to provide him or her with an edge in the labour market. The goal of the counselling process is to encourage individuals to obtain enhanced self-knowledge, to assist them in identifying where their interest is, what their abilities are and in which direction they should set the course with respect to career development.

The Directorate of Labour is responsible for the structure of labour market remedies, which is divided into the following categories:

- individual courses, such as courses on drawing up employment search schedules or self-empowerment and courses to improve competence in particular areas;
- vocational remedies, i.e. job introductions, vocational training and trial engagements;
- counselling, provided concurrently with participation in courses and trial engagements;
- study remedies;
- employment-related rehabilitation and
- employment-related rehabilitation for specific groups

The Directorate of Labour may enter into service agreements on participation by job-seekers in individual labour market remedies which other service providers will be in charge of carrying out.

*References:*

[https://eng.velferdarraduneyti.is/media/acrobat-enskar\\_sidur/Labour\\_Market\\_Measures\\_Act\\_55\\_2006.pdf](https://eng.velferdarraduneyti.is/media/acrobat-enskar_sidur/Labour_Market_Measures_Act_55_2006.pdf)

In Iceland the only public organization offering job-seekers assistance and benefits is the Directorate of Labour. But there are also some private organizations working in this field, like Capacent, [www.capacent.is](http://www.capacent.is) and Talent, [www.talent.is](http://www.talent.is) to mention some of them.

There is also a system that, in particular, works with disabled job-seekers (in a broad sense of the word). VIRK – Vocational Rehabilitation Fund, is a private foundation of which all the major unions and employers in the labour market in Iceland are members. VIRK’s mission is to develop, integrate and monitor services in the field of vocational rehabilitation; aiming systematically for employment of individuals following illness or injury. The purpose of VIRK’s services is to help people return to work. This involves expert advice and services in the field of vocational rehabilitation that requires full participation of the individual concerned. VIRK operates in close cooperation with unions, employers, various service providers in vocational rehabilitation and welfare agencies. Vocational rehabilitation counsellors work on behalf of VIRK and are situated with the unions across the country. VIRK services are free of charge for individuals.

*References:*

<http://www.virk.is/is/english/mission-and-activities-of-virk>

In close cooperation with Virk are several Rehabilitation Centres around the country also working closely with the Directorate of Labour as does VIRK. SN Rehabilitation Centre, situated in Akureyri, is specialized in rehabilitating and training people with limited occupational capacity and has offered with its ideology and methodology of a holistic and multi-disciplinary rehabilitation programme an active life to several groups of disabled people in North-Iceland. SN rehabilitation centre’s main objectives are to increase the quality of life for participants and their families and to find suitable employment for the participants, or provide opportunities for further VET with a view to future employment. The structure of the programme is to offer a holistic rehabilitation combined with health

and social service, education, financial consultation and job acquisition. SN Rehabilitation Centre is responsible for implementation of holistic rehabilitation in Iceland.

The main policies in supporting job-seekers would be the current manifesto of the Government 2013-2017 focusing on helping job-seekers in particularly to create their own businesses and helping SME's to hire job-seekers.

Also by implementing and following the Employment Policy Convention, 1964 (No. 122) of ILO. The aim of that Guide is to increase awareness and understanding of the importance of placing the promotion of full, productive and freely chosen employment at the heart of socio-economic and development policies through a rights-based approach and a broad basis of agreement achieved through social dialogue.

*References:*

[http://www.ilo.org/global/standards/subjects-covered-by-international-labour-standards/employment-policy/WCMS\\_233783/lang--en/index.htm](http://www.ilo.org/global/standards/subjects-covered-by-international-labour-standards/employment-policy/WCMS_233783/lang--en/index.htm)

## 4. Employment in Iceland

Several key industries thrive in Iceland. The fishing industry accounts for 40% of all export earnings and over 12% of the country's gross domestic product. It also employs 5% of the country's workforce. Other major sectors include:

- aluminium smelting;
- biotechnology;
- finance;
- geothermal power;
- hydro-electric power production;
- software production;
- tourism

Sustainable and responsible fisheries management in Iceland is of a fundamental importance as fisheries are one of the main pillars of the Icelandic economy. The seafood industry in Iceland is meeting demands of seafood buyers for sustainable use of marine resources with Iceland Responsible Fisheries programme, developed on the basis of commitments made through national law and international agreements.

Fisheries remains one of the pillars of the Icelandic economy, responsible for a fair share of both the GDP and the nation's export revenue. Iceland is one of the world's leaders in total fisheries, but has in recent years also become a leading country in the advancement of marine technology, fishing equipment, navigational techniques and fish detection instruments, as well as maintaining a sophisticated seafood sector, exporting world-class produce.

Iceland's exclusive fisheries zone has an area of 760,000 square km, seven times the area of Iceland itself. Some of the largest fish stocks in the North Atlantic are found in Icelandic waters, including the cod stock, which is Iceland's most important stock.

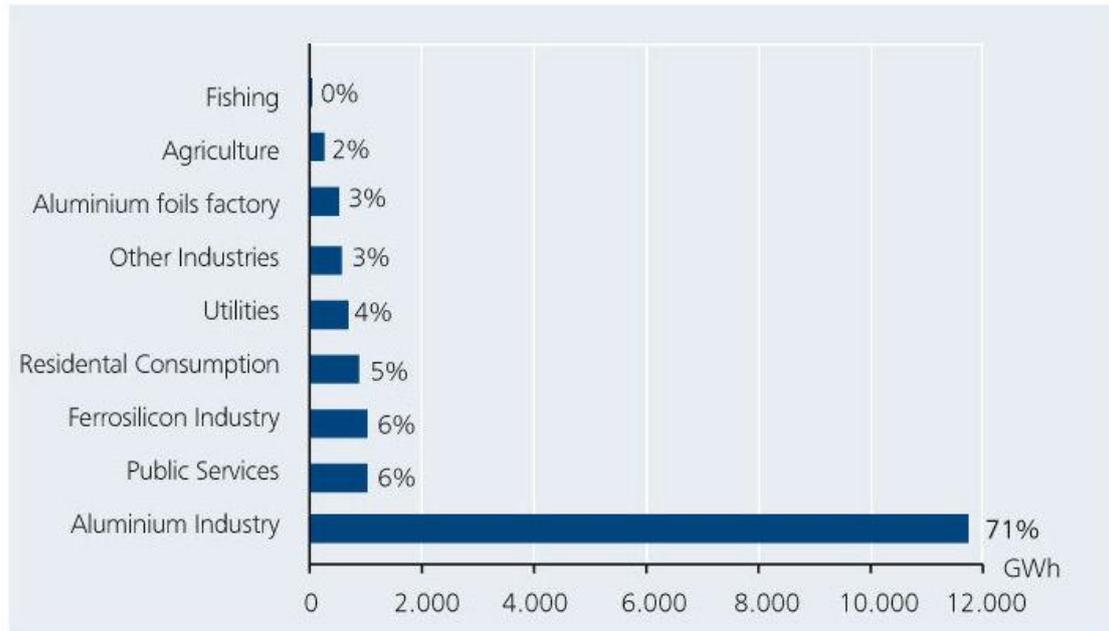
Sustainable and responsible harvesting of wild fish stocks in Icelandic waters and good treatment of the marine ecosystem is of a fundamental importance to Iceland. The seafood industry in Iceland is meeting demands of seafood buyers for sustainable use of marine resources with Iceland Responsible Fisheries programme, developed on the basis of commitments made through national law and international agreement

Due to unspoiled nature and dynamic culture both tourism and creative industries are fast growing sectors. Jobs in the tourist industry, especially in the countryside, are in dire need of workers, and foreigners may be more likely hires than Icelanders, mostly on account of mobility. Tourism has been the principal driving force behind economic growth in Iceland since 2011 and generated 8,000 new jobs in its core sectors. The sustained growth in this industry presents opportunities to enhance prosperity and positive regional development in Iceland.

Businesses looking to meet their long term energy needs while reducing their carbon footprint do benefit from Iceland's unique offer of renewable energy from geothermal resources and hydropower. This includes industries like data centres, metal and silicon producers and industrial pesticide free greenhouse cultivation.

References: <https://eng.atvinnuvegaraduneyti.is/>

Iceland's precipitation combined with extensive highlands, has an enormous energy potential or up to 220 TWh/yr. Of the primary energy use in Iceland, in 2014, 20% was generated from hydropower. As a result of rapid expansion in Iceland's energy intensive industry, the demand for electricity has increased considerably.



The figure above shows electricity consumption (in GWh) in Iceland in the year 2014, divided into the major fields of usage. The figure clearly indicates that the use of electricity for aluminum production exceeds all other uses.

References:

<http://www.nea.is/hydro/>

There are three Aluminium industries in Iceland, two in the South-West and one in the East. These three companies provide 2.000 employees, 1.1% of the Icelandic manpower with jobs and provide extra 2.000 jobs on derived services. The aluminium industry accounts for 38% of all export earnings in Iceland.

References:

<http://www.samal.is>

Iceland makes an ideal home for biotechnology research as the population is, genetically speaking, relatively homogeneous. The country has a sophisticated, high-quality healthcare system and extensive genealogical records. A pioneer in its field in Iceland, deCODE Genetics operates one of the most technologically advanced high-throughput genotyping laboratories in the world. Together with pharmaceutical companies and other healthcare institutions, deCODE aims to utilize its research to develop new methods for identifying, treating and preventing disease.

The extreme and unpolluted Icelandic nature offers both unique geothermal areas and ideal automatic in-field containment of many transgenic plants. The advanced health industry and well educated workforce has led to a rapid growth in the pharmaceutical industry, development of medical diagnostic technology and prosthetics.

*References:*

<http://www.islandsstofa.is/en/trade-with-iceland/business-segments/biotechnology>

The strength of Icelandic ICT sector lies in entrepreneurial labour, small-scale teams, good education and adaptability reinforced with sophisticated telecommunication systems. Icelandic ICT companies have specialist know-how and long practical experience in creating solutions for food processing and fisheries, bank technology, multimedia, Internet applications, electronic commerce, real-time telecommunications systems for aviation and transport, medical software and general office and database systems.

*References:*

[http://www.icelandexport.is/english/industry\\_sectors\\_in\\_iceland/it\\_and\\_communication\\_technology\\_in\\_iceland/](http://www.icelandexport.is/english/industry_sectors_in_iceland/it_and_communication_technology_in_iceland/)

### **News about the labour market in Iceland 2. June 2016**

2,600 news jobs are expected to be created in Iceland's private sector over the next six months, while nearly half of all big companies are feeling the effects of a shortage in workforce. These are the main finding on a new Gallup survey among managers of Iceland's 400 largest companies. 42% of respondents now say that they are experiencing difficulties filling vacancies, as compared to 31% just three months ago. The most acute shortages have traditionally been in construction and tourism, with sectors such as industry and retail now also feeling the pinch. The situation is less serious in financial services, specialised services and fisheries, although some signs of a shortage of workers are also to be found in these fields.

*References:*

[http://icelandmonitor.mbl.is/news/politics\\_and\\_society/2016/06/02/2\\_600\\_new\\_jobs\\_in\\_iceland\\_over\\_the\\_next\\_six\\_months/](http://icelandmonitor.mbl.is/news/politics_and_society/2016/06/02/2_600_new_jobs_in_iceland_over_the_next_six_months/)

Job seekers have so many opportunities on the labour market in Iceland today because of very little unemployment as tourism and the construction industry are booming. There is a need for more manpower in Iceland and companies are offering jobs to migrants because of that, in particular migrants from Poland. The technology industry is also booming and is in search for capable manpower from all over the world.

The increasing demand of educational and technological skills including in the fishing industry, can thought be a threat to job-seekers with little educational background. This can also affect university graduates, in particularly those graduating from non-technical studies.

## 5. Job Brokers in Iceland

In Iceland there is no relevant education and no relevant accreditation for job brokers. For this reason you can find various types of professionals in these positions. The typical job broker in Iceland today would be:

- A person with BA degree up to master degree in social sciences, educational sciences, business, psychology etc.
- Until lately job brokers didn't have to have a university degree, only good experience on the labour market and of course they are still working in the field, as older job brokers.
- A job broker would need to have at least 5 – 10 year experience on the labour market.
- A job broker has to have excellent knowledge of the labour market.
- A job broker must be interested in helping people finding the right job.

Job brokers work in the Directorate of Labour as the only public employment office in Iceland, but they do also work in the private sector and in the VET sector. Some job brokers do work with the unions.

Here below is an advertisement that was published in the FIT union's homepage when they were looking for a job broker to join them in their office:

*FIT is looking for a job broker, a 100% position in our office*

*The purpose of the position is to help our clients find a job or to help them find an appropriate educational opportunity to strengthen their possibilities out on the labour market.*

*Main tasks:*

- *Job brokering*
- *Interviews, feedback and informing them about their rights and obligations on the labour market*
- *Cooperation with employers and public parties*

*Educational and qualification demands:*

- *Appropriate education for the job*
- *An excellent knowledge of the labour market or an experience working with job seekers*
- *Very good human relational skills and adaptability*
- *Good knowledge in computers, Icelandic and English*
- *The job broker has to be initiative, independent and organized*

*References:*

[http://www.fit.is/images/2012\\_05\\_29\\_vinumidlari.pdf](http://www.fit.is/images/2012_05_29_vinumidlari.pdf)

Job brokers in Iceland do not fit into the National Qualifications Framework because there does not exist any particular or relevant education behind the profession.

The only available training for job brokers is within the life-long learning system of the universities and are only short term courses from a one day course up to 8 weeks courses.

Here are some examples:

- Project management
- Team work
- Strong self-esteem – how to build up client’s self-esteem
- Solution solving approach
- Coaching
- How to become a better employee
- The happiness at work
- How to help new employees in your company
- STRONG – career planning tool

As there is no formal education for job brokers in Iceland, there has never been established a professional association or network. These kind of associations in Iceland are usually connected to a university degree in a certain profession or to an accreditation in the field.

There are two types of Job brokers in Iceland, those who work for public employment offices and those who work for the private ones. The main difference between these two is that the private ones are mainly focusing on employers while the public ones mainly focus on the job-seekers. The job brokers on the private market are judged on how many placements they get with employers, while this is not the case on the public market as the group of job-seekers varies a lot and some of them need months in training before they can enter the labour market.

The unions in Iceland are very active and supporting “their” job-seekers, i.e. for those who are members. The unions are situated all over the country, in every municipality and they are doing a great job specially in offering their members courses in their field. They also provide their members with grants for whatever education they choose.

In Iceland the chamber of commerce is not particularly involved with employment offices that support job seekers. It differs though between regions whereas they are quite active in a broad sense in the North of Iceland.

## 5. The view from the Stakeholders

In this transnational research study we interviewed 13 people, 9 job brokers, 2 employers and 2 job-seekers, as listed in chapter 7. The findings from the interviews are written up in sections a – d below.

### (a) 'System' issues in terms of the organisation of services for job-seekers with companies

There is a difference in contracts between public employment offices and the labour market and private employment offices and the labour market. The main difference is that the public ones can pay the companies subsidies while taking job-seekers aboard while in the private ones that does not exist. The private employment offices are charging companies for their service, while all service in the public field is free of charge. Because of that the private employment offices sign up for an insurance for three months, i.e. if the hired employee does not fit up to the standards of the job the company can get another employee without any charge.

The employees/job-seekers are therefore usually of a different standard whether they are in service from a public or a private office. Because of that the stakeholders had different opinions on the job broker's role. While the private offices emphasize mostly on the labour market, getting to know it and understanding the different culture of companies the public ones emphasize on the job-seeker in particular, his/her strengths and weaknesses and helping them setting goals.

Networking is for both private and public offices very important and personal visits to employers are for both parties crucial for networking.

The focus on helping job-seekers preparing their CV is very much in the public offices, while in the private ones job-seekers/employees enter the offices usually with a professional CV, ready to change their positions.

Personal feedback for job-seekers is therefore much more in the public offices while the private ones keep their focus more on the labour market.

It can be difficult for a job-seeker already registered as unemployed, receiving benefits to get a job interview because the employers tend to rank unemployed people on the bottom of the list while when in a job you have more opportunities being interviewed. That is why the labour market remedies are crucial for job-seekers, having an opportunity for an apprenticeship or on the job training on the labour market, while applying for other jobs at the same time.

Job-seekers have in surveys following courses run be either DoL or VET that they do appreciate being in a group with similar job-seekers, because in the group magic happens and people get the feeling of belonging instead of being out there on your own searching for jobs. Some examples of these courses are:

- Dale Carnegie – self-improvement courses
- TOWER – how to become an entrepreneur
- BYR – a long term course focusing on those who have the most severe problems in finding jobs
- Icelandic for foreigners – for different language groups

## (b) Preparing job-seekers for employment

The job-seekers interviewed in this research were not sure about the particular difference between job brokers and consultants. And of course that can be the case especially in small offices out in the regions where the daily tasks of each staff member is quite broad. The job-seekers spoke mainly about trust, they did not have an opinion what kind of an education a job broker should have, spoke about experience and that it would be better if the job broker had the same experience as job-seekers, i.e. having been unemployed for some time.

*“The job broker must be kind, trustworthy and encouraging. It would be better if he/she had been unemployed some time, but trust is a key issue” (jobseeker, May 2016)*

The job-seekers wanted to be in touch on a regular basis so that they will not feel abandoned or forgotten. They felt that this was the responsibility of the job broker, not their responsibility.

Job-seekers in Iceland nowadays can find work, if they are interested in whatever kind of jobs. The main barriers from accessing employment opportunities would be:

- Educational issues, overqualified or underqualified
- Family issues, can only work between 8:00 – 16:00 because of children
- Mobility, cannot travel to the next town
- Experience, lack of experience
- Work ethics do not always go hand in hand
- The job-seeker is not ready to go out on the labour market, needs rehabilitation
- Mental issues, depression, anxiety, low self-esteem and worries about making mistakes
- Lack of support, young marginalized people without any support from family

Introductory visits to employers, focusing on particular job-seekers, is the main success factor in getting job-seekers into apprenticeship or into work (see case studies below). On the job training with mentoring within the company is crucial to help young job-seekers and migrant job-seekers back on the labour market. As for university graduated job-seekers an apprenticeship for 8 weeks can do a difference for them entering the labour market.

## (c) The companies' perspective

The group of employers in Iceland is very variable and there is quite a big part of them following the aims of “social responsibilities of companies” and they are very keen on recruiting young marginalized people. But of course we can find employers who show no interest, what so ever, and can be ruled when discussing the matter. This of course is because of lack of understanding of the matter.

Employers can get services in recruitment from the Directorate of Labour which is quite common, but they do also cooperate with the social security system of municipalities, particularly in the summer time. Employers also do recruit young people from the Youth occupational training centre where young marginalized people have been trained for 6 – 12 months before entering the labour market. The contract employers can get from the DoL if employing young people for 6 months depends on the right for benefits the job-seeker has “earned”, up to 1.550 EUR pr. month. The contract from the municipalities is less, or up to 1.230 EUR pr. month.

The positive sides of having young people is getting to know their different way of thinking and how fast and clever they usually are technologically. The negative sides can be their lack of experience and the lack of work methods or work procedures.

*“The best experience of hiring a young marginalized person is when he/she has been motivated and well prepared for the apprenticeship. In that case the young person enters the company with interest and with hope for a new future. But the worst experience is when the young person comes one day and then he/she disappears without any kind of explanation, just like the earth had swallowed him”. (Employer, May 2016)*

The attitudes of young employees seem to have been more serious in 2006 and 2007 than nowadays, this is what employers think at least.

*“Two years before the financial crisis, during the overheating of the economy, everyone could find a job, however lazy or rude he/she was. Young people had horrible attitude towards their employers and did not have any respect at all, for the employer or for the job. If they were unhappy with their salary they just took the next job without bothering resigning. They just left. I hope we never have to deal with that situation again”. (Employer, May 2016)*

Most employers seem to be quite realistic when it comes to what they can expect from local young people. Icelandic youth is a hard working group. About 90% of Icelandic children start working at the age of 14 in the school of work, which every municipality in Iceland offers, in the summer time. Then little by little they take more responsibility and more complex jobs and are normally quite popular on the labour market. But of course there is a group, those 10%, who do not show up, and usually those are the ones the system is working with for the following years.

Employers differ a lot, some are big, and others are very small. Some have an HR team while others do not. In Iceland most companies are SME's with up to 10 people working for the company. Those companies do not have departments or divisions, everyone does what he/she has to do and the job descriptions can be very broad. So normally, employers need support, and they can get all the support they need from the DoL. For further explanation see the description of Big Bang later in the report.

Because of the small size of Icelandic companies employers have little time to interview job-seekers for vacancies so they use the service of either public or private job brokers “to save time and money”. They feel that the job brokers have the knowledge and the touch for the

job seekers so they employers usually do not have to interview more than five candidates, sometimes only one or two, from maybe a number of 20 – 50 applicants for the job.

#### **(d) The needs of the Job Brokers**

There are many qualifications that a job broker has to have, here are some mentioned:

- Excellent human relations skills
- A good listener
- Good interview techniques
- Emotional Bluetooth
- A broad network
- Very good knowledge of the labour market
- Clear work ethics
- A university degree in social sciences, psychology or business

There is no formal training to become a job broker in Iceland. The job brokers on the labour market have various educational background and various experience.

This is what the job brokers questioned in the research had to say about that:

*“In my opinion there should be more requirements for job brokers. The only thing offered are micro seminars like interview techniques and the license for STRONG, the motivation test. We need more than that because this job requires more education”.*  
(Job broker, May 2016)

*“What we need is good curriculum so we can study how to be better qualified to do our job”.* (Job broker, May 2016)

In Iceland there is no network for job brokers and maybe the reason why is because there is no relevant education and no relevant accreditation. The counsellors working at the DoL have their accreditation and therefore they do have a network. To become a certified counsellor (vocational counsellor) in Iceland you will have to have a master degree in the subject. Maybe this is what we should have as a model when working on a possible curriculum for job brokers, or at least one-year diploma.

## 5. Case Studies

Title of case study: **Big Bang**

Name of organization: Vinnumálastofnun NE – Directorate of Labour North East Region

Contact details: Soffía Gísladóttir, director, [soffia.gisladottir@vmst.is](mailto:soffia.gisladottir@vmst.is)

The Directorate of Labour is a public organization that runs regional offices in the whole country, total of 7 regions, and the size is 132 employees.

The main tasks of the Directorate of Labour is to supervise the employment service centres and coordinate their activities. The Directorate of labour services all job-seekers in Iceland from 18 years of age to 70 years, able and disabled.

Big Bang started as a European project, Leonardo Tol, in 2012, managed by 15billion and Rinova in the UK, and finished in 2014. The project was a very successful one in Iceland and the ideology of Big Bang is still being used as one of our most promising tools to help young marginalized people out on the labour market. Big Bang (BB) is concerned with the 'culture clash' between work-based culture and a culture of worklessness, social exclusion and low ambition. Its particular focus young people who are participating in anti-social/negative peer group behaviour (including 'gang' culture and offending), and to address the disproportionate under-representation of young people from marginalised groups accessing initial VET and employment.

### **The project:**

A group of young unemployed people is invited to the programme, all with a long history of difficulties regarding school/work. The age varies from 18 – 25. The group consists of 8 – 12 people, both sexes. The group is either registered at the Directorate of Labour (DoL) or on social benefits from the municipality and there is close cooperation between the DoL and the municipality of Akureyri concerning this group.

Consultants start working with the young job-seekers and they take the STRONG career test. From the results of STRONG companies are selected and the job broker goes for a visit to invite companies to take part in BB.

The invitation to the companies consists of

- Inviting them to take a social responsibility in the municipality by hiring a young marginalized person and train for at least 6 months
- Inviting them to send participants to a course where they will be trained as mentors, financed by the DoL
- Offering them a contract for 6 months, hiring a young person and getting payed 1.560 EUR pr. month for the task
- Participating in monthly meetings with the young employee, with a counsellor and a job broker from the DoL evaluating how things are going.

The training course for them mentors is run by the Akureyri comprehensive college, VMA and is called **Work-mentor**. The course is run for two weeks, three times each week and lasts for two hours each time, in the afternoon. Work-mentor aims to train the participants in six areas:

- Opening – to build a rapport and focus
- Questioning – encourage self-evaluation and self-awareness
- Listening – to show empathy
- Paraphrasing – to summarize, show understanding and to get to the central issue
- Problem solving - to look forward, overcoming any barriers
- Action planning – to set SMART targets

### Participating Mentors



While the mentors are in training, the young job-seekers are trained on a course called **Youth to employment (Y2E)**, based on an ideology from UK, Dare to achieve. The trainers of the course are specially trained for this assignment and do have to have particular abilities like the emotional blue-tooth. The main focus is to prepare the participants before they enter the labour market. The course is run for two weeks, four hours every day. The Y2E course is in five steps:

- Preparation for participation in the labour market
- Understanding employers
- Understanding career potentials
- A personal development programme
- An employability programme

## Participants in Big Bang



At the end of both courses, the Work-mentor and the Y2E, the mentors from the companies and the young job-seekers meet and get to know one another. Both courses are then proceeded by the six months training period as mentioned earlier.

This BB project has succeeded in helping groups of marginalized young people in north of Iceland into the labour market, with over 70% success.

The strength of the project is the professional cooperation between the counsellors and the job brokers of the DoL, the professional cooperation between the institutions, DoL and the Akureyri comprehensive college, the decision of the companies to take social responsibilities and the young participants to give work a chance.

Title of case study: **Introductory visits**

Name of organization: Vinnumálastofnun – Directorate of Labour

Contact details: Gyða Sigfinnsdóttir, job broker, [gyda.sigfinnsdottir@vmst.is](mailto:gyda.sigfinnsdottir@vmst.is)

The Directorate of Labour is a public organization that runs regional offices in the whole country, total of 7 regions, and the size is 132 employees.

The main tasks of the Directorate of Labour is to supervise the employment service centres and coordinate their activities. The Directorate of labour services all job-seekers in Iceland from 18 years of age to 70 years, able and disabled.

### **The project:**

Since spring 2015 the Directorate of labour (DoL) has been developing introductory visits to companies, institution and organizations all around the country. This means that all job brokers within the DoL in the whole of the country visit employers in personal meetings to introduce the Directorate of Labour and what it stands for and at the same time are looking for jobs for all the manpower listed at the DoL.

Job brokers visit at least two employers every week and introduce:

- Internship, 8 weeks contract and the company does not have to pay salary, the employee keeps his/her benefits
- On the job training, 6 months traineeship with a payment of 1.560 EUR
- On the job training, 24 months for disabled job-seekers with a payment of 75% of their salary

The visits are done in pairs, two job brokers on each visit and the meeting lasts for maximum one hour. The group of Job brokers carrying out these introductory visits meet in a telephone meeting every month to react on their proceedings and success and discuss the pros and cons concerning the visits.

The visits are all registered in at the DoL data base:

Company

Contact person

Place

Date of email / phone call

Date of visit

Responsibility

Brief minutes about the meeting

The introductory visits have proven to be very successful. This seems to be the best way to find jobs for job-seekers, having a personal interview with the employer, offering contracts so that they can train the employees receiving financial support during the training period.

## 6. Conclusions

The situation on the Icelandic labour market is very good in these days, very little unemployment, 2.5% and 2,600 news jobs are expected to be created in Iceland's private sector over the next six months. A big part of Icelandic companies are feeling the effects of a shortage in workforce. In such a situation the workload on job brokers is much and both private and public employment offices are putting more effort in the profession of job brokers.

In Iceland there is no relevant education and no relevant accreditation for job brokers. For this reason you can find various types of professionals in these positions. Job brokers in Iceland do not fit into the National Qualifications Framework because there does not exist any particular or relevant education behind the profession. The only available training for job brokers is within the life-long learning system of the universities and are only short term courses from a one day course up to 8 weeks courses.

The profession of the job broker has been developing at least since World War II, when the British and later the American army were hiring Icelandic workers. But not until recently,

shortly following the financial crisis, the job brokers in Iceland, at least in the public sector, were not required to have any particular education. Today a job broker must have at least a minimum university degree, i.e. three years.

Similar professions as job brokers could be a social worker or a counsellor. Both these professions are required to have a master degree in their subjects and they do have an accreditation. This means that only those who have that particular accreditation can work in the particular profession. The salary those professions receive for their occupation is higher than of the job brokers and both professions do have an active professional network.

Probably it would be wise to develop the profession of the job broker in the same way, i.e. to have a master degree in the field. Maybe some do think that a master degree is too much and would prefer to see the accreditation after a one year diploma. But at least, some professional curricula is bound to be developed to strengthen the job broker's profession.

The following qualifications and strengths were mentioned in the research concerning the job broker's profession:

- Excellent human relations skills
- A good listener
- Good interview techniques
- Emotional Bluetooth
- A broad network
- Very good knowledge of the labour market
- Clear work ethics
- Trust
- A university degree in social sciences, psychology or business

This could be a resource to build on when considering qualifications in the professional job broker's curriculum.

The following list of short term courses within the university LLL system in Iceland can be of an example what to build on when writing the curriculum:

- Project management
- Team work
- Strong self-esteem – how to build up client's self-esteem
- Solution solving approach
- Coaching
- How to become a better employee
- The happiness at work
- How to help new employees in your company
- STRONG – career planning tool

Further description of these courses can be available if needed in the procedure of writing the curriculum programme.

While working on a European curriculum programme for job brokers it should be considered which qualifications and trainings should be common European and which should be country specific as the particular labour market issues, regulations and law in each member country.

## 7. Acknowledgements and references

We would like to thank the following people who agreed to be interviewed for this study:

Name	Position	Organisation
Geirlaug G. Björnsdóttir	Director	SN - NGO
Kristín Óladóttir	Job broker, disabled people	VMST - public
Soffía Ágústsdóttir	Job broker	VMST - public
Sveinn Sveinsson	Job broker	VMST - public
Bryndís Jónsdóttir	Job broker	Talent - private
Auður Bjarnadóttir	Job broker	Capacent - private
Helga Jónsdóttir	Job broker	Capacent - private
Hlynur Sigurðsson	Job broker	VIRK - NGO
Jónína Waagfjörð	Director of employment	VIRK - NGO
Olga Katrín Olgeirsdóttir	Job-seeker	VMST
Eggert Brynleifsson	Job-seeker	VMST
Ólafur Númason	Employer	Geimstofan
Elvar Reykjalín	Employer	Ekta fiskur

# ITALY

Completed by:



**ENTE PER LA RICERCA E LA FORMAZIONE**

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# 1. Introduction

This research allows to provide useful insights to the main actors of the system working with active labour market policies (ALMPs) and employment services on the evolving role of **Job Broker in Italy** by examining the labour market trends, the VET policies, the unemployment, youth unemployment and long-term unemployment rates, the ALMPs and their governance at national and local level.

The term “Job Brokerage” is a very recent one (almost last two years) in Italy. Job Brokerage services are in this Country broadly described as a job-matching service that links unemployed people to current job vacancies. Typically, Job Brokers work with local businesses to identify their labour market (recruitment) requirements and match these opportunities to local people who will be registered with the Job Brokerage Service.

Because a job broker is an emerging occupation, and the context in which it operates varies so much across the Country, also for the very high fragmentation of the employment services and ALMPs provisions and since in the last thirty years top-down policies carried out by governments resulted to be ineffective for the implementation of new social policy programs, specific information on the nature, characteristics and scope to define a common occupational profile of a Job broker – were hard to obtain through this research. One of the reasons is that the job broker function can interface with other occupations such as career guidance advisor, social worker, private employment agency officer and human resource specialist.

However, today and after the financial crisis, the delivery of ALMPs that aim to integrate broader parts of the population into the labour market has become a rather fashionable trend of welfare reform processes in Italy. Active policies do not only consist of the introduction of new measures in existing system but imply the establishment of new governance patterns. Since almost two years, we are knowing the purposes and first impacts of the last reform, evocatively named the “**Jobs Act**”, through which the Government is determining a deep change in the industrial relations. The reform has the potential to reduce duality, promote open-ended recruitment and favour labour reallocation. Through the reform, even the role of a job broker has become more and more important because of increased pressure on the labour market, which made it much harder for Vocational Education and Training (VET), public employment and public programmes to place job seekers into sustainable employment. For this reason programmes, and the resources and facilitates aimed at supporting learners/job seekers have been evolving and changing to be much more tailored to employer needs to be more effective. The reform outlines a set of standards for provision (e.g. minimum levels of services), which will have to be specified by further decrees. It also sets out the requirements for the certification of new private entities (the Accredited Employment Agencies - “Agenzie Per il Lavoro” - APL)

involved in providing job-brokering services through (EU, National or Local) publicly-funded programmes, ensuring the effective delivery of specific employment support and providing suitable and sustainable job outcomes. Another crucial aspect that has begun to emerge along with Jobs Act reform, the higher unemployment rates and cuts in public spending is the increased focus on performance measures for services in the framework of active labour market policy measures, in which the output of services in terms of sustainable employment became much more important. In Italy this trend has recently led to some public programmes like “Youth Guarantee” being funded through a process of “payment by results”, linking the public payments for the employment services to deliver to the effective results obtained by the APL. These increased pressures led to the evolution of the specific role of a job broker, since programmes have to be more focused on the effective entry into the labour market.

Qualitative and quantitative data was gathered for the research purpose. We undertook a *national study* with local level focus using a range of methods. The research consisted of two types:

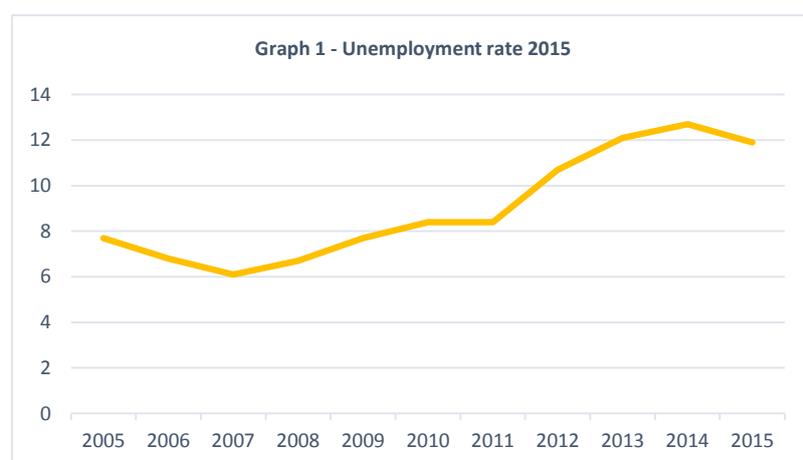
- Secondary data and desk research by examining the trends **of the national economic and labour market development strategies and data**. We have identified relevant national research studies issued by the National Statistical Institute ISTAT and other organisations like CNEL, INPS, ISFOL and yearly Report, Studies and Notes from the EU Commission, EU DGs, OECD and CEDEFOP with statistical data and in-depth overview on social and recent employment developments in our Country.
- Primary research addressed to analyse in detail at local level, in the **central Italy area of Tuscany Region (mainly in the cities of Florence, Siena and Pistoia) and Lazio Region (mainly in the city of Rome)**, the level of knowledge of job broker role, the APLM and VET policies and how these are actually, or potentially, shaping the job brokering role and as it is altering (trends) and adapting to the new market conditions in the VET and labour market sectors. We developed this part of the research in the form of in-depth interviews conducted face to face, by telephone and in some circumstances through an email questionnaire to key stakeholders (representatives of VET and APL system, Social Partners, Public Institutions, Employment Agencies, PES, with employers and experts) and job seekers (young involved in the “Youth Guarantee Programme” and unemployed people). We also carried out **three case studies** to highlight in detail how some kind of Job Brokering functions work directly with job seekers to bring them closer to involvement with companies and to enter in labour market. They were based on direct interviews with the main actors of **VET, APL and Social Partners system based in Tuscany and Lazio Region**. The studies aimed to understand and explain the critical issues related to the role of job broker and job brokering organisations through local

networking approach and the delivery of public funded programme like the EU Youth Guarantee.

## 2. Unemployment and socio-economic factors of deprivation in Italy

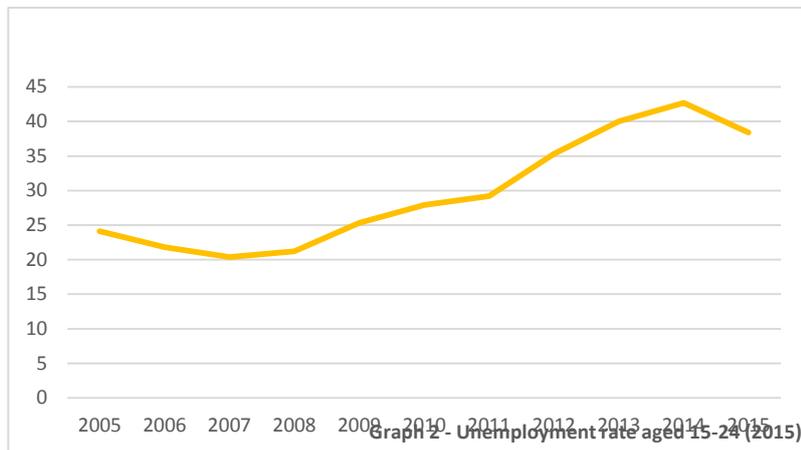
Italy has been one of the EU28 Member States worst hit by the crisis, due to its structural weaknesses aggravated by the economic and financial crisis. Segmentation across gender, age, and territory is very marked and job opportunities are unevenly distributed among the labour force, with the marginalization of specific segments of the working population, in particular women and young people, and especially those residing in Southern regions<sup>5</sup>. **After three years of recession, a slow recovery started in 2015 and is expected to strengthen in 2016 and 2017, with some downside risks.** Economic activity has expanded by 0.8 % in 2015 and is set to strengthen in 2016 and 2017. The positive growth outlook is backed by improved confidence, better labour market prospects, low energy and oil prices and a gradual loosening of financial conditions. These factors are expected to continue to support growth in the short-to-medium term. However, productivity developments remain sluggish, as total factor, productivity is stagnant and investment has not yet recovered after the sharp fall experienced during the crisis. This hampers the recovery of competitiveness and makes the reduction of the high public debt ratio more difficult. Ongoing and scheduled structural reforms are expected to address barriers to investment and to have a positive impact on productivity and GDP growth over time. **Italy's labour market institutions have been deeply reformed and preliminary evidence indicates a positive impact on the economy, which would be amplified by a reform of collective bargaining<sup>6</sup>.**

### ▪ The labour market



<sup>5</sup> Italian National Institute of Statistics (ISTAT), online data, 2015 [www.istat.it](http://www.istat.it)

<sup>6</sup> Commission staff working document, *Country report Italy 2016* including an in-depth review on the prevention and correction of macroeconomic imbalances, 2016



In accordance with the *Istat Report 2014*<sup>7</sup>, **unemployment rate averaged 11.9 %**, down from 13 % at the end of 2014 driven almost entirely by the growth in the participation rate (*Graph 1 – Istat data 2015*). However, with an employment rate of only 55.7% (15-64) in 2014 Italy is very **far from the EU2020 national targets** of 67-69%. It is below the European average by almost 10 percent and below the level of 2008 by almost 3 percent. To equal the average European employment rate, the number of people employed in our Country should increase by almost 3.5 million. **Long-term unemployment has been rising with potentially damaging effects on job finding rates and labour market matching.** Persistently low job finding rates due to a weak demand for labour have resulted in rising long-term unemployment, which reached 63.1 % of unemployment in 2014 (7.7 % of active population). Over the last years and since the financial crisis started we have been seeing **persistently high rates of youth unemployment and of young people not in employment, education or training (NEET). This may have potentially severe consequences on Italy's human capital accumulation.** Youth unemployment has almost doubled over the past decade to reach almost 43 % in 2014 dropping to 38.4 % at the end of 2015 (*Graph 2 - Istat data 2015*). Prolonged joblessness and high discouragement can have consequences for participation in the labour market and, ultimately, potential growth. Italy registers one of the EU's highest rates of drop-out of the long-term unemployed from the workforce, with over 40 % giving up their job search and becoming inactive (2014). The situation is particularly worrying for young people. The rate of young people not in education, employment or training (NEET) is one of the highest in the EU, at about 22 % in 2014 for those aged 15-24. The rate increased more than 5 percentage points from 2008, as the growth in the number of inactive youth during the crisis was not accompanied by an increased enrolment in education. The large majority of the young people not in education, employment or training are low- and medium-skilled. However, also among those with high educational attainment, the rate of young people not in education, employment or training is more than double the EU average (24 % as against 11.4 % for the 15-24 age group)<sup>8</sup>.

<sup>7</sup> Italian National Institute of Statistics (ISTAT), *The Annual report 2014 – The state of the Nation*, May 2015

<sup>8</sup> See note n.3

**Gender gaps in employment rates (15-64)** even if declining, due to the dramatic decline in male employment, **still reach 18 percentage points** in 2014, with employment rates for men at 64.8% relative to 46.5% for women. The modest increase in female employment, recorded since the beginning of the crisis (64 thousand new employees between 2008 and 2014) opposed a significant drop in male employment (minus 875 thousand employees). This depended on several factors: a rise in both foreign female employees and in female employees aged 50 and over, as a result of an increased retirement age, and the entry - in this age cohort - of more educated women. This is added to the higher number of women who accessed the labour market to support the household income in case of unemployed partners. Nevertheless, the female employment rate remained very low: it amounted to less than 47 percent, i.e. almost 13 percent less than the EU average. Even in this case, to equal the average European employment rate, the number of women employed in our Country should increase by almost 2.5 million<sup>9</sup>.

**UNEMPLOYMENT RATES (percentage)  
IN 2014 (Data elaborated from Istat Report 2014)**

<b>TOTAL</b>	
Males	11.9
Females	13.8
Total	<b>12.7</b>
<b>AGED 15-24</b>	
Males	41.3
Females	44.7
Total	<b>42.7</b>
<b>LONG-TERM</b>	
Males	7.1
Females	8.6
Total	<b>7.7</b>

**North-South territorial gaps are also the widest in Europe:** In 2014, employment increased only in Centre-Northern areas, while the South continued to register job losses: -45 thousand employees last year, almost - 600 thousand since the beginning of the crisis (-9 percent). Last year's drop reduced the employment rate in the South and Islands to below 42 percent versus an average of 64.3% in the Northern regions<sup>10</sup>.

<sup>9</sup> See note n.3

<sup>10</sup> See note n.3

**LABOUR INDICATORS BY SEX AND GEOGRAPHICAL AREA - 2014, percentage values (Data elaborated from Istat Report 2014)**

	<b>Activity rate (15-64)</b>	<b>Employment rate (15-64)</b>	<b>Unemployment rate</b>
<b>SEX</b>			
Males	73.6	64.7	11.9
Females	54.4	46.8	13.8
<b>GEOGRAPHICAL AREA</b>			
North	70.5	64.3	8.6
Centre	68.9	60.9	11.4
South and the Islands	52.8	41.8	20.7
<b>Total</b>	<b>63.9</b>	<b>55.7</b>	<b>12.7</b>

▪ **The Social Situation**

The most important aspects to be considered in relation to the evolution of the Italian context are, from a demographic point of view, the ageing of the population, and from a socio-economic point of view:

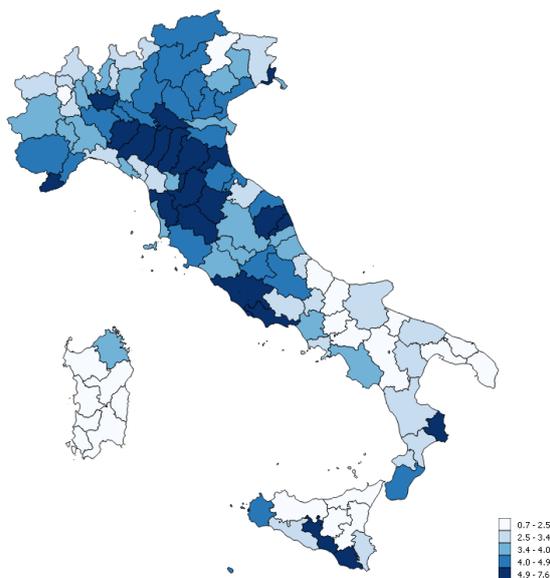
- the growth of poverty and social exclusion of increasingly large groups of the population;
- the decline in immigration;
- the increasing vulnerability of young people;

The crisis has profoundly impacted on all these aspects.

▪ **The growth of poverty and social exclusion**

In 2012, 29.9% of the people living in Italy were at risk of poverty or social exclusion, according to the definition adopted under the Europe 2020 strategy, which combines the risk of poverty (calculated on income 2011), severe material deprivation and low labour intensity. Compared to 2011, the indicator shows a 1.7 percent increase due to the growing proportion of people living in severely deprived families (11.2% to 14.5%); by contrast, the proportion of people living in households at risk of poverty has proved stable (19.4%) after the increase observed between 2010 and 2011<sup>11</sup>.

<sup>11</sup> See note n.2



▪ **The decline in immigration.** The population growth observed since the beginning of the twenty-first century continues and is due almost exclusively to migratory movements from abroad. As of 31 December 2012, there were 59.6 million residents<sup>12</sup>. The issue of foreigners' integration is very important, since for over two decades Italy has been the destination of considerable migration flows: currently over 4.8 million foreigners reside in our country. Foreigners are undoubtedly a resource for our country, which is confronted with advanced ageing and low

fertility rates. In the labour market there is high demand for jobs in elementary occupations (36 percent of total labour demand). These occupations require low ability levels and are closely related to the sector of household services, including caregivers, social-health workers, cleaners in offices and houses. This part of the labour demand strongly attracts migrants, who are willing to do jobs for which there is a shortage of Italian labour supply. In Europe Italy is the fourth country in terms of demographic dimension. For its negative natural growth rate - it is widely known that the age structure of the population has grown old - Italy takes one of the lowest positions in Europe, close to Greece and Portugal; conversely, growth due to migration confirmed Italy among the countries with greater attractive force. Nevertheless, over the last five years the vibrant dynamics of migration trends registered in the previous twenty years have progressively declined. The decline in immigration is mainly due to the decrease in the number of foreign immigrants (from 279,000 in 2013 to 248,000 in 2014). As a matter of fact, the number of Italian immigrants showed an increase from 28,000 to 29,000. According to *Istat (2014)*, among immigrants, the largest number of entries were counted for Romanian (51,000), Moroccan (18,000) and Chinese (16,000) citizenships. Compared to 2013, there was a marked decrease in the number of immigrants with Moldavian (-53%), Ecuadorian (-42%), Peruvian (-36%) and Ghanaian (-33%) citizenships. In percentage terms the Pakistanis and Bengalese citizenships showed the highest increases (+23 and +21 respectively). During 2014, 136,000 emigrants left the Country, which is higher than the 126,000 people who emigrated during the previous year (+8.4%). The fall in immigration and the rise of emigration drove to a decrease in net migration (-22.2% compared to 2013) although it was still positive (+141,000). The increase in emigration was mainly due to the rise in the number of national emigrants (from 82,000 in 2013 to 89,000 in 2014). In the same period, the number of foreign

<sup>12</sup> Istituto Nazionale di Statistica (ISTAT), online data, 2014 [www.istat.it](http://www.istat.it)

emigrants showed an increase from 44,000 to 47,000. (Image 1 - Istat, *Immigration Rate of Foreign Citizens by Province. Year 2014*).

- **Vulnerable groups**

The **economic crisis has hit young people in particular**. The greater vulnerability of young workers has to do with the fact that they are more likely to hold short-term, atypical labour contracts, and that they tend to be more vulnerable to employment loss even when they hold permanent contracts. It is also characterised by marked regional variations.

The employment contraction has been more severe for the low-educated and for young males. It has affected all Italian regions, with youth unemployment rates reaching very high peaks in 2014, ranging from 31.1% in Northern regions to 51.5% in Southern ones<sup>13</sup>.

The **school-to-work transition takes longer than the EU27 average**: in 2009 the average time between leaving formal education and starting the first job was 10.5 months in Italy compared to 6.5 months for the EU27, while the more highly educated also show long transition durations (9.8 months). Entry jobs are largely temporary and, with the crisis, they are less likely to represent a stepping-stone to permanent employment than in the past. The probability for young people (15-24 years) to move from temporary to permanent employment fell from 24.5% in 2004-2005 to 19.1% in 2008-2009, while the transition rate from temporary work to unemployment doubled from 5.8% in 2004-2005 to 10.8% in 2008-2009<sup>14</sup>.

The uncomfortable conditions experienced by many young people in Italy are in part attributable to the peculiarities of the Italian welfare and education system.

The **education and training system** is still sequential and lacking a higher vocational training track. Even though recent reforms have been enhancing the role of higher technical and professional education through the establishment of new Higher Technical Institutes (ITS), the links between the education system and the labour market are still weak. **Early school leaving** reached 17.6 per cent among the 18- to 24-year-olds in 2012, with peaks of 21.1% in the South (compared to the 12.8 percent EU average). Italy also shows very low levels of educational attainment among young people (only 21% of the 25- 34 age group shows tertiary education attainment in Italy) and the incidence of expenditure on education in GDP was 4.2 per cent in 2011, well below that of the EU27 (5.3 per cent), with education often of poor quality, especially in Southern Italy. Furthermore, the Italian education system does

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<sup>13</sup> Istituto Nazionale di Statistica (ISTAT), online data, 2015 [www.istat.it](http://www.istat.it)

<sup>14</sup> Istituto Nazionale di Statistica (ISTAT), online data, 2010 [www.istat.it](http://www.istat.it)

not appear to support social mobility<sup>15</sup> and an increasingly serious challenge lies in the integration of children from immigrant backgrounds<sup>16</sup>.

Italy also lacks effective **active labour market policies** targeting young people, and young workers are also less covered by **income support** measures than adults, as well as being more likely to be at risk of poverty during their life than the older generations.

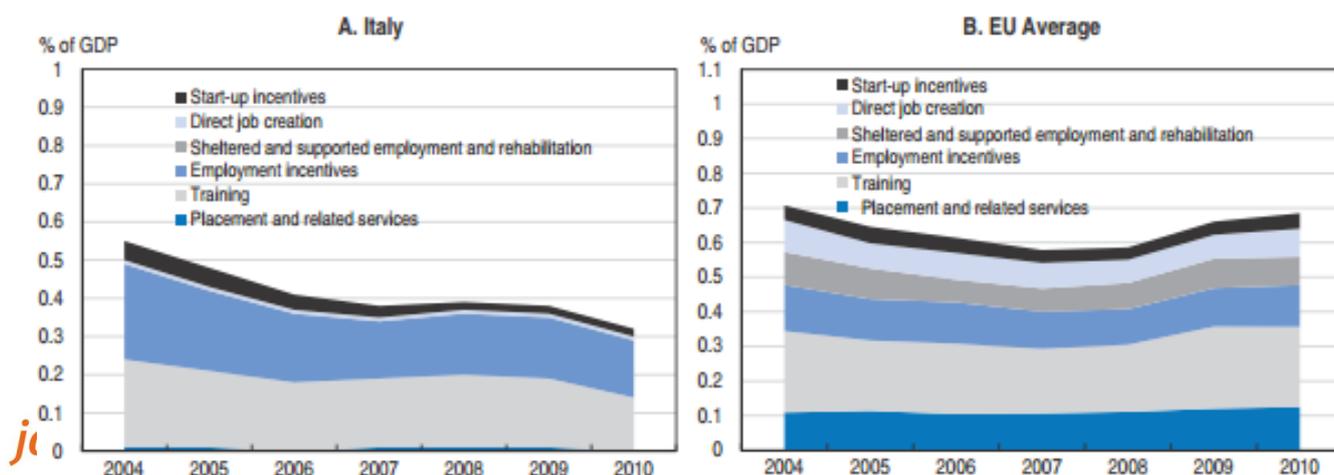
### 3. Publicly-funded employment services in Italy

- **National policy framework of employment services in Italy**

In Italy, the public employment service (PES) is organised at different levels: central government, 20 Regions and 2 Autonomous Provinces. The Ministry of Labour and Social Policies designs labour market policies in co-operation with the Regions and Autonomous Provinces and co-ordinates PES actions at local levels. It is Regions and Autonomous Provinces who are responsible for designing and implementing regional labour market policies. This structure results in different organisational models, which can be found at local level. The following are services typically provided at local level in Italy: registration and information services; career guidance; collection, submission and promotion of job vacancies; profiling; support for self-employment and entrepreneurship; support to the employers; assistance to the disabled and disadvantaged groups. The current government identifies active labour market policy ALMPs (Active Labour Market Policies) as a priority. ALMPs can be schematized in 4 different categories:

- 1) public incentives for hiring, entrepreneurship and in general employment – operated with national and European Funds (such as ESF);
- 2) Professional training;
- 3) Measures for particular categories (e.g. Women, young, migrants);
- 4) Set up of particular kind of contracts (e.g. Apprenticeship).

During the last decade, the ALMPs spending has been relatively low and concentrated on some categories, as shown in the graph below<sup>17</sup>.



The whole system of publicly funded employment services in Italy is currently under a process of deep reform. In September 2015, the Government completed the full implementation of the enabling law so called “Jobs Act”. In this framework, the reorganisation of employment services and active labour market policies relies on:

- 1) The National Agency for Active Labour Policies (ANPAL) sets with the mission of coordinating the national network of employment services. The creation of a national register of employment services, both private and public, in charge of connecting jobseekers to employers through information, placement and active support. Overall, the reform tackles long-standing weaknesses of passive labour market policies in Italy: the focus on job protection rather than the protection of the worker and the weak link with active labour market policies. It could thus promote workers mobility across jobs and facilitate the reallocation of labour with positive effects on total factor productivity growth.
- 2) The Ministry of Labour is in charge of defining a 3-year-plan setting targets and minimum standards of service provision. For the time being, employment services are managed by the regions, which took over direct management from the provinces. The forthcoming constitutional reform would shift responsibility for the management and specific design of active labour market policies from the regions to the central administration, while regions will retain a substantial degree of control over budgets.

In accordance with the “EU Commission Country Report 2016 - Italy” findings<sup>18</sup> in many regions, enabling employment services to carry out the wide range of demanding tasks envisaged by the law will require significant upgrading. **The placement capacity of Italian public employment services is extremely limited** by European standards (only 4 % of jobseekers found employment through public employment services in the period 2003-2011 and only 2.9 % of employers found suitable employees through the services in 2012). A comparison with public employment services in other Member States indicates that the Italian public employment services are severely understaffed (in 2014, 8.713 operators worked in Italy’s public employment services compared to 49.407 in France and 77.722 in the United Kingdom)<sup>19</sup>. The qualifications of the current staff hint at possible difficulties in the delivery of the ambitious range of services required by the law (in some regions, only 9 % of operators have a higher education qualification and in some almost half of the staff has only lower secondary education). In most cases, the services lack information infrastructure and capacity for data exchange. For example, a national job vacancy database exists only in theory: it should be based on the interconnection of regional databases, but only a few regions have operational databases and their interoperability is limited.

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<sup>18</sup> See note n.2

<sup>19</sup> See note n.2

In particular, on September 26<sup>th</sup> 2015 the Legislative Decree n° 150/2015 entered into force in order to systematize the discipline of active policies, namely initiatives to promote employment. The decree pays special attention to the unemployed and the beneficiaries of measures for income support, who are supported through actions of guidance, training and placement. The decree established the abovementioned ANPAL, which is an autonomous institution aimed at coordinating the “National Network of services for labour policies”. Apart from the ANPAL, the network is composed of:

- The regional structures for the Active Labour Policies
- INPS
- INAIL
- ISFOL
- Italia Lavoro (until the scheduled dissolution)
- All the actors delivering employment services at local level, including Public Employment Services (PES), private employment placement agencies, inter-professional funds, Chambers of Commerce, universities, and secondary schools.

The decree gives to the employment centres a key role in managing the labour policy, not only from an informative point of view. The centres are supervised by the Regional authorities and they are involved in a series of tasks: assisting unemployed, providing personal guidance, looking for jobs, counselling and tutoring those who want to set up a business. Coordination will also be achieved by managing the relevant National Operational Programmes and by providing guidance on European Social Fund Regional Operational Programmes. ANPAL will define the minimum level of services to be guaranteed by local administrations and public employment services (PES) and, notably, will intervene directly in their management if they fail to meet the minimum level of service. ANPAL will also support or manage outplacement initiatives concerning workers at companies in crisis, particularly those negotiating collective dismissals or needing access to wage guarantee funds.

**The monitoring of service delivery remains irregular and fragmented**, due to the absence of a common methodology for data collection and lack of a national database. The regions are responsible for planning active labour market policy provisions (such as training) and there is little evidence of the extent to which employers' are taken into account in the design of measures at local level. The lack of evaluation of the effectiveness of spending, and the below-EU-average expenditure on active labour market policies are key weaknesses in the provision of activation services for the unemployed. In this sense, the Job Acts' reform is also expected to attain the ambitious target of deploying and managing an **integrated digital system** on labour policies, connecting different databases and information currently produced mainly by INPS, the Regions, and the PES. The new digital system will collect information about:

- employment relationships;
- participation in training courses;
- training being offered;
- provision of unemployment benefits.

▪ **Main existing policies at national level**

**a) Increase in funds for the existing safety-net measures**

In 2013 and 2014, 250,000 workers at risk of unemployment have been supported with the so-called “*ammortizzatori in deroga*” (lit. shock absorbers in derogation) and a further 2.8 million workers have been covered by CIG, bilateral solidarity funds and solidarity contracts.

**b) Youth employment policies**

In accordance with the Europe 2020 Strategy, the youth employment strategy is made of a plurality of interventions, based both on national and on European financial resources. According to the document “*The Social and Employment Situation in Italy*”,<sup>20</sup> specific measures have been introduced to incentivise the employment of young people, including: hiring incentives, measures to support school/work turnover and the use of traineeships, incentives for youth self-employment and entrepreneurship.

- Support for school/work turnover and traineeships: specific measures were implemented between June and September 2013 to support vocational guidance and curricular traineeships in the final years of higher secondary and tertiary education. An agreement on guidelines was stipulated with the Regions in December 2013. In addition, in February 2014 a coordination structure was set up between the Minister of Labour and Social Affairs and the Ministry of Education, University and Research.
- Financial support for traineeships targeting young NEETs between 18 and 29 years resident in Southern Italy with a total financial allocation of 56 million euro for 2013, 16 million for 2014 and 96 million for 2015. A specific public Fund (“*Fondo mille giovani per la cultura*”) has also been created in 2014 by the Ministry of Cultural Heritage and Tourism to promote traineeships in cultural services for young people up to 29 years, with a total financial allocation of 1 million euro. Furthermore, the Ministry of Labour and Social Affairs has created a Fund of 2 million euro per year for 2014 and 2015 to support traineeships in public administrations.
- Support for Self-employment and business start-ups promoted by young people and disadvantaged workers. Financial resources have been allocated to support youth self-employment and business start-ups in Southern Regions and the development of social

<sup>20</sup> Directorate general for internal policies, *The Social and Employment Situation in Italy*, 2014

infrastructures for vulnerable groups. The financial allocations for these measures amount to 26 million euro for 2013 and 2014 and 28 million for 2015.

- Youth Guarantee Programme has been in force since mid-2014. The Youth Guarantee programme targets those who are 15-29 years old within four months after leaving school or being laid off. This programme offers a range of activities which facilitate school to work transition for young people, including guidance, training, apprenticeship or traineeship places, and incentives for firms to hire young people. The Youth Guarantee helped create new forms of cooperation between public and private services and provided an opportunity for employment services to reach out to young people. In 2015, implementation of the Youth Guarantee was stepped up. The use of standardised profiling methods was scaled up, individual support for young people was enhanced and the take-up of key measures (such as traineeships and specialised training) increased. However, while the number of young people registered has increased steadily (900 000 by end-2015)<sup>21</sup>, the number of offers remains limited: less than a third of registered young people received an offer. This issue could be addressed through stronger engagement on the part employers. Regional differences persist in the delivery of the Youth Guarantee scheme and information on the number and quality of the measures delivered at local level is not always available. In addition, the take-up of intra-mobility schemes remains low<sup>22</sup>.

**c) Measures to support women's employment**

- Employment Incentives: A decree was enacted in March 2013 that provides contribution relief to support employment for women who have been without regular paid employment for at least six months and resident in regions characterized by high unemployment rates. Another decree (April 2013) provides significant incentives for hiring unemployed women in sectors characterized by significant gender disparities;
- Self-employment and entrepreneurship. In 2013, an agreement between the Minister of Labour and Social Affairs and the Minister of Economic Development was signed for the establishment of a special section of the National Guarantee Fund reserved to women entrepreneurs. This will allow small and medium-sized enterprises promoted by women to access guaranteed loans with greater ease and favourable conditions

**d) Over 30 employment policies**

The 2014 *National Stability Act* set up a fund for the funding and support of Active Labour Market Policies and in particular it focuses on the so called "*contratto di ricollocazione*". This tool is an Active Labour Market Policy addressing unemployed from 30 to 65 years old and it includes:

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<sup>21</sup> See note n.2

<sup>22</sup> F. Pastore, *The European Youth Guarantee: Labor Market Context, Conditions and Opportunities in Italy*, 2015

- a career guidance service tailored on the individual abilities and expectation, which takes into account the geographical context and related mobility difficulties along with the job offer in the identified area;
- the possibility to implement re-skilling pathways in order to facilitate the match with the job market needs;
- the set-up of an incentive for companies who want to hire people included in the abovementioned pathway.
- the possibility to undertake self-employed experiences defining and designing the business framework

Besides, **the higher degree of flexibility in the labour market is complemented by more comprehensive unemployment benefits and assistance.** In particular, the Jobs Act extended the coverage and duration of previous unemployment insurance and revised the conditionality and activation modalities. Unemployment benefits are now more inclusive, have a broader coverage and last longer.

#### ▪ **Main actors involved**

According to Italian employment system, we can consider a multi-level contest approach to identify what kind of activities Job Broker can perform. Employment services have a national common framework and then they are regulated in details at Regional level. Therefore, the structure is similar everywhere with small, tiny difference depending on the local context. However, through the ANPAL the wide network of institutions and agencies involved in employment-brokering services will be coordinated by the National Agency. In this sense, generally employment services network in Italy include:

**A) PES - Employment Centres (Public Local Authorities) - “Centri per l’Impiego (CPI)”.** They can provide PES services consisting of a complex system of functions designed to reduce unemployment duration and improve the information flow between demand and supply in the labour market. These functions can be summarized with the following general tasks for a Job Broker: **a)** collecting information on labour supply and labour demand in the local labour market; **b)** identifying priority target groups (long term unemployed, unskilled, women, disabled, immigrant citizens); **c)** providing individual services and placement programmes; **d)** supporting job search and participation in vocational training courses, easing the access to the labour market; **e)** providing counselling to companies, information and support on existing specific incentives (collective dismissals policies, tax reductions, assistance on outplacements, etc.); **f)** promoting self-employment (job creation schemes).

1) Services offered to citizens:

- information and reception;

- individual guidance (employment and training);
- pre-selection interviews and matching demand and offer.

2) Services offered to companies:

- collection of staff requests (analysis of labour demand, database);
- pre-selection and matching demand and offer;
- advice on the legislation (disability, protected categories, administrative procedures, facilities and benefits);
- training internships (informative interview, convention for the activation of the internship, training project definition).

**B) Concerning the Private employment agencies** in Italy, under the Jobs Act reform, we can consider the following organisations where Job Broker can deliver his services through publicly-funded programmes to support job-seekers – such as ESF programmes or similar:

1) **Private and Accredited Employment Agency (Agenzia Per il Lavoro - APL):** they are registered and authorised to provide job brokering services at local level by the Regions (Local Authorities). These organisations are authorised mainly to deliver services such as job matching, recruiting, career guidance and training. They can provide information, advice and guidance to job seekers and companies, including careers advisers; they can support job seekers with job search; they can have responsibilities for arranging work experience, traineeships, or apprenticeships with employers. They should have at least one branch operating in the Region area, which is going to give them accreditation.

Indeed although there are some similarities between job brokerage with private employment agencies – those specialist private agencies that work with companies to fill vacancies - in Italy they are normally a recruitment service available for anyone with relevant skills. They operate solely for commercial reasons (i.e. they charge the company, or the person or both) and are not at all restricted to unemployed people.

**C) Concerning the careers guidance services in Italy, there are Guidance Centres at local level, called C.O.L. (*Centro Orientamento Lavoro*), which address young unemployed and long term unemployed. They perform a guidance service, which ends with the design of a personal programme. Some of these centres are particularly focused on a particular target groups depending on the local context (i.e. they may be disabled, from minority or migrant communities, or be carers/women returning to work after families; they may have been made redundant from an industry and do not have transferable skills - or they may be young people who have never worked). There are other authorized operators as guidance centres, such as Universities, Municipalities, Chambers of commerce, industry and craftsmanship and upper secondary schools.**

Generally, the main activities that they can provide are:

**1) Information services:**

- Self-help information services, usually delivered through websites developed by employment offices and careers guidance organizations or printed materials placed inside employment or careers guidance offices;
- Information interview (“colloquio di accoglienza” or “colloquio informativo”), usually delivered at a counter or by telephone or email message on a first in first served base. The face to face or telephone information interview lasts 10-20 minutes;
- Group or small group information sessions (“incontri informativi di gruppo”).

**2) Advice services:**

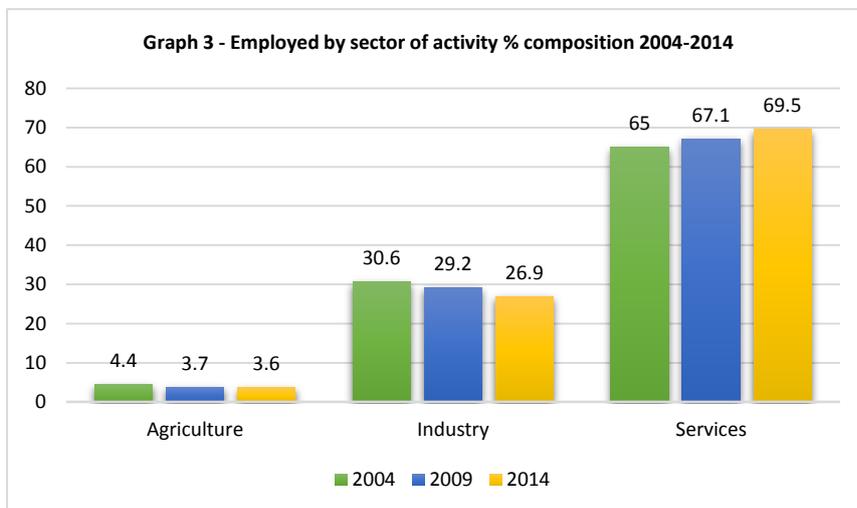
- In depth interview (“colloquio di orientamento specialistico”), one or more 1-hour consultations usually delivered on appointment in a reserved space.
- “Bilancio di competenze”, several in depth weekly interviews to help an adult to identify a professional target and to develop an action plan;
- Small group sessions and courses, usually addressed to 10-20 people on themes such as job search techniques (“corso sulle tecniche di ricerca attiva di lavoro” or how to choose a profession (“corso su come scegliere una professione”).

## 4. Employment in Italy

During the decade leading up to the crisis, deeply rooted structural weaknesses significantly constrained Italy's growth potential; Italy's annual real GDP growth averaged 1.5 %, around 2/3 percentage points below the euro area average, due primarily to sluggish total factor productivity. The high public debt ratio and the negative and worsening current account balance further limited the Italian economy's capacity to withstand the negative economic shock<sup>23</sup>.

**The crisis has changed the composition of employment.** The change in the sectoral composition of the economy was driven mainly by a shrinking by nearly 20 % of the workforce in the construction and real-estate development sectors. However, the employment recovery registered since mid-2014 was driven mainly by services (i.e. market non-tradable sectors). The tradable sector, namely manufacturing, has shown some signs of stabilisation in headcount terms, while the drop in the number of hours of wage supplementation scheme (*CIG - Cassa Integrazione Guadagni*) points to a gradual recovery in working hours. (*Graph 3 – Istat data 2015*)<sup>24</sup>.

A partially unexpected consequence of the recession is that significant features of the Italian production structure did not change. Micro-enterprises (those with less than ten employees) are more



than 4 million, i.e. nearly 95 percent of total production units, and employ almost 7.8 million people (47 percent, as compared with 29 percent in the European average). Large enterprises (those with 250 or more employees) account for a very modest share:

0.1 percent of enterprises and 19 percent of employees. This fragmentation, which is only partially mitigated by the presence of groups of enterprises, results, on average, in very small sized enterprises (3.9 workers per enterprise, compared with a 6.8 European average), a very simplified ownership structure (individual enterprises are 63.3 percent) and a share of self-employed persons which is more than double the European average<sup>25</sup>.

<sup>23</sup> See note n.2

<sup>24</sup> Italian National Institute of Statistics (ISTAT), *Italy in figures*, 2015

<sup>25</sup> See note n.3

**Long-term unemployment persists.** The long-term unemployment rate has been increasing steadily since 2008 for all age groups, with very high regional variations, and it does not yet show a downward trend. The probability of finding a job remains indeed low, as the drop in unemployment is mainly due to a decline in job destruction. In the first quarter of 2015, about 60 % of those looking for a job (corresponding to about 2.3 million people) had been searching for over a year. A majority of them had been jobless for more than two years<sup>26</sup>.

**The high share of small firms in the economy and the very low productivity of small firms in the service sectors hold back aggregate productivity.** Small firms tend to show lower productivity than large firms. Italy's large share of small firms therefore weighs on aggregated productivity. This is the main issue in manufacturing, where Italian firms show productivity levels similar to that of their peers of the same size in other euro area Member States. In addition to this effect, Italy's micro- and small firms in the service sector exhibit lower. In 1999-2014, Italy's labour productivity growth has been lower than the euro area average in all sectors except financial and insurance activities. Productivity grew less than in other euro area countries in the manufacturing sector and actually declined in trade, transport, communication and food services (sectors in which it increased in other large euro area countries) and in professional and other activities (by more than in other large euro area countries). **Italy is among the world's largest exporters.** In terms of export value, it ranked fifth in the EU in 2014 (after Germany, the United Kingdom, France and the Netherlands). The country is also among the biggest exporters worldwide<sup>27</sup>.

Over the last few decades, knowledge-intensive business services (Kibs) has experienced considerable growth in all advanced economies. Generally speaking, Kibs rely heavily on graduated people and a strong inclination to innovate. Starting from the '90s, the ratio of people employed in Kibs to the total employment in the economy increased exponentially also in Italy<sup>28</sup>.

Between 2014 and 2015, the map of business performance, in terms of value added, also shows a mixed framework. On the one hand, the role of production specializations in urban areas arises (especially household and business services, and services for public benefit). On the other hand, local specific production is confirmed. For instance, the production of machinery and jewellery is still important despite the downfall of manufacture. The most suitable models to meet foreign demand proved to be the district-based economy and urban systems, where concentration and heterogeneity coexist. In the graph the distribution of the employment by sector of activity between 2004 and 2014<sup>29</sup>.

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<sup>26</sup> See note n.2

<sup>27</sup> See note n.3

<sup>28</sup> See note n.3

<sup>29</sup> See note n.3

In accordance with Cedefop's forecasts in Italy (*Italy: Forecast highlights up to 2025*), the economic crisis reduced employment in almost all sectors, notably in manufacturing and construction between 2008 and 2013. However, employment in business and other services continued to grow over the same period. Future employment growth in Italy up to 2025 will continue to be in business services, non-marketed (largely public sector) services, and distribution and transport. The employment share of the manufacturing and construction sectors is expected to be stable, but employment in the primary sector is forecast to continue to fall. Moreover, most job opportunities, around 22% will be for professionals (high level occupations in science, engineering healthcare, business and teaching), followed by around 17% for technicians and associate professionals (occupations applying scientific or artistic concepts, operational methods and regulations in engineering, healthcare, business and the public sector) (Figure 3). Job opportunities forecast for elementary occupations in Italy, around 16% is higher than the EU average of 13%, while the shares of job opportunities for plant and machine operators (2%) and skilled agriculture workers (3%) in Italy are well below the EU averages for these occupational groups<sup>30</sup>.

Among the actors of the business ecosystem, a significant role in the Italian production system is played by public enterprises and investee companies, operating especially in capital-intensive sectors, such as energy and infrastructures. These enterprises employ almost 750 thousand people (4.6 percent of the total)<sup>31</sup>, their average size is larger than private ones and they account for 10 percent of the value added of the whole production system. From a sectoral perspective, considering technological features, public companies appear to be more efficient than private ones in tertiary activities, both in providing business services and, more significantly, in providing individual services; on the contrary, the private sector is more efficient in manufacturing activities, above all in the production of intermediate goods. Therefore, public companies - which are not necessarily less efficient than private ones - can play an important role in guiding growth, especially when operating in key sectors. Moreover, rules, regulations and economic policy affect behaviours and performances. It is known that enterprises complain about bureaucratic and administrative burden.

**The crisis has aggravated these structural weaknesses. The employment contraction has in part been mitigated by the reduction of working time** through an increased use of social shock absorbers and unemployment benefit (for i.e. CIG; CIGS; NASPI etc...). Among the economic and labour market effects of the prolonged recession, there is also re-composition of the Italian employment structure in terms of the sex and age structure, occupations and types of contract.

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<sup>30</sup> Cedefop, *Country forecasts*, Italy 2015 edition

<sup>31</sup> See note n.3

**LABOUR FORCE BY WORKING STATUS, SEX AND GEOGRAPHICAL AREA**  
**2014, thousands of people (data elaborated from Istat, Italy in figures 2015)**

	Males	Females	Total
<b>EMPLOYED</b>			
North	6,538	5,074	11,612
Centre	2,685	2,126	4,811
South and the Islands	3,722	2,134	5,856
<i>Italy</i>	<b>12,945</b>	<b>9,334</b>	<b>22,279</b>
<b>JOB-SEEKERS</b>			
North	552	542	1,094
Centre	311	305	616
South and the Islands	879	647	1,526
<i>Italy</i>	<b>1,742</b>	<b>1,494</b>	<b>3,236</b>
<b>LABOUR FORCE</b>			
North	7,090	5,616	12,706
Centre	2,996	2,431	5,427
South and the Islands	4,601	2,781	7,382
<i>Italy</i>	<b>14,687</b>	<b>10,828</b>	<b>25,515</b>

However, **the labour market is gradually emerging from the prolonged recession** and the labour market conditions are expected to improve over the next years. Employment is increased by 0.6 percent in 2015, by 0.9 percent in 2016 and 0.7 percent in 2017. At the same time, the rate of unemployment is decreased at 11.9 percent in 2015, and will further slowdown both in 2016 (11.5 percent) and 2017 (11.3 percent)<sup>32</sup>.

- **Some barriers to enter the labour market**

The difficult conditions experienced by many young people in Italy are in part attributable to the peculiarities of the Italian welfare and education system:

**Active labour market policies are not sufficiently developed to address the foregoing shortcomings, not least because of the fragmentation of employment services across the country.** Expenditure on active labour market policies is below the EU average and is biased against job-search assistance. Furthermore, there is no effective coordination between

<sup>32</sup> See note n.2

activation policies and the unemployment benefit system. Also, the evaluation of active labour market policies is occasional and not based on systematic monitoring. **A crucial element holding back effective active labour market policies is the poor performance of employment services, which show limited capacity to provide transparent information to job-seekers and to address the needs of employers.** Furthermore, there are enduring regional disparities in the quality of services provided by public employment services and in the quality of cooperation between public and private employment services.

In accordance with the “*EU Commission Country Report 2016 - Italy*” findings the **weaknesses of the employment services and active labour market policies**, and the risk that employment services may not be able to successfully implement the tasks envisaged by the more recent labour market reforms and, also by the **Youth Guarantee Programme** (see also above par.3). The implementation of efficient activation strategies has been limited by the difficulty experienced by the Public Employment Services (PES) in providing adequate services due to the lack of financial and qualified human resources. Recent estimates show that public and private employment services together with education and training institutions intermediate only about 10% of the matching accomplished in the Italian labour market, the remaining going through informal channels and social networks. **The fragmentation of competences** between regions (in charge of employment services and active labour policies) and the State (in charge of social protection systems, incentives and employment regulation) makes it difficult to integrate active and passive policies and results through a highly differentiated quality of services and with fragmentation of measures and regulations across regions<sup>33</sup>.

**Italy does still not have a comprehensive career guidance system at all education levels.** Recent surveys show that many students made an ineffective choice of their educational paths (*EU Commission Country Report 2016 - Italy*). At upper secondary level, 46 % of 2014 graduates would not choose the same programme/school again. At tertiary educational level, 66 % of recent first-cycle graduates and 61 % of second-cycle graduates make no or limited use in their job of the competences acquired during tertiary studies. Starting with the 2013-14 school year, career and counselling activities became compulsory during the penultimate year of upper secondary education and the last year of lower secondary education, but with limited additional resources allocated (EUR 6.6 million in 2013-14). The national guidelines for career guidance issued by the Ministry of Education in February 2014 acknowledge the need for extending and improving career guidance activities in schools at all education levels. This would help increase the labour market relevance of education and reduce early school leaving.

Another distinctive feature of the Italian labour market is the **high level of taxation on labour, which** tends to discourage labour supply and demand. High labour costs and

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<sup>33</sup> See note n.3

employment protection regulation result in a peculiar flexibility model, based on a **high incidence of self-employment and undeclared work** in the underground or shadow economy.

An issue much debated in Italy related to the possibility for young people to move towards independent living is the additional difficulty precarious workers have in accessing credit and housing without a regular wage.

- **The evolution of employment and social protection legislation and policy**

Past labour reforms (the Treu Law in 1997 and the Biagi Law in 2003) introduced flexibility only for new entrants, while maintaining protection for workers on open end contracts.

The Italian labour market was radically reformed in 2012 with the “Fornero reform” (Law 28 June 2012 n. 92), which came into force on 18 July 2012 during the Monti government with the aim to reduce disparities existing in employment protection and access to income support during unemployment, while guaranteeing an adequate degree of employment flexibility.

**Building on earlier reforms, the current government has initiated a comprehensive reform to improve labour market functioning, while reducing segmentation.** In December 2014, the parliament approved an enabling law, the 'Jobs Act' for the reform of the labour market. The act follows the pattern and direction of previous reforms. It makes decisive changes in employment protection legislation; the unemployment benefits system and wage supplementation schemes, and the governance and functioning of active and passive labour market policies. It also envisages action to reduce the administrative burden on firms, improve the effectiveness of the labour inspectorate and promote reconciliation between family and working life. Swift implementation of the “Jobs act” should improve entry and exit flexibility, enhance labour reallocation and promote stable open-ended employment, most notably for the young.

**The “Jobs Act” reform includes promising measures to reform the governance of active labour market policies and their interplay with passive policies.** The establishment of a **national coordination agency** envisaged by the “Jobs Act” is a promising step to improve the governance of the system as well as the link between passive and active policies. The creation of the agency is also expected to **entail planning and implementing a comprehensive national strategy on employment services, including a better integration between public and private services.** It has also the potential to reduce duality, promote open-ended recruitment and favour labour reallocation. All government delegations were translated into implementing acts in 2015, with the exception of that concerning the

introduction of a statutory minimum wage; however only after some year a full assessment of the measure will be possible.

**Preliminary evidence suggests that the new discipline for contracts and the accompanying tax relief are having an impact on job creation and duality.** Some initial positive outcomes may be seen, in particular as regards the shift to open-ended hiring, although a proper assessment of its effectiveness will have to be made once the social security contribution relief expires in 2016. According to data released by the *National Institute for Social Security (INPS)*<sup>34</sup>, the number of new open-ended hires increased by 37 % in the first eleven months of 2015 compared to the same period of 2014, while new apprenticeship and collaboration contracts dropped by about 20 % and new fixed-term contracts increased only marginally, by about 1.5 %.

- **Other measures**

**The Jobs Act introduces some initial measures to address Italy's large informal economy.** According to Istat 2015<sup>35</sup>, undeclared work involves about 11.9 % of people in working age, with strong regional disparities and stronger incidence in some sectors such as other service activities (including home and personal care) (32.9 %); trade, transport, accommodation and restoration activities (26.2 %) and construction (23.4 %). It particularly affects women, migrants (in particular irregular migrants), younger and older workers, and people with low qualifications. The legislative decree on simplification of contracts amended the voucher contracts, which might facilitate the transition from undeclared to declared work especially in some sectors such as agriculture, tourism and home services. In addition, sanctions for undeclared work were strengthened (Art. 22 of Legislative Decree 151/2015) and the way they are applied changed as they now relate to the whole duration of undeclared employment. Finally, the legislative decree N. 149/2015 rationalised the system of labour inspections through the creation of a national inspectorate incorporating three previously distinct institutions and changed the way inspections work. While these measures might have some effect, they remain piecemeal. A full strategy, analysing and addressing the root causes of the problem, is not yet in place<sup>36</sup>.

- **Investing on skills to compete**

Broadly speaking, investments in knowledge and competences are also a form of investment (investments in human capital) and a driver for change. The ongoing fast and deep changes necessarily require new strategies for enterprises and workers, which enable them to compete and adapt to the new ways in which markets operate. An analysis

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<sup>34</sup> National Institute for Social Security (INPS), online data, 2015 [www.inps.it](http://www.inps.it)

<sup>35</sup> Istituto Nazionale di Statistica (ISTAT), *Economia non osservata nei conti nazionali, 2015*

<sup>36</sup> See note n.2

developed by *Istat*<sup>37</sup> of the qualitative aspects underpinning employment choices by manufacturing and service enterprises in 2014 allowed to assess to what extent business strategies affect their employment choices. Moreover, in 2014 new jobs were frequently given "young" people aged less than thirty years, and were largely motivated by the business need for expansion, and the need to increase and diversify the skills of the staff. More than one third of manufacturing enterprises and almost 40 percent of service enterprises considered it appropriate to hire a considerable number (over 30 percent) of people with high qualifications, relying on a high level of theoretical knowledge achieved either through the completion of university courses or equivalent learning (including non-formal).

There are marked regional differences in basic skills proficiency, as measured by the 2012 OECD Programme for International Student Assessment (PISA) and the annual standardised student tests by the National Agency for School Evaluation (INVALSI). Work-based learning is not sufficiently well-developed: only 10.4 % of upper secondary students participated in traineeships (*alternanza scuola-lavoro*) in 2014- 2015, although this figure has been on an upward trend in the last few years. Entry into the labour market is difficult for young people, including the high-skilled.

As widely documented in the *2014 Annual Report (Istat)*<sup>38</sup>, qualifications are still a significant advantage in the labour market: in 2014, the rate of graduate unemployment was 8 percent, almost 9 percent less than that of people with middle school qualification. The gap widened to 18 percent for people who did not participate in the labour market (13 percent of graduates, 31 percent of the less educated). Amongst graduates, the employment rate in 2014 was equal to 75 percent (compared with 63 percent amongst high school leavers and 42 percent amongst the less educated).

Data about PhDs also confirm that investments in higher education guarantee higher wages and higher professional satisfaction. Four years after achieving the PhD degree, nine PhDs out of ten are employed; 85 percent has an intellectual, scientific or highly specialized occupation.

Therefore, investments in higher education guarantee higher wages and higher professional satisfaction. From the individual's point of view, high employment rates, as well as the contents and features of the work performed by PhDs, are proof for a reward proportionate to higher education attainment. From the society's point of view, the strong presence of qualified human capital plays a key role in terms of economic development and innovation.

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<sup>37</sup> See note n.3

<sup>38</sup> See note n.3

According to Cedefop's forecasts by 2025, the share of Italy's labour force with high-level qualifications (level 5 and 6) is forecast to rise to 30.8% compared to 20.7% in 2013 and 15.6% in 2005. People with medium-level qualifications (level 3 and 4) in 2025 will account for 46.7% of the labour force compared to 45.4 % in 2013. The share of the labour force with low-level or no qualifications is forecast to fall just below 22.5% in 2025. According to Cedefop's forecasts, by 2020, in Italy around 36% of 30 to 34 year olds will have high-level qualifications. Although this is below the EU's educational attainment benchmark of 40%, it is significantly higher than the national target of 26%. On current trends around 45% of 30 to 34 year olds in Italy will have high-level qualifications by 2025<sup>39</sup>.

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<sup>39</sup> See note n.25

## 5. Job Brokers in Italy

### ▪ Overview of staff and organizations

A survey carried on by the Ministry of Labour (*Cliclavoro, 2014*)<sup>40</sup> on the public employment services underlines that nine out of ten operators are focused on front office activities (5.818 individuals). Only 18, 1% of them have a low education (secondary school) while 54, 9% of PES employees has a medium degree of education (upper secondary school) and 27% has a bachelor or postgraduate degree. In some Regions a higher percentage of operators are highly qualified ( 55,7% in Molise, 55,1% in Toscana, 45,8% in Umbria, 41,6% in Emilia Romagna, 40,9% in Marche). This situation will change soon accordingly to the new regulation on the labour market, which increases the number of subjects entrusted of the delivery of ALMPs and enhance competences and tasks of the Job Brokers operating in the framework of publicly funded ALMPs. Until now, Job Brokers were expected to fulfil the following requirements in terms of knowledge:

- Labour market
- Educational system at National and European level
- Labour legislation ( contracts typologies, hiring incentives and subsidies and so on)
- Empowerment and other psychological processes (learning, motivation and so on).

According to the Jobs Act reform, the Job Broker will enhance his activities and, apart from tasks related to information and support in job seeking, he will be involved in a series of activities, which until now have been delivered only by private employment agencies as services that both job seekers and employers had to pay for. The various occupations that are performed:

- Staff research and recruiting
- Liaising with VET schemes
- Outplacements
- Traineeships or apprenticeships with employers
- Coaching
- Career guidance and advice
- Support to national and international mobility
- Support to entrepreneurship.

Thanks to the process of accreditation regulated by the Regions there are several subjects involved in delivering various services, so Job Broker in Italy can be used to work in these following Organisations:

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<sup>40</sup> Ministry of Labour, *Cliclavoro*, 2014 (<https://www.cliclavoro.gov.it/Pagine/default.aspx>)

## A. PUBLIC

- Employment Centres (Local Authorities) - “Centri per l’Impiego (CPI)”.

## B. PRIVATE

- Private and Accredited Employment Agency (Agenzia Per il Lavoro - APL)
- Information-Career Guidance Centres

Within the aforementioned framework, the Job Broker can be staff who may be freelancers, self-employed, employed full-time, or part-time on any type of contract.

In particular, the advice careers guidance services are instead delivered:

- a) Inside the employment office by external personnel hired as a free-lance or belonging to organizations specialized in career guidance that have won a competitive tender or in alternative.
- b) (Less common) in the premises of private organizations specialized in careers guidance that have won a competitive tender. The career advice services are delivered mostly by psychologists, social workers or people holding a degree in topics such as law, political sciences, education, and economics. As until 2-3 years ago there were in Italy very few formal training possibilities in careers guidance, most of these people (including the psychologists) have usually learned how to work in careers guidance through internships in careers guidance organizations, self-administered study, short-term professional/qualification courses.

### ▪ **Activities and competencies**

In Italy, the use of Job Broker term is very recent and not “unique” but we can find some professional figures who can play a professional role like Job Broker. Usually, in our national contest, it can be easier to find job brokerage activities into the private sector (employment agencies) but we can find some examples in PES (*Public Employment System*) and with Jobs Act reform also in the Private and Accredited Employment Agency (*Agenzia Per il Lavoro - APL*). In Italy the Job Brokering services can be defined broadly to include vacancy and job seeker registration, counselling and placement, they play a key role in facilitating the matching of labour supply and demand. In Italy, the role of Job Brokers in PES and APL can be important in addressing market failures. The Job Broker, regardless if he is working in public or private organisations, has to be able to guarantee:

- Information on available services for accessing the labour market, identifying all the stakeholders and co-ordinating relevant information about the job-seeker, also as an

entrepreneur or a group of entrepreneurs, on the characteristics and the opportunities of the local labour market and the VET system.

- Information on employment relations and kinds of employment contracts and related economic and legal incentives available; on ALMPs and action for acceding the labour market; funds for entrepreneurship (for new self-employed opportunities), network and accredited institution.
- Job matching and actions aimed to prevent and tackle long-term unemployment, through career guidance services and support to job seeking.
- Implementation of tailored measures for disadvantaged and disabled users in order to facilitate social reintegration.
- National and international mobility guaranteed by appropriate measures of career guidance.

It is important to underline the whole system of career guidance measures and employment services are currently in a phase of reorganization by the Jobs Act reform, which include the definition of a series of criteria on the evaluation of services and performances.

Thus, competences need to be enhanced in order to fit the new tasks to be performed. It is not clear yet which qualifications will be requested in the new system. However, analysing the tasks, it is possible to suppose that new job brokerage services will require the development of competences in terms of support to entrepreneurship and workers mobility, since these activities are new. In fact, in order to efficiently perform the new tasks, Job Broker will need to develop a set of new skills, namely: competences and knowledge of occupational psychology, economy and social legislation, human resources, employment law, local employment market and sectoral knowledge, marketing and sales, management information systems, project management and quality assurance in order to be able to design a business plan or manage a stakeholders' network to support mobility and outplacement, equal opportunities and diversity, and health & safety. Moreover, he will need to increase the existing competences namely effective negotiation, ability to listen, interviewing skills (individually; in-group), communication, time management, development of job descriptions and person specifications, carry on competence assessments, etc. to operate successfully.

#### ▪ **Qualification and training**

In Italy, there are not any specific regulations on the Job Broker professional profile. There are no professional registers or required formal qualification to become a Job Broker. At the national level, an important reference point is offered by document issued by the working

group ISFOL 1 (2003) “*Toward a hypothesis of professional profiles for a local system of guidance*”<sup>41</sup>, which contains the definition of the activities to be performed by the professional profile “Orientatore”. The document suggests a definition for professionals committed to lifelong guidance activities. In 2009, the Ministerial circular of the Ministry of Education n°43, April 15<sup>th</sup> 2009 made an attempt to strengthen the so called “*Abano process*” which is based on a shift from a solely informative guidance to a guidance assisting and supporting individual for the whole life.

Now, taking into account the ongoing process of reform, it is possible to predict that the requirements to accede to profession of Job Broker will change. However, according to ISFOL (the Italian Institute for the Development of Vocational Training of Workers) the profession of “*Consigliere dell'orientamento*” can be related to the VI or VII EQF Level. In fact, this role is often performed by teachers of psychologist. We want to highlight that RQF /Regional Qualification Framework” of Lazio Region and Tuscany Region are currently regulating three professional profiles that we can consider being included in the “career and information guidance services” area:

1. Orientatore (Lazio Region)  
([http://www.regione.lazio.it/rl\\_formazione/?vw=professionidetttaglio&id=532](http://www.regione.lazio.it/rl_formazione/?vw=professionidetttaglio&id=532))
2. Addetto all'informazione, accompagnamento e tutoraggio nei percorsi formativi e di orientamento e inserimento al lavoro (Tuscany Region)  
(<http://web.rete.toscana.it/RRFP/jsp/OperazioniRfpFigure/stampaSchedaFigura.jsp>)
3. Tecnico dell'analisi dei fabbisogni individuali, della consulenza per lo sviluppo dell'esperienza formativa/lavorativa e della validazione delle esperienze (Tuscany Region) –  
(<http://web.rete.toscana.it/RRFP/jsp/OperazioniRfpFigure/stampaSchedaFigura.jsp>)

They can work in PES, APL and career guidance organisation (VET, Schools, Universities etc...). Their training and professional framework can usually be related to IV EQF Level (Upper secondary education diploma); V Level (Higher technical education diploma) or VI Level (First level academic diploma; Bachelor degree).

On the other hand, the information careers guidance services in employment offices are usually carried out by the employees of the offices. Before the regionalization of the offices, the personnel was mainly concerned with administrative tasks. Later some employees have been retrained to deliver careers guidance information services. Most of employment offices personnel is middle aged and do not hold a degree.

Since there are no professional registers neither there are representative associations for Job Brokers. On the other hand, there are recognized associations, which support the

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<sup>41</sup> ISFOL, “*Toward a hypothesis of professional profiles for a local system of guidance*”, 2013

Employment Agencies, such as “Assolavoro” <http://www.assolavoro.eu/>, “Alleanza Lavoro” <http://alleanzalavoro.org/#> , “Sistema Lavoro” <http://www.sistemalavoro.net/sistema-lavoro.html> , “Rete Lavoro” <http://www.retelavoro.org/>

Evaluation procedures linked to results achieved by PSE operators/brokers are not foreseen yet. Nevertheless, we are observing that with the EU Programme 2014-2020 it is starting, also in Italy, the procedures “Payment by Results” for private accredited organisations (for i.e. VET and career guidance organisations). This criteria is forcing VET organisations-APL (delivering employability skills for the unemployed) to redefine their traditional intervention approaches, as funding is not simply granted for the running of courses but also requires successful job entry and retention. Through the “output” funding formula the National/EU Funds’ VET & employment programmes, for unemployment training, are linked to job-seekers accessing and retaining employment, in some cases for a minimum of 6 months. In some cases, it means that the organisations working with this public funding model, in case of brokerage activities delivered without occupational results (matching) can only receive 10% of the grant.

## 6. The view from the Stakeholders

### (a) 'System' issues in terms of the organisation of services for job-seekers with companies

- **The interest about the Job Broker idea**

The interviews carried out with stakeholders in the Lazio and Toscana Region contexts highlighted that job brokerage is a quite recent term and a relatively unresearched activity. The interviews have been carried out through face-to-face, telephone and some time by e-mail enable us to obtain more extensive and in-depth information about the organisation of employment services for job-seekers with the companies. The technique we used largely depended on our key informant's availability and preferred choice, as well as our available time, resources and overall logistical feasibility. The face-to face interviews have been developed in a conformable atmosphere and the interviewees were well motivated to know more about the Job Broker's role, which is emerging also in Italy, and to give a support in defining the professional expertise needed for the Job Broker profile development and improvement through the project activities. Besides, the interviews have provided us with an opportunity to build or strengthen relationships with important key stakeholders, raising awareness, interest, and enthusiasm around the issue. Particularly it was noted that the idea of job-brokering for some of our interviewees, mainly from the companies and entrepreneurship sector, were related to the finance and banking system as they didn't know before this activity within the labour market and employment services.

The biggest challenge highlighted by the interviewees about ALPM (Active Labour Policies Market) is related to the possibility that employment and training programs had (historically) in finding job placements for their clients upon the completion of worker-training programs. Making and maintaining the kind of contacts with potential employers in the business community that are necessary to make placements possible has always represented a challenge in Italy. With the Jobs Act Reform adopted since December 2014, the government has a mandate to introduce measures to rationalise employment protection, expand active labour market policy, make social protection more effective, and boost female labour force participation. With the Jobs Act reform for the first time in Italy, we are observing the introduction, in some public programmes (for i.e. Youth Guarantee), of the process "payments by results". This means that service providers in the area of active labour market policy measures (e.g. training institutions, career counsellors etc.) are no longer paid by Local Authority on the basis of services they provide (e.g. training, counselling, placement) but rather for the outcomes of these services in terms of sustainable employment (e.g. in the case of Italy, this can be on job entry). It is not enough to provide a good counselling or to bring job seekers to a successful completion of a training

course. The only indicator that counts (and is paid for) is a sustainable job placement. These increased pressures are leading to the evolvement of the specific idea and role of the job broker even in the stakeholders' opinions, since programmes have to be more focused on the actual attainment of a job.

*"I did not know before the Job Broker role and all its tasks and responsibilities in facilitating the match between supply and demand in the labour market. In Italy, within this sector, we know the staff working in the public job centres or the professionals in the private employment agencies. Nevertheless, effectively it is really interested to observe that now, with the Jobs Act reform, this role is emerging and it is getting more requested among the staff of the accredited agencies for employment, VET and career guidance activities. Indeed, through the Reform framework we are asked to perform our services more addressing to the effective achievement of the goal. In this sense, your project is extremely interesting and ambitious in pursuing the official profile's definition" (Representative of Accredited Agency for ALMP, Rome).*

It was said that private Employment Agencies have been doing this such brokering activities for many years, and it was clearly noted that the objective of unemployment training schemes is to train and place people with jobs. Obviously, some stakeholders observed that there is a substantial difference between private and public intermediaries. The former quite often operate in a profit logic and their activities imply selling services to their clients (i.e. companies). The latter, acting in a context of public service, tend to provide free services to the public and to ensure non discriminating conditions in the access of these services, especially as regards the disadvantaged people. Each intermediary can have its own specific spatial extension and thus points to a specific subset of job seekers.

- **The services provided for Active Labour Market Policies and their improvement**

In times of quick changes, frictional unemployment grows and a part of it is due change of skills that are required. More generally, it is a long time that firms in Italy complain that there is lack of certain skills and that education plans are not in touch with market demand. Now in many institutional think tank this problem is considered as main goal of labour policy. A crucial aspect of Italy's training system is the existing mismatch between the demand for and supply of skills due essentially to unsuitable educational choices of many young people, insufficient guidance and lack of communication.

*"The skill mismatch is the first cause of so called structural unemployment. (...) Often young population, with high education but with not appropriate professional and a lack of working experience, is large part of unemployed" (Representative of Public Job Centre in Siena – PES)*

Another element of weak resilience is the low level of training programs for people who have lost a job. *“We have to work for stronger unemployment tutoring by job agencies and implement a good alternation school and job. We also must build a national database for supply and demand of jobs to decrease the mismatch. We would like to take example from German experience, but in Germany public agencies have 90000 civil servants, in Italy only 8000 many among them with non-standard contracts”.* (Representative of Public Job Centre in Siena – PES)

Most of the training scheme in Italy are paid with ESF funds, managed by local governments and held by private actors. Job Centre can play a coordination role if they are active and keen on using ESF funds. The way they accomplish their task, the relationships they set up with other social actors or local authorities, all that depends on the commitment of political and bureaucratic management. But a clear weakness is the little number of people working in job centres, many of them as temporary workers or without the needed professional skills.

Overall, it was indicated that the capacity and resources of staff of the PES and employment agencies are not always adequate to deliver current objectives. Particularly, the skill levels of PES staff were perceived not to be fully sufficient for implementing the current workload effectively. There were mixed opinions about the added value of having more resources made available. Some interviewees stated that more financial resources and staff would help to make the work of the PES more effective and have a greater impact.

*“At present, less than 4% of recruitment takes place through public employment offices and this confirms the inadequacy of such structures for the young unemployed who claim a stronger co-ordination between the vocational training offer and the school system. As accredited Agency for ALPM we are also working without sufficient resources in order to deliver a quality and functional service to our clients”* (Representative of accredited Agency for ALMP, in Rome).

Over the last 15 years, the public employment service (PES) in Italy has also been reformed. Its tasks are the delivery of active employment policies and developing a preventive approach to unemployment. *“...However, the outcomes of these innovations have been found to be weak and varied with different regions’ job centres now offering different levels and types of service. Evaluation of the effectiveness of PES changes, and more widely of training initiatives, has been hampered by a lack of measurement and evaluation. Moreover, in terms of demand, the main problem in Italy is that training funds tend to be underutilised, especially by employers. Reasons for this underutilisation include curricular inflexibility, overly bureaucratic fund administration and a lack of information about available funds.* (Tuscany Region Representative).

The reform of Public Employment Services played an important role in establishing a common standard of rules and procedures involving public and private agencies in developing employment and placement services at the national level. When Italy opened placement to private agencies policy makers thought that they would fill the gaps of public services. On this ground, some territories had autonomously implemented such rules, and produced a variety of different layouts and different levels of efficiency of employment services at the local level. They were expected to cover the space that public services were not able to do. Now we can see that they are far from doing that.

*“A first consequence of the labour market reforms at the end of 90’ was the introduction of temporary work agencies in Italian market. The impact was initially overestimated. After the beginning of the crisis private agencies of temporary work have seen a deep decline. Now in Italy, there are I suppose around 2.500 private agencies, with more or less 10 thousands employees (public agencies are a little less) that last year found a job to 470.000 people....I knew these figures from a Ministry of Labour Report. They claim to have a performance 10 times better than public one but of course, they focus on more employable. Still over 60% of placement goes to informal networks. Crisis brought in job placement many people who were used to manage their placement by themselves. Many unemployed have skills that are not demanded like before. Skill mismatch is challenge that job centres and training centres must upgrade if they want to cope with. Regionalization of services have made a patchwork of labour services with too few means to face the emergency of economic crisis. They could play a better role in strengthening resilience of labour market if they would receive more professional staff, more managing” (Representative of Public Job Centre in Siena – PES)*

The territorial divide between centre-north and south is very strong in Italy, but in labour market services, the differentiation depends on regional practices and also on the leadership of the policy makers in a place at a certain time.

In recent years, the outstanding differences between regions in unemployment and activity rates has led to a debate on the need of further reform of the PES toward a more centralized and coordinated system. This idea of a stronger national coordination started to be implemented in 2015, under the Jobs Act Reform, with the creation from the Government of the National Agency for the Active Labour Market Policies (ANPAL).

The Province of Siena is considered a case of good practice. According to its actual coordinator the good performances depend on the initiative and commitment of Province of Siena council members that were decisive in the consolidation of good performances. She told us that the transformation from a ministry office to a good job centre required a cultural revolution. From a simple work of registration and certification, Public Job Centres gained new missions as in planning and evaluation of apprenticeship (2011) and tutoring and suggesting training for unemployed that still is ruled by regional law.

*“The most difficult thing was to change minds from bureaucratic ruling to customer orientation that means active tutoring of each unemployed. We do not find a job for a person, we help people to search a job with information about labour market, training, individual orientation. We need to break loneliness of unemployed persons making groups of similar people working for a job” (Representative of Public Job Centre in Siena – PES)*

A last remark must be done: Italian labour market after the 2008 crisis has not only increased the number of unemployed, but has also changed the social profile of the unemployed.

*“We realized at the beginning of the crisis on October 2008 that people coming in our centres were tripled. We suddenly changed our work. While before 2008 the first and most important step was to give information and then listen to people, from then on first we had to listen to them because there were many kinds of people who did not used to come in our centres. People with medium or high skills, with good professional curricula, that used to find a new job by themselves and now were not able to do it. We had to divide different this kinds of people. (Representative of Public Job Centre in Siena – PES)*

#### ▪ **The VET provisions and the job seekers**

Labour and the qualifications of the labour force (i.e. skills) remain the central competitive parameters of the work force. It is therefore important for all the stakeholders that workers already working in enterprises to possess the right qualification and, for enterprises to recruit the type of labour required. As we noted, a crucial aspect of Italy’s training system is the existing mismatch between the demand for and supply of skills due essentially to unsuitable educational choices of many young people, insufficient guidance and lack of communication.

Overall, there was a perception amongst stakeholders that local training provision within Tuscany and Lazio Region is quite adequate. There is a wide variety of training courses (e.g. basic skills, vocational skills) and delivery modes (e.g. flexible, modular, and after-hours) available in both Regions, which are accessible and meets demand. Vocational training is available to young workers, disadvantaged groups (e.g. disabled and immigrant workers), and workers who have been made redundant. In some cases, it includes training for higher-level generic skills (networking, communication, leadership, innovation and problem-solving).

Some issues have been highlighted anyway from stakeholders, mainly about the effective use and impact of the training funding which is not resolving the problem of mismatching.

*“Training represents a large range of services that in Italy were a competence of provinces a part of regional programs that are usually financed with ESF funds. In this way, every kind of public funded training is linked with a European measure. Even a large part of current and investment costs of public employment services depends on European funds. Active policies are designed in order to receive finance of ESF funds, so often redundancy payment schemes are associated with compulsory training courses that are only formally delivered”. (Representative of VET accredited Agency, in Florence).*

*“Here [in Tuscany] we have good training agencies. But training procedures of EFS are long and rigid. It would be better giving training vouchers that unemployed people can spend along our recommendations. We do that but for this goal, Regione Toscana in 2015 gave us not enough resources to be spent across the metropolitan area. It difficult to say how much training is useful. First goal of training is to keep people up to date. But it is also important to keep people doing things between one job and the next. We should not leave people stay at home waiting. (Representative of VET accredited Agency, in Pistoia).*

The Jobs Act reform is currently addressing also the vocational training system improving the match between the supply and demand for skills and raising the levels of professionalism. For too long time in Italy the vocational training systems have been considered in fact as a safety net for young people with insufficient academic abilities to continue schooling, providing them only a with second rate education and low-level skills. To this extent, the Education and Training Reform has invested considerably on the attempt to develop a new vocational training offer and fresh apprenticeship schemes. In addition the Reform is making the job placement rate more important linking the payments of the publicly fund to the achievement of the results. In other words, we are observing, even yet not in the whole Country, that providers are paid on the number of people they place in jobs; in some cases, those payments differ depending upon the level of need of the client. No results mean no funding.

*“We are experimenting through the Youth Guarantee Programme that only if you are able to provide real and effective opportunity of labour market entrance to our job-seekers, for i.e. trough apprenticeship programme, the Region can recognises and pay us EU funding” (Representative of accredited Agency for ALMP, in Rome).*

As for the demand and supply mismatch, we cannot forget two statements. The first one from an entrepreneur with regard to the human capital and skill-enhancement:

*“We have the problem of a mismatch between courses taught at high schools and the requirements of the business sector, in this case my company. This phenomenon is generating unemployed or underemployed specialists on the one hand and a shortage of*

*specialists on the other. For this reason and differently from what young job-seekers know about themselves there is around a lack of well qualified youngsters, probably with rates considerably higher in micro enterprises, as mine, than in medium size ones; there is a lack of adequate training provisions which can enable youngsters concluding the secondary school path to be employed effectively....because there is a weak alignment between the training scheme and programme to local economic development” (Employer, Pistoia).*

Contrary, we also recorded the idea from a job-seeker registered in the Youth Guarantee Programme:

*“I’ve been searching a job after my Diploma at school for two years, I also attended two training courses in Rome in the manufacturing sector, on of this enabled me to attend also a stage within a firm; I sent many CVs and registered in the Job Centre; now I’m registering in this Programme.....My efforts completely failed so far and I didn’t well understand yet if I’m asking too much or I have to be still considered as unfit for the labour market and employers’ expectations” (Job seekers, Rome)*

These two sentences above highlight that explaining the demand and supply mismatching bring us to explore even “cultural attitude and behaviour”. We can observe, without any prejudice the “culture clash” between what companies are looking for in job-seekers and what job-seekers are looking for in companies seems to be present in this Country. Of course, the interviewing methods gave us the possibility to investigate in detail about it, but we are quite sure that this phenomenon is quite common among job-seekers and employers, highlighting a gap of a proper and effective communication among demand and supply that should be filled adopting a new (cultural) approach and developing new professional methods of recruitment (i.e. Job Broker).

#### ▪ **Different services for different groups of job seekers**

Some project and activities carried out by local accredited employment and VET agencies look at the adaptability of local employment and training policies to meeting the needs of local at-risk groups (as highlighted in the interviews), while also looking more closely at local policies to support specific target groups who face a broad range of labour market disadvantages, in particular: immigrants and disabled:

Workers with disabilities often encounter difficulties in hiring because of discrimination or because workplaces will not accommodate their disabilities. Consequently, many of them are also disadvantaged by lack of work experience.

*“Our Accredited Employment Agency (APL) have been playing active roles in the establishment of public-sector mechanisms, particularly at the Region level, for hiring*

*disabled workers through finding employment opportunities. Through the Youth Guarantee Programme, we are particularly committed in providing career guidance services. With regard to the type of disability we can resort to experts with the matter for i.e. in the case of blind people” (Representative of accredited Agency for ALMP, in Rome).*

The mismatch between labour demand and supply, especially in the case of low skilled job, is mainly handled with the recruitment of immigrant workers. Immigrants usually do not compete with Italian workers and are complementary to them, as they tend to work in sectors, which are of no interests for Italians. However, the social integration of immigrants requires fresh measures in contexts such as working permits, training, education, social policy and this scenario sets new challenges for all the social and political actors involved.

*“There is an openness to immigration in the Tuscany Region and yet unemployment amongst these workers is high and there is little effort to remove the structural barriers that hinder their employment, most obviously through recognition or conversion of qualifications acquired abroad. Besides, languages courses for immigrant workers are widely available across the Region. These courses are usually available to workers of all skill levels. However, there are difficulties in identifying progress in reducing rates of social exclusion due to the absence of ex-post evaluation. Provide greater support for immigrants wishing to have their training and skills audited and competences verified in order to contribute more fully to the local economy ”. (Representative of VET accredited Agency, in Florence).*

With regard to immigrants, stakeholders highlight that efforts should be undertaken to provide measures for the informal recognition of qualifications and competencies acquired abroad. Immigrants make up a large proportion of the unemployed which indicates that there could be a stronger focus on tailoring some programmes specifically to these individuals, who will be an important source of labour supply given potential demographic changes related to an ageing workforce in the Country.

- **Examples exist of good networking (between organisations or between job brokers)**

Concerning the existence of good networking between organisations involved in employment and VET activities, where Job Broker could find job position and active role, the interviews show that there is a need, among accredited employment agencies and other private/public organisations involved in delivering ALMP for a stronger networking and associating among the players with the information sharing and concerted action that these provide. A networking of associations/agencies (public-private) and operators (job brokers) would address several needs not easily addressed by individual operators. First, it could become a mechanism for providing technical assistance to job brokers themselves on issues such as marketing, sales prospecting, law systems, different labour market perspectives and finding sources of capital. Second, it could facilitate the development of combination of training and job placement as they are a key element in job brokerage activity and it can

make the difference between a network of organisations who can provide trainings and those who cannot. Third, a network could be an effective mechanism for representing the job-brokering sector in debates about reform of the ALMP system. Finally, such a network could strengthen the “community of practice” in the job-brokering sector.

*“In the recent years ALMPs are often based on the direct involvement of a variety of public and private players that integrate and supplement the activities carried out by PESs. The idea is that only the creation of an extended (i.e. to players as e.g. trade unions, professional associations, schools, universities, etc.) and mixed (public and private) system could provide an effective personalization of the offered services, thus helping us to match better labour demand and supply. I think that regionalization of labour services raised differentiation among local services, but also the opportunity to look at better experiences as practices to imitate. More than thirty years have gone since this devolution of services but an effective network of public-private services for active policies is still to be developed here in Lazio Region but also in other Regions.” (Representative of accredited Agency for ALMP, in Rome).*

Instead of fixed organisational roles and boundaries, the notions of joint-action, co-production or cooperation can play a major role, with leadership shared internally and externally within collaborative structures. Also, service-users and other stakeholders may have greater involvement in the development and implementation of policies or programmes.

*“In Italy, the collaboration between public and private is very modest and limited to the exchange of information and to the assignments to private actors of specific activities for to target disadvantaged workers. In this model, the public body keep on playing a central role and the involvement of private actors mainly occurs through their participation to publicly funded projects. Particularly, the involvement of a flexible network of different players that operate on the ground at different levels could help to implement actions that better fit the local characteristics of the labour market. For this reason and in order to undertake this weakness of the ALMP system we have built in Lazio a network of ten Accredited Agencies for ALMP called - Rete Lavoro Lazio - aiming to consult and sometimes lobby the Region for the organisation of training schemes and for the overall ALMP development....” (Representative of accredited Agency for ALMP, in Rome).*

We also provide a description of a good example of networking – PROMETEO - which has been delivering in Tuscany Region, in the case study section.

- **Some practical ideas on how to bring job-seekers, companies and education together.**

We could highlight here some recommendation that our stakeholders from different sectors have considered as crucial to bring job-seekers, companies and education together:

- Better aligning policies and programmes to local economic development challenges and opportunities through *“an effective empowerment, even by more resources’ provision, of the players and staff working in the PES sector”*. (Representative of Public Job Centre in Siena – PES)
- Adding value through skills: *“creating an adaptable skilled labour force, helping employers to better utilise skills in the local economy and supporting employment progression and skills upgrading”* (Representative of VET Agency in Pistoia)
- Targeting policy to local employment sectors and investing in quality jobs, *“including gearing education and training to emerging local growth sectors and responding to global trends”*; (Representative of accredited Agency for ALMP, in Rome) and,
- Being inclusive, so as *“to ensure that all actual and potential members of the labour force can participate in, and contribute to, future economic growth”*. (Representative of accredited Agency for ALMP, in Rome).

In addition, our key stakeholders state that within its mission the new National Agency for the Active Labour Market Policies should consider the length of the employment and training programmes targeted at unemployed people and whether they are effectively meeting client needs. In fact, in some cases, unemployed workers may need targeted training, which is under six weeks in length but in other cases, there may be a need for more intensive interventions to ensure unemployed individuals are equipped with the technical skills they need for long-term labour market success.

*“Ensuring that support programmes are flexible enough to meet the needs of individuals is an important element to their success. Training programmes for the unemployed could also be more effectively designed to include a mix of unemployed and employed individuals”*. (Representative of Trade Union, Florence)

## (b) Preparing job-seekers for employment

### ▪ The job seekers' thought

The job-seekers interviewed don't know the Job Broker role and highlight that the Italian labour market is made up of a large number of participants willing to offer and demand labour, which is a critical resource but cannot be viewed as a commodity. The context of the players working in the labour market aimed to facilitate the match between labour demand and supply is very fragmented and job seekers can be completely confused in finding the fit service or agency for their purpose. The high levels of segmentation of the labour market that lasted for at least 20 years have produced a "precarity" trap in which the Italian labour market seems locked in. Many operators involved may bring along the risk of same actions performed in relation to the same target. This can reduce the efficiency of the entire system, and can also cause conflicts between parties.

*"During my job seeking, I have been assisting too many redundant and inconsistent actions; overlapping, confusion, misunderstanding and no consistent reply raised to my problem".  
(Job seeker, 24 years old, Florence)*

The main concern, with regards to employment services in Italy remains the market formula; far too many PES are engaged in pre selection of candidates for jobs, only a few are starting to do matching of labour demand-supply and too little do job counselling services. Moreover, the situation is rather heterogeneous and differs considerably according to the geographical area.

On the offer side, labour is indistinguishable from the workers, i.e. job-seekers who participate in the market to find a job that is, in principle, related to their education and that best fits their professional expectations.

*"My first intention was to find a job directly related to my education and studies, but I realised quite early that if I wanted to work it would be impossible to achieve this such expectation and I had to renounce it..." (Job-seeker 24 years old, Florence)*

Sometimes people interviewed expressed reserves even on the benefit of some training classes which often covered topics were already familiar with. The majority declared that training classes should have insisted more on themes related to job activities.

### ▪ The employments services and the possibilities to access employment opportunities

It is difficult to describe the process (or it is better to say, the processes) underpinning the labour market in the analysed context. Indeed, there are many cases and different

situations. Here, we will just attempt to outline the main elements, by adopting the approaches followed by job seeker as a starting point. We will describe the situations concerning the various types of job seekers. A general problem that all job seekers have (both qualified and underqualified) is how to write an appropriate profile that is attractive for the market. Often the people are not able to valorise their experience and qualification. At the same time, the databases that should contain their profiles (and especially those managed by public agencies) adopt rigid schemes and complex classifications.

*“I registered my position for many job vacancies found on internet, but sometimes, for example with the job centre and youth guarantee programme, the main difficulty was to understand the database itself: which info to fill in? Which competencies to report? How to fulfil all the sections?” (Job seeker 21 years old, Rome)*

Finding the right contracting party is not a minor task. Job seekers and employers must face, firstly, the problem of finding a potential counterpart and, secondly, they must assess the suitability of that match. They both face uncertainty because, for example, it is hard for an employer to know the real competencies of a worker in advance. Similarly, the conditions of employment are unknown to a job seeker. Achieving an optimal match is strategic for all the parties, since the decision affects both the quality of life of the worker and the business activity of the firm. It was thus of utmost importance to investigate the impacts of the information that participants in the market have about one another.

As confirmed by one of the stakeholders interviewed, the most favourable case is that young people possess an interesting qualification for the market, for example young graduates in Economics. The contact with prospective employers can still occur at the University, for example in the form of pre-graduate or post-graduate internships that can later become hiring opportunities. Therefore, young graduates will probably avoid to go to a Local Employment service.

A similar situation can be that of a holder of a technical diploma. *“I have been developing contacts with potential employers during the school time, even in the form of internships”*. After school, job seekers may be willing to send profiles and requests to companies directly, or they will look for possible introductions and references. Alternatively, they can decide to send profiles to any intermediary that they consider potentially helpful (e.g. industrial associations, unions, temporary job agencies, etc.). However, considering the experience reported by operators on the ground, a primarily important channel is that of personal introductions, which may be more valuable than a job matching service performed by intermediaries based on the examination of profiles of candidates or on a research into a database. Finally, very rarely a qualified job seeker will count on Employment centres, or at least this will be just one’s last hope.

The situation is different for those that do not have a special qualification, or that lose their job. If they are still young, they may try to re-start the process previously described. Conversely, as stated in the interview: *“I have been uselessly disseminating my profile to any possible organization (company, or intermediary) or seeking references and introductions”*. In addition, *“I went to a Local Employment Office to be included in lists of unemployed, which is necessary to take advantage of economic support or other forms of assistance”*. The inclusion in these lists implies that the Local Employment Office uploads a profile of the job seeker in a database. In principle this will be used to perform actions of job matching, but in the practice this channel is not very effective for three main reasons: first, the electronic databases that collect the profiles of people are complex to use and often ineffective; secondly, the officials working in Local Employment Offices generally don't have a special competence in personnel selection. Thirdly, companies rarely send information about their requests to the Local Employment Offices, so these may not appear in databases.

A more complex case explored is that of aged people or needy individuals losing their job. In all these cases, the processes described above may provide scarce results. Therefore, for example *“the system of Tuscany Region have been exploiting for some years a network of players that, playing different roles, can help to face difficult and sometimes dramatic situations. Possible solutions include temporary economic assistance, re-qualification programs, assisted apprenticeships, etc.”* (Representative of Trade Union, Florence).

#### ▪ **The apprenticeship programme: some impact**

Since 2003 labour reform in Italy the apprenticeship was enhanced and differentiated into three forms of contracts: 1. Apprenticeship for the fulfilment of the right-duty of education and training; 2. Professionalizing Apprenticeship for gaining an occupation specific qualification (as defined by collective bargaining) by means of on-the-job training and technical-vocational learning; 3. Apprenticeship for secondary education degree or higher education.

There has been also a strong emphasis in Lazio e Tuscany on apprenticeships over the years, which remains a critical tool for integrating individuals into the labour market given the importance of medium-level technical skills for the economy, and rising youth unemployment. It should be noted, however, that after the training period employers have the possibility to recede from the contract without any implication. Furthermore, as the low labour cost, apprenticeship was often used as a flexible non-standard job: the wages of apprentices are lower than those of qualified workers and employers benefit by reduced duties across their staff.

In addition, as accredited agency involved in the Youth Guarantee indicated: *“employers are still reluctant to use apprenticeships and prefer hiring individuals on fixed term contracts”*.

However, it is noted that from the observations recorded, the apprenticeship has deeply suffering the consequences of the economic recession and did not perform as well as

expected by the several Italian policy makers who have been promoting it in the last years of reforms as a crucial tool to better integrate the young in the labour market.

*“The apprenticeship is useful both for the firm and young people having from one side the possibility to use a flexible contract and new resources to foster your activities and from the other giving young people the possibility to improve their professional competencies. I always recommend youngsters to get the chance to do it after their studies or through their secondary school experience, but over the past years, I’m saying it with regret, in my cases at the end of the programme I had never resources to provide a job placement and make open-ended contracts to the young people in my firm”. (Employer, Rome)*

In addition, we have to highlight that the implementation of relaxing measures for training obligations and for the simplification of administrative procedures through the last two reforms (Fornero and Jobs Act) has been fostering the use of apprenticeship by employers just as cheap labour rather than as a factor of innovation and competitiveness, resulting in an increase of labour market dualization.

*“...This aspect can seriously hinder the goals of contrast against school dispersion and youth unemployment by means of skilled labour and human capital development” (Representative of Trade Union, Florence)*

However, we have also recorded positive feedback about apprenticeship, as the representative of Tuscany Region stated: *“the regional analysis carried out at the end of the past EU programme (2007-2013) demonstrates that apprenticeships reduce the probability of future unemployment more than the other temporary contracts because young individuals who were on an apprenticeship scheme have on average a significantly 5% lower probability of being unemployed. The effect of apprenticeships in reducing the probability of being unemployed in the next period is stronger (6.3%) for individuals with less than a tertiary education degree. Having been an apprentice increases the probability of having a permanent contract in the future: apprentices have a 16% higher probability of a stable job than young fixed-term workers”*. As a result, in a sense, the analysis shows that, compared to the other temporary work contracts available in Italy, apprenticeships can be considered the best stepping stone towards stable employment.

Even some experts interviewed and working in private companies for technical assistance service for ALMP and EU funds considered the apprenticeship as a successful experience for two main reasons. *“First of all, it forces the training system to have contacts with the labour market; secondly it offers all those young people who don’t want to continue their education in the traditional way, the opportunity to complete their mandatory training through a mixed work/training experience. The added value of apprenticeship schemes lies in fact in*

*the training period and this is particularly important for a country like Italy which does not have a significant experience in training schemes outside the traditional school system”.*

In conclusion, we add that today apprenticeship is considered as one of the few means to rescue all those young students aged 15 to 18 who drop out of school. Yet, unfortunately only 10% of the total of apprentices belong to this age group and this because companies, especially small and micro enterprises, prefer to employ older people to younger ones. This is a problem which must be solved and new solutions need to be found in the near future. Another problem, which must be tackled, is continuity. Today many apprentices leave the company they are working for after only a year and, this is a consequence of an old idea, which considered apprenticeship as a way to enter the labour market rather than an opportunity to get hold of labour skills (the cultural gap of Italian apprenticeship)

### **(c) The companies' perspective**

#### **▪ Some findings about the recruitment process**

As regards the companies' side, it must be said that the current economic climate does not facilitate hiring. Generally, our interviewees do not know the Job Broker role confusing it with the financial context. They are used to distinguish the ALMP services as a unique box making some differences among the players (public/private) only in case there are some tax benefit or a reduction in the bureaucratic measures for hiring. It is however possible to make some remarks about the general processes that companies adopt when they seek new personnel. A typical problem is that companies (and especially the smaller ones, the majority, that don't have a Human Resource Management division or any training support available to supervisor or line managers on how to prepare and integrate young people in the job ) rarely plan their personnel research in time. They generally go and seek new recruitments only when they need some. This clearly reduces the effectiveness of selections. Another problem is that companies often have difficulties in expressing their real needs and the profiles they seek, which complicates the task of intermediaries. Finally, it must be noticed that quite often companies hire only if they have some kind of economic benefit (e.g. fiscal benefits, public funding, etc.) maybe associated to periods of internships that allow them to test the new employees. Therefore, any knowledge of the existing economic opportunities is important for the companies. Finally, it is important to remember that, rather than exploiting intermediaries, companies generally prefer referenced people. Indeed, if they contact the job centres to find new skilled people for their firm they could only have some formal information and nothing about their reputation. In addition, workers would like to know real information about the job and working environment before signing a contract.

Interviews highlight that employers do not want to take the risk of hiring people that are not good workers or that can bring some trouble on the job, especially if they are difficult to fire as it used to be in Italy until the Jobs Act Reform. In this sense, this new Reform actually abolished the standard open-ended contract, dismissing the substantial requirement of a permanent labour relationship, since workers could be arbitrarily fired without any economic causes. For this reason, generally, the Reform has well evaluated by the entrepreneurs.

*“We were able to hire two new workers this year (2015) considering the tax reduction implemented by Jobs Act” (Employer, Pistoia)*

In addition, our qualitative interviews with employers clearly indicate that informal networks are by far the most preferred recruitment channels. On the one hand, firms recruit through informal channels, typically by means of references of other employees: in other words, often the information about a job opportunity is spread by current employees through their families, friends, or social/cultural communities.

*“Within my company [Manufacturing in the marble sector] I and the president we are not used to hire new workers through job centres or private agencies. We would risk to waste time without achieving any significant results. In addition, they never gave us the info required when we contacted them. For this reason, we are used to ask other colleagues, develop word-of-mouth recruitment or asking directly to the citizens living in our city. I could give you another example. We are trying to enlarging our company, which is settled in a small context so that most of the people living here know us...The local magazines were interested in our enlargement so they made us some interviews that issued publicly in the magazine. The day after I received more than 40 requests with curriculum in my e-mail of job seekers asking for new positions. They were people living here around and who read the article and saw my photos. ” (Employer, Pistoia)*

We could state that this is a behaviour that make labour market less efficient also for the matching of skills.

It is noted that in accordance with the strategic nature of the required professional profile and degree of availability in the local market, the employers have a different willingness to invest resources in the research and thus a different propensity to use one channel rather than another. In fact, recruitment processes are characterised by different conditions of service, and so they also can also be differentiated in terms of the quality and reliability of the information they generate about potential candidates, the effectiveness of research/selection, and the efficiency of procedures.

Another point to consider is the fact that recruitment implies several steps and activities performed by the parties. Generally speaking, companies have to identify their needs, spread information about the open positions, research and select candidates, and finally hire people formally, directly or by means of a preliminary period of apprenticeship. On the other hand, job seekers should clarify their goals, maybe prepare written profiles, spread their candidatures, contact potential employers directly or indirectly, participate in selection procedures actively, and finally once accepted a job, they must perform some formal activities to be hired. This also explain why there are different channels and intermediaries: the various activities can require different specializations.

However, mismatches in the labour market are not only caused by asymmetries between the skills of job seekers and those demanded by employers. On the supply side, employers state that there are individuals with different sets of personal qualities, wage expectations and motivations - not to mention that many job seekers also have specific commuting constraints and limits to their residential mobility. Therefore, spatial barriers to employment may be reinforced by restrictive information networks developed in the job search sphere of job seekers and the recruitment process of employees.

For many years in Italy, apprenticeship had not the same positive consideration, it has in countries like Germany or Austria, also for bureaucratic burdens to face by employers, and it was largely viewed like an unappealing contract for low educated people and low-skilled jobs. Today, under the Job Act reform, according to the interviews, firms are well-disposed to deliver apprenticeship programmes within their firm especially with a more “informal” version of the contractual arrangement which should not include formal training outside the firm and an official documentation of the training component.

*“I was always keen to provide apprenticeship programme within my firm, I had always very good results even I was able to hire only one apprentice over the past 6-7 years because I had not resources to pay others after the apprenticeship period. I considered the mandatory outside training period as a limit in the experience, because I would prefer training the persons directly by myself or with the support of the other workers within the company. However, considering the sector and the size of the company [Micro Manufacturing Enterprise in the marble sector] we did not have any problem with the skills level of the apprentices. Probably the most innovative enterprises could have if we think that most of apprentices are usually low/medium-skilled persons”. (Employer, Pistoia)*

It is also worth noting that apprenticeship is often used as a flexible non-standard job, thanks to apprentices contribution allows employers to lower the cost of labour, resulting in an increase of labour market dualization. This is due to the still unsolved issues about the instability of the system because of subsequent changes and reforms, and the impact of the economic crises; to the progressive reduction of the training content and of obligations on

the side of the companies, especially for the most widespread professionalizing apprenticeship; to the lack of a comprehensive qualification framework connecting educational qualifications, training and professional qualifications; to the fragmented implementation at the regional level reproducing territorial inequalities that deeply characterize the Italian context.

- **The need to recruit youngsters from disadvantaged groups**

Within Lazio and Tuscany Region provisions of support for at-risk groups, particularly those vulnerable on the labour market, is deemed to be good. There are a number of long-established programmes (funded by ESF) intended to meet the needs of local at-risk groups on the labour market (including ethnic minority workers or workers with disabilities). There are also local efforts to adapt VET/adult training programmes for at-risk groups. These programmes tend to be targeted at sectors that are important for the regions' economy. In addition, more evaluation of programmes are needed, as it is currently unclear if there is a process in place which seeks to establish what techniques have the most positive outcomes with which groups in helping them to move towards, and access, the labour market.

Through our interviews with private entrepreneurs it came up that, they are not always so well-disposed to hire at-risk people mainly disabled. Among the at-risk categories, entrepreneurs would prefer mainly hire immigrants [second generation] but this approach can change from an economic sector to another. The reason is always the same: *“my firm is not fit for disadvantaged group people like disabled or for very low-skilled workers like refugees...even with the nowadays refugees' crisis we are facing. The risks are that they are too low skilled and needed high-intensive training provision [which I could not afford] or that they don't speak even the Italian language”*.

In addition, we noticed that there were over the past years intermediate labour market initiatives through which publicly subsidised employment opportunities are provided through employers to create jobs or job placements for people not ready to enter formal employment, particularly in the social economy. The social economy is an important actor in work integration activities, and the strength of it, notably the co-operative movement, both in Tuscany and Lazio enables it to provide significant support to people who need assistance to enter (or re-enter the labour market).

Other efforts are currently made by the Youth Guarantee Programme to do this, mainly for refugees, although it remains an area in need of greater focus.

Two final remarks come now to our attention. The first one highlighted by the entrepreneurs concerns the necessity for Local Regulatory Authority and VET organisations to better connect the public training provisions and programme with the needs of the

economic sector. The supply of training courses is felt quantitatively too big for a small area like a region and too often completely far from economic environment's requirements. A strength of the flexibility will be the ability of the Local Authorities and private organisations to design and implement initiatives to ensure local needs are being met effectively.

The second remark concerns that at the local level it appears to be a weak informal interaction, between actors: the job centres, employers, and trade unions. Employers interviewed have identified that such informal means of communication would be an important factor in making policies more effective among the players. They observed that these are problems do not just get solved with great-rhetoric strategies, but also through knowing the right people who can help to address and overcome a problem on a daily basis.

However, interviews conducted for this study with local stakeholders indicate that there could be variability in the level of communication between the job centres, local vocational education institutes, employers and economic development policy makers. For the interviews, such communication is not simply about the provision of information, but it should be an effective dialogue between various actors. Interviews suggest that the Local Regulatory Authorities and the new National Agency for the Active Labour Market Policies could look at ways to improve the regularity of such dialogue and collaboration between employment, vocational education, employers and economic development policy makers to ensure policy obstacles are broken. Such joint actions can lead to new synergies in approach, a more effective service to clients, a reduction in duplication and economies of scale in delivery.

#### **(d) The needs of the Job Brokers**

In a very complex environment like ALMP where different players interact with one another, it becomes necessary to co-ordinate their actions. In this section, in accordance with the main findings and feedback received from the interviews with stakeholders, we highlight a framework about how to improve the job-brokering activities in the ALMP context per each category of "client" (stakeholder). We start by saying that not all the stakeholders' categories interviewed knew the Job Broker role and the profession. It was mainly unknown among job-seekers and employers.

##### **▪ The jobseeker**

We found that most agencies and job centres refer to the jobseeker as the client or customer. Whatever the term, it is important for job broker having an approach that **focuses on the jobseeker's needs** and helps them overcome their barriers to employment. For many such agencies, job brokerage is only one part of the range of services they offer.

### ▪ **The employer**

Nowadays even the accredited Agencies for Employment Services (APL) are increasingly seeing employers as customers as well. Private employment agencies particularly have been adopting this strategy for many years. It is the employer that will have the final say in whether the jobseeker gains employment, therefore for the job broker **shaping services to meet the employer's needs is critical**. To do this, job brokerage agencies must understand the business sector of their target employers as well as the business environment they operate in.

### ▪ **The public funder**

This third client can be anyone from local and central government institutions or the new National Agency for the Active Labour Market Policies. Each funder can have their own requirements about who must be targeted, how services should be delivered and what is deemed “eligible activity”. Many even have different definitions of what a job is. To honour contractual obligations and access funding, job broker **must also meet the needs of this third group**.

Stakeholders said to us that in the ALMP provision there is a real need for an effective balancing client needs. The best job brokerage agencies are those that can achieve a good balance of services for all their clients by:

- *“Being absolutely clear which jobseekers will be targeted and ensuring the agency has the skills and resources to meet their needs” (Tuscany Region representative).*
- *“Understanding the employer target group and having staff with knowledge of the business sector and its particular skills requirements” (Expert in providing Technical Assistance to Local Authority in designing ALMP ad EU programming )*
- *“Choosing their funding routes carefully to ensure that contractual obligations do not take them into areas they know little or nothing about”. (Representative of Public Job Centre in Siena – PES)*

It is important that the job-brokering organisational structures and plans reflect the fact that the job broker has the above three groups of clients.

*“As job-brokering professional you must carefully plan how the needs of each group are met, how targets are set and how you monitor progress. Even though your organisational mission might be focused on the needs of the individual jobseeker, you must ensure that sufficient focus within your service offer, marketing and business planning, is given to the needs of*

*your other clients to achieve success” (Job Broker in a private employment agency in Florence)*

#### ▪ **Job broker skills development**

In terms of service and skills development we reported here some key extracts of the stakeholders’ interviews:

##### ○ *Service to employers*

*“If you want to be a good job broker, you have to be highly proactive in learning the employer’s needs even adopting **marketing and sale capabilities**. Understanding and meeting these needs is the key to developing lasting employer relationships. Once you have established a good relationship you should raise the issue of **human resource planning**. For example, if the employer knows they will have a particular vacancy in the near future, you can start preparing clients with customised training”. (Job Broker in a private employment agency in Florence)*

##### ○ *Service to job seekers*

*“Job seekers have a vast range of needs and they are all at different stages of job readiness. Good job brokerage agencies are highly effective at finding out what each and every person needs to help them into work. Even if such needs cannot be met directly by the organisation, understanding the barriers to work will demonstrate empathy with the jobseeker. A set of **good communication expertise** are required to meet job seekers. The **initial assessment** should be a systematic process that identifies the full range of needs of the jobseeker, including basic skills needs as well as vocational skills. There should also be a focus on the soft skills such as confidence and self-esteem that will help a jobseeker get and keep a position”. (Representative of accredited Agency for ALMP, in Rome).*

*“For jobseekers to find work, they must know how to look for work. They need to know where to look, what the protocols are, how to speak to prospective employers and how to cope with rejection. They also need to understand how to put together a winning CV and how to write persuasive job applications. Good job brokerage agencies will also have a range of resources such as **internet resources, newspapers, telephones and stamps** to help jobseekers to find and apply for the right job”. (Representative of accredited Agency for ALMP, in Rome).*

A complex set of systems and processes have to be working together to meet the diverse needs of a range of clients, therefore the job broker’s information management needs to be robust.

*“Good **organisational planning** is essential to make this happen. Job broker must have a clear vision of what they want to achieve in order to shape their activities. A diverse range of activities is unlikely to be funded by just one source; therefore, the **ability to access a range of funds** to pay for different activities is important. This requires an investment in effective **contract management** to ensure compliance as well as to maximise contract values”. (Expert in providing Technical Assistance to Local Authority in designing ALMP ad EU programming)*

Considering that historically in Italy there is a lack of quality service’s evaluation system within the PES, some the stakeholders highlight that *“improving the quality of the services requires an active quality assurance programme. This should involve a rigorous **self-assessment** against robust criteria to understand how well you are doing. Development plans provide a structure to **the quality assurance work**. If you are working within a job brokerage agency all staff along with you should be involved as well as your clients”. (Expert in providing Technical Assistance to Local Authority in designing ALMP ad EU programming)*

Stakeholders point out also the importance of the sector knowledge

*“If you work within a job centre or in a private agency for ALMP, It is important to **understand your local/sub-regional labour market**. Certainly, it is rare that a job centre or agency can develop the appropriate skills in all the relevant employment sectors in their area. Working together to identify areas of strength for individual centres and agencies can greatly enhance the service to employers and jobseekers. It can concentrate organisational resources on providing the best possible support package which will lead to greater quality and higher outcomes”. (Trade Union representative, Florence)*

In addition, we observed *“....consider that over the coming years, investments in your job-brokerage agency might be necessary to reach long-term goals. This should be driven by business requirements and reflected in improved performance. Prioritisation is important and may require the organisation to choose between investing in new techniques, staff and other resources, to make the step change required to reach excellence. Whatever size organisation you are, (particularly if you are a small organisation) **networking, sharing good practice, partnership working and access to free advice** can also be invaluable. (Representative of accredited Agency for ALMP, in Rome).*

## 7. Case Studies

### ➤ 1 CASE STUDY

- **Title of Case study:** Job brokering activities development through the Youth Guarantee Programme
- **Name of organisation:** ERIFO – Ente di Ricerca e Formazione (Rome, Italy)
- **Contact details:** [www.erifo.it](http://www.erifo.it) ; [erifo@erifo.it](mailto:erifo@erifo.it)



This study analyses the EU Programme “Youth Guarantee” which is running across Europe since 2012-2013. The current youth guarantee combines an employment and education guarantee. According to the definition, every young person under 25 and recent graduates under 30 will be offered a job, a work trial, a study place, a workshop place or rehabilitation, within three months after registering as unemployed. Every person completing basic education will be guaranteed a place in upper secondary school, vocational education, apprenticeship training, a workshop, rehabilitation or a place in some other form of study. An employment plan is drafted together with young jobseekers, agreeing on the measures that the PES office will offer within three months of unemployment. This study identifies some job brokering activities, which can be implemented during the programme development. In this case we use the ERIFO experience to highlight how a job broker works within the Youth Guarantee framework. The main criterion for selection was that instruments, implemented by ERIFO along with the Public Employment Service, depart from traditional passive (or “semi-active”) services such as labour market information, career guidance, and counselling and job search assistance. The youth guarantee schemes go a step further on the activation route offering young job seekers genuine opportunities to build their human capital through work experience (e.g. subsidised employment, apprenticeships, and work placements with a community or non-profit organisation) or the acquisition of additional skills via continued education or a traineeship. What all these schemes have in common is that they guarantee (mostly through legislation) that support from the accredited Agency for ALMP and PES will be offered within a specific timeframe (generally three or four months) and by skilled staff.

#### ▪ The organization’s profile

ERIFO is a no profit organization established in 2001 and based in Rome (Italy). Its mission is to contribute to the reinforcement of Vocational Education Training system at Local, National and European level to ensure the development of human capital and to respond to

the ever-growing needs and demands of the labour market. The association has mainly three different areas of action:

- Research and training;
- Career guidance and job brokerage services;
- European project management.

ERIFO is an accredited VET provider, authorized by the Regione Lazio. It is also accredited to the Ministry of Education for the lifelong learning of staff school, for both traditional and distance-learning course. ERIFO is engaged in providing VET courses for employed and unemployed, professionals and teachers, both in classroom environment and at a distance (E-Learning). ERIFO has recently obtained the accreditation as “*Body providing career guidance, professional counselling and information services*”, and it is operating to operate as provider under the Youth Guarantee Programme during the years 2014-2017 as accredited Agency for Active Labour Market Policies (ALMP). It is also operating in a new Programme called “Contratto di Ricollocazione” addressing adult long-term unemployment.

#### ▪ **Job brokering activities**

In the framework of Career guidance and job brokering services ERIFO is thus supporting young people, adults, job seekers and NEETs into employment, education and new business creation through apprenticeships and VET as well as through such services as educational and career guidance, help desk and support for the development of new business ideas. The work is mainly aimed at assessing and/or developing clients’ employability, and linking them into appropriate labour market opportunities. Depending on the circumstances of the subject there may be a number of identified barriers to employment that need to be addressed before accessing a job becomes a realistic prospect. Job brokering activities provided by ERIFO are in a position to be delivered across the range of circumstances because it seeks to offer a range of services to suit each individual needs.

ERIFO provides **career guidance** for all his users, both young and adult; at the moment over 250 unemployed people have been involved in these activities which include diagnosis/registration and assessment of user needs in terms of skills, competences, abilities, strength, weaknesses, labour market aspirations etc. Specifically, this service line can be divided into two different group of activities:

- 1) **Information- related services**, mainly including a first interview aimed at providing general information about programs, services and possibilities. Help with technical procedures is also provided at this stage.

2) **Advice services**, which are usually carried on during different sessions. These activities usually last from 4 to 8 hours, but they can arrive up to 24 hours when addressing long term unemployed users. They mainly include:

- **In depth interviews** (“*Colloquio di Orientamento Specialistico*”), delivered on appointment, often divided in different sessions.
- **Competence analysis**, several in depth interviews to help users to identify a professional target and to develop an action plan, as well as to fully understand their potential and abilities;
- Small group sessions and courses sometimes are organized even though in these phase the main part of the activities are carried on individually.

Under the Youth Guarantee Programme, ERIFO is currently delivering VET provision, career and new business creation services addressing NEETs people from 18 to 30 years old. With regard to the abovementioned replacement programme (*Contratto di Ricollocazione*), ERIFO has undertaken a complex and tailored counselling pathway, addressing over 30 long-term unemployed.

Globally ERIFO is providing:

- **Mentoring and job assistance** for over 150 people, both young and adult. These activities are carried out in two different moments by individuals who are required to have competences and knowledge of psychology and social legislation as well as good communication and mediation skills.
- 1) **Front-office activities** including support in job preparation, for instance in terms of writing CVs, application forms, simulation sessions to prepare users to attend interviews. These activities are usually divided in several sessions and the average duration is up to 40 hours for young unemployed and up to 117 for long term unemployed. Session are carried out both individually and in small groups.
  - 2) **Back office activities aimed** at matching job seekers with companies. Specifically this match is achieved through analysis of the local labour demand; network with companies and collection of staff requests; pre-selection and matching of possible candidates.
- **Promotion of apprenticeship opportunities** for nearly 250 young unemployed people; with this regard ERIFO is carrying out informative interviews with both users and companies, draft of the conventions for the activation of the internships, training projects definition and tutorship during the whole duration of the internships. At the moment over than half of the users are already involved in an effective internship experience.

- **VET services** for job placement and outplacement for 60 young involved with a good percentage of migrants and asylum seekers. This fact required ERIFO’s job brokers to be able to communicate in foreign languages as well as to manage multicultural classes.

Each of these career guidance interventions is designed to address identified barriers to permanent employment and to improve the linkages between the user and the labour market. It provides a systematic, progressive approach to training and work, helping users to have more information about jobs and labour market through a process of support, confidence building and up skilling. Carrying on these wide range of activities requires a vast array of competences and knowledge (occupational psychology, economy and social legislation, foreign languages, ability to listen, mediate, analyse situation, carry on competence assessments and intercultural abilities) in order to be able manage a network of companies in order to support placement and internships as well as to foster professional developments. These competences will need to be further deepened in the following months, since the two abovementioned programmes are both supposed to continue in the long-term. In fact, Youth Guarantee just entered in its second phase, while the replacing programme for long- term unemployed is likely to be extend to new target groups. Most of the activities provided through the Youth Guarantee Programme are performed following the rule of the “payment by results” explained through the Report.

▪ **Table - Design and delivery of youth guarantees: the Programme Youth Guarantee compared**

	<b>Features of Youth Guarantee implemented by ERIFO</b>	<b>The European Youth Guarantee</b>
<b>The offer</b>	Full range of options available (individual counselling, career advice, vocational guidance, training, apprenticeships, continued education, internships). Possibility to combine measures.	The Youth Guarantee as defined at EU level only refers to four possible outcomes for young people: good-quality offer of employment, continued education, apprenticeship or traineeship. However, other measures e.g. counselling, guidance, may support a young person's pathway to being ready to accept a good quality offer.
<b>Entitlements and target groups</b>	Universality principle: based on a comprehensive understanding of “youth” and hence open to a wide diversity of groups (including NEETs, potential school drop-outs, immigrants, refugees, graduates - even up to the age of 30).	All young people under the age of 25 years who are unemployed or have left formal education
<b>Conditionality</b>	Young people free to refuse an	Principle of mutual obligation. Offers

	offer they don't want without being sanctioned	should be "good-quality"
<b>Temporal dimension/Time scale</b>	Focused on "path" as opposed to "entry". Hence early to follow up interventions are implemented. The guarantee is activated within a very short time (a few weeks) following registration with the PES.	Within a period of four months of becoming unemployed or leaving formal education
<b>Geographical coverage</b>	Lazio Region	Full territorial coverage
<b>Funding</b>	Significant levels of regional funding (ESF)	EU funding is available (notably YEI and ESF) but must be complemented by national funding.
<b>Delivery actors</b>	Broad-based partnerships (including youth groups and representatives; other Accredited Agency for Employment- APL) coordinated by Lazio Region Authority and PES	Broad-based partnerships between, for example, public and private employment services, education and training institutions, career guidance services, youth services, business and social partners.

*"After a couple of years of involvement in the Programme we can observe that the Internships and work placements provided have not always been of the highest standards. Quality is a factor highlighted in the definition of what constitutes a European Youth Guarantee. Measures should be taken to ensure quality (control visits, blacklisting, etc.), but it is not always possible for PES and our staff to systematically monitor placements. However, we are sure that this problem could be alleviated with the creation of specific auditing teams cooperating with us and tasked with ensuring that quality meets agreed standards. Partnerships with local trade unions could be another solution but it seems that little work has been conducted so far to assess how the traineeships are being run" (ERIFO Representative)*

- **Title of Case study:** The Job brokering activities through PROMETEO 3 Programme
- **Name of organisation:** ENFAP Toscana (Florence, Italy)
- **Contact details:** [www.enfap-toscana.org](http://www.enfap-toscana.org); [mailbox@enfap.toscana.org](mailto:mailbox@enfap.toscana.org)



PROMETEO 3 Programme is the third edition of a Tuscany Region Institution's initiative funded by ESF (2007-2013). The programme that has been running since 2009 to 2015. We remind that it is currently underway the organisation of the fourth PROMETEO edition funded by ESF 2014-2020. This study contributes to the analysis of good networking (between organisations) by examining the initiatives in a specific decentralized setting that represents a significant example of job-brokering model: the cooperation among Local Authorities, Job centres, VET accredited agencies for APLM and Social Partners (Trade Union). In particular, this is a case of "networked decentralization" where the local government has a coordination role but, at the same time, specific functions are assigned or delegated to the various private players scattered in the territory of Tuscany. The case study is based on direct interviews with some of the main actors, on the analysis of support systems and services (e.g. web site, data base, etc.). The aim of this study was to understand the advantages and disadvantages of a decentralization policy of labour market services based on a networking model. The assumption is that the network model can allow, on the one hand, to exploit the specializations of different players for meeting the various needs coming from the local territory, and on the other hand, to coordinate the different independent and sometimes conflicting actions of public and private players.

▪ **The organization's profile**

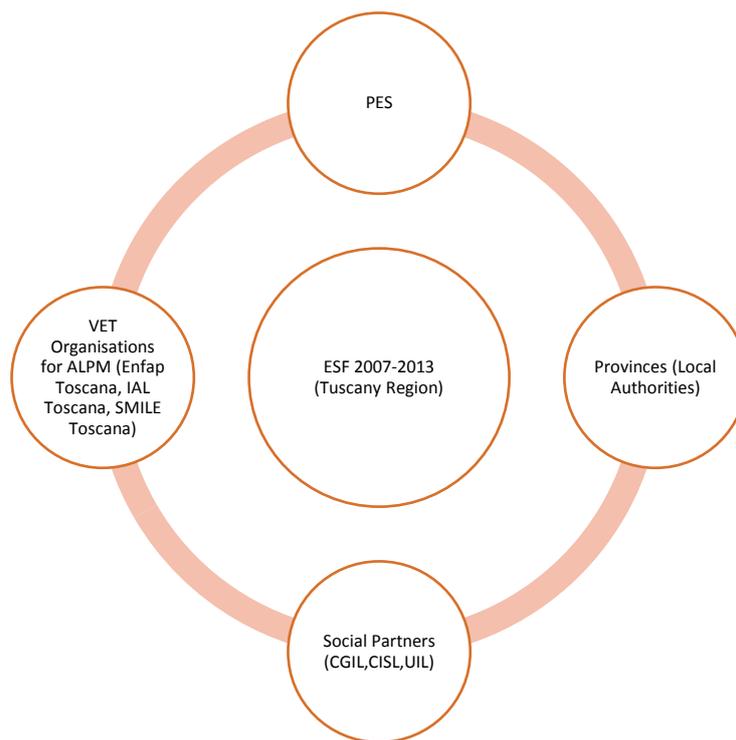
ENFAP Toscana is one of the key player of the PROMETEO 3 network. ENFAP Toscana is the Regional Professional Training Agency belonging to the National Trade Union U.I.L., which is one of the social partner within the PROMETEO 3 network. ENFAP is a not-profit organization, which has been operating since 1964 in all of Tuscany with a large-scale of activities targeted at professional training, counselling and advocacy. After a recent general internal re-organisation ENFAP is composed of 2 permanent employees but it can benefit from a large number of consultants. ENFAP's mission is to provide services of advocacy and support for workers and disadvantaged people (young unemployed, disabled, immigrants, NEETs etc.). It is very specialised in the development, evaluation and implementation of innovative pilot projects and programmes in the fields of VET, job assistance, skills and learning, social research, enterprise, regeneration and social inclusion. ENFAP is involved in European, national and local projects most of them are concerned with the creation of new initiatives to support disadvantaged workers and learners to progress to mainstream education and employment opportunities to maintain job post. It has a large experience in promoting activities and services for developing the Lifelong Learning Activities, taking the financial and administrative aspects in charge; collaborating to meet both the young pupils and adult learners' needs and the faculties' needs; working with local and regional socioeconomic network; fostering social promotion and integration; developing innovative actions in partnership. It is also working with individuals from disadvantaged communities to provide support for business start-up through coaching and mentoring.

▪ **The structure and the mission of PROMETEO network**

PROMETEO 3 is a network of 56 players/offices among Job Centres, Social Partners and Accredited Organisations for APLM have been delivering services for 5-6 years through the Tuscany Region context. The network of PROMETEO is made of numerous actors that perform various functions. Some play a key role in the labour market, others have another mission and support job matching only occasionally.

We note that the local Government of Tuscany Region is the main public institution, with the 10 Provinces, that coordinates and manages employment services in this territorial area. The main functions include: the direct provision of employment services, a central role in managing public resources for employment coming from various sources (e.g. EU, state, region, etc.), and a role of governance of the actions of the many institutional or private actors involved in the system with various roles.

**Image – PROMETEO 3 network**



▪ **Table - PROMETEO 3 network's tasks**

Category of Player	Functions in the PROMETEO 3 Network
Tuscany Region (Government)	Overall coordination of the network. Management of ESF. Regulatory
10 Provinces (Public Local Authorities)	Direct provision of employment services; public funding management; coordination of other players
VET Organisations for ALPM	VET provision, career guidance, info
PES	Job brokerage, career guidance, Direct provision of employment services; consulting; provision of information; support in research and selection
Social Partners (Trade Unions)	Help in job matching; participation in boards for setting ALMPs

The mission of PROMETEO 3 offices is to provide a wide range of employment services that includes:

- a. **Collection and dissemination of information to users** (i.e. job-seekers, temporary workers, at-risk groups) about job opportunities, ALMP specific programmes (e.g. ESF training opportunities; the EU programme “Youth Guarantee”) or similar funding at national or regional level), training, as well as information about the formal procedures that concern employment in general;
- b. **Direct management** of formal procedures regarding employment (e.g. registration of new hiring, apprenticeship programs, inclusion in unemployed lists, etc.)
- c. **Consulting** to other employment intermediaries especially regarding formal procedures; and d) job research and pre-selection by matching profiles of unemployed people with requests of companies. As regards the last point, in principle these offices have an important advantage because they can manage databases of employers and employees that include requests of companies on the one hand, and profiles of job seekers on the other hand. However, very rarely these agencies are able to perform all these activities with the same effectiveness and commitment, especially due to the lack of resources. Therefore, they sometimes tend to mainly perform bureaucratically functions.

▪ **Impact**

In the broadest terms, PROMETEO 3 aims to serve all of the residents in the Tuscany Region. In this way, it seeks to attract both those in temporary employment status as well as the unemployed and the economically inactive. From July to September 2014, some groups appear to have used the PROMETEO's job brokerage services to a greater extent than

others. For example, as reported in the *Prometeo 3 Report (III° Trim.)* on 1.410 contacts implemented in this period, 74,43% of the requests were from unemployed people; 41,76% from the North-West and 33,41% from the Centre of the Region. More adults (35 years old on average) than younger people accessed the services, partly as a result of confidence and their increased willingness to use it. In each of the Tuscany areas, there are a significant number with high school diploma (37.80%) and middle school license (19.85%) residents have been also accessing the service. Whilst this is encouraging in terms of improving access to the labour market, the targets for the project tend to relate to the registered unemployed rather than the temporary workers. It was indicated that this aspect of the targets may need to be examined in the future. In terms of ICT and foreign language knowledge, it is particularly apparent that the use of the PROMETEO 3 services have been by persons with Internet (45.85%), Word (24.39%) and English language (41.60%) knowledge. We can also observe that the project has done particularly well in attracting minority ethnic clients to the services (22.07%).

#### ▪ **Discussion**

It is now possible to make some remarks about the points of strength and weakness of PROMETEO network. Its characteristics can be summarised as follows:

- the network is made of many players that specialise in sometimes different and some other times overlapping functions;
- each player can also promote own initiatives and actions to face local unemployment problems, or to help specific categories of unemployed
- public services are in a central position in the system especially as co-ordinators, but their actions need the collaboration of the entire network for both providing local services and for disseminating information.

The main points of strength of this system can be described as follows:

- a. **Flexibility.** The network allows to detect and face a wide range of local unemployment problems that may be challenging for a single centralized service
- b. **Freedom of initiative.** The free actions of independent operators make it possible to implement autonomous initiatives (*mainly through training provision*) that may lead to innovative ways to face unemployment problems, which is particularly precious in a context characterised by rapidly changing needs
- c. **Public-private cooperation.** The network involves both public institutions – that tend to represent instances of the entire society and not only of one part, and can act as guarantor of equity and non-discriminating practices – and private subjects – which can ensure better alignment with real necessities of companies and worker and higher efficiency of services.

At the same time, the system has some clear points of weakness, namely:

- a. **Redundancy and inconsistency of actions; overlapping.** Too many operators may bring along the risk of same actions performed in relation to the same target. This can reduce the efficiency of the entire system, and can also cause conflicts between parties
- b. **Problematic management of information.** Circulation of information is essential in a loosely controlled network. However, without a centre of collection and delivery of information, local initiatives and actions can remain isolated and can, again, lead to misunderstandings and low efficiency
- c. **Job matching.** Employment services have proven to be ineffective in job matching, due to their scarce resources and competencies, and the inefficiency of the public information system. At the same time, each intermediary has its own approach to job matching, and often its own database. This results in an inconsistent way to face the problem.
- d. **Coordination mechanisms.** The effectiveness of the network rests on autonomy and independency of initiatives by local players, but this can raise the issue of coordination. In absence of strict rules, any player can implement the same services of others, which may result in inefficiencies and conflicts.
- e. **Public-private conflicts.** Private agencies that get profit from recruiting activities may be in conflict with the action of public services that work for the benefit of the whole community. This conflict comes up in various forms, such as: the reservations to share information, the approach to unemployed people (and especially the disadvantaged population), and the role in public funding opportunities.

*“As a consequence of PROMETEO 3 programme activities, new relationships have been established between job seekers, trade unions, VET agencies, Local Authorities and wider PES stakeholders. With funding support from the Tuscany Region, collaborative arrangements have been established that encourage dialogue, knowledge exchange and knowledge transfer between different actors involved in the active policies for labour market. Over the past years the overarching aims of PROMETEO was to build a constructive, innovative and sustainable network, which brings together brokering expertise, and public bodies’ experience directed to the sustainable development of APLM. The Programme also had wider impacts to exploit during the next years and editions. PES and Social Partners are connected in regional and sectoral networks, and there is transfer knowledge and the dissemination of good practice between VET agencies and information across job seekers and temporary workers. Trade Unions provide benchmarking data for use by other players; engage in job seekers’ specific workshops and training events, construct and disseminate quality reports, generate survey data and construct strategic and procedural guidelines and protocols for all participants”. (ENFAP Toscana, Representative)*



### ➤ 3 CASE STUDY

- **Title of Case study:** The Job brokering activities through EU Mobility Programme
- **Name of organisation:** Ce.S.F.Or - **Centro Studi Formazione Orientamento (Rome, Italy)**
- **Contact details:** [www.cesfor.net](http://www.cesfor.net) ; [info@cesfor.net](mailto:info@cesfor.net)

This study concerns the analysis some EU Mobility Programmes (LLP, ERASMUS +) which are used by Ce.S.F.Or. Organisation as a didactic tool for apprentices and other young people in initial vocational training across Europe. It is high on the agenda of the European Union, and by now a regular feature of many national VET-systems as well as a priority for regional authorities and social partner organizations at all levels. The study highlights how Job broker and job brokering activities can be implemented through the EU Mobility Programmes promoting personal development and employability. Job broker can assist providing expertise, information, help and support to apprenticeship mobility projects for the benefit of SMEs, Skilled Crafts Companies, of apprentices and young people in work-based learning and training systems. Mobility grants might be helpful also to compensate the lack of opportunities in depressed local labour markets. In addition, we observe that more and more, even firms support actions to help mobility of apprentices.

- **The organisation's profile**

Ce.S.F.Or. *Centro Studi Formazione Orientamento* is a non-profit organization established in 2000 and **accredited by the Lazio Region as a training institution according to the DGR 968/2007 for the continuing and higher training.** It is also registered as a research centre with the **National Research Register – MIUR cod. 53105KTK** and with the **Register of associations**, established in the **Minister of Labour and the Social Policies**, as an organization which carries out activities in favour of **migrants**. It is recognized by Regione Lazio as Employment Centre

**Ce.S.F.Or. is holder of the Mobility VET Charter awarded by the Erasmus+ National Agency ISFOL**

Over the years, Ce.S.F.Or. has run several European projects, training and update courses in the following fields: Cultural and Creative Industry, Arts, Tourism, Organization of Cultural Events, Enhancement of the artistic and environmental heritage, Communication and new media, Alternative Energies, Health and Social care. The organization has created an Italian and European network, present in 12 countries of the European Union, which works for the integration of the young people and adults in the labour market and in training paths.

Ce.S.F.Or. offers the possibility to gain work experience in the Cultural, Communication, Tourism, Renewable energy and Non-profit Network sectors by doing an internship and by participating in job shadowing sessions for the enterprise creation as well as in guided visits. The institution certifies the competences of the participants and recognizes their learning outcomes through the ECVET credit system and supports active citizenship actions, particularly in the environmental and urban regeneration sector.

Ce.S.F.Or. activities focus on those who are unemployed, young people and adults, workers at risk of social exclusion, migrants and women outside the labour market. It has an experienced and consolidated team of expert counsellors, labour market specialists, project designers and tutors who support the citizens to carry out projects, job placement courses, training activities and mobility abroad

- **Job Brokerage activities through EU Mobility Programmes**

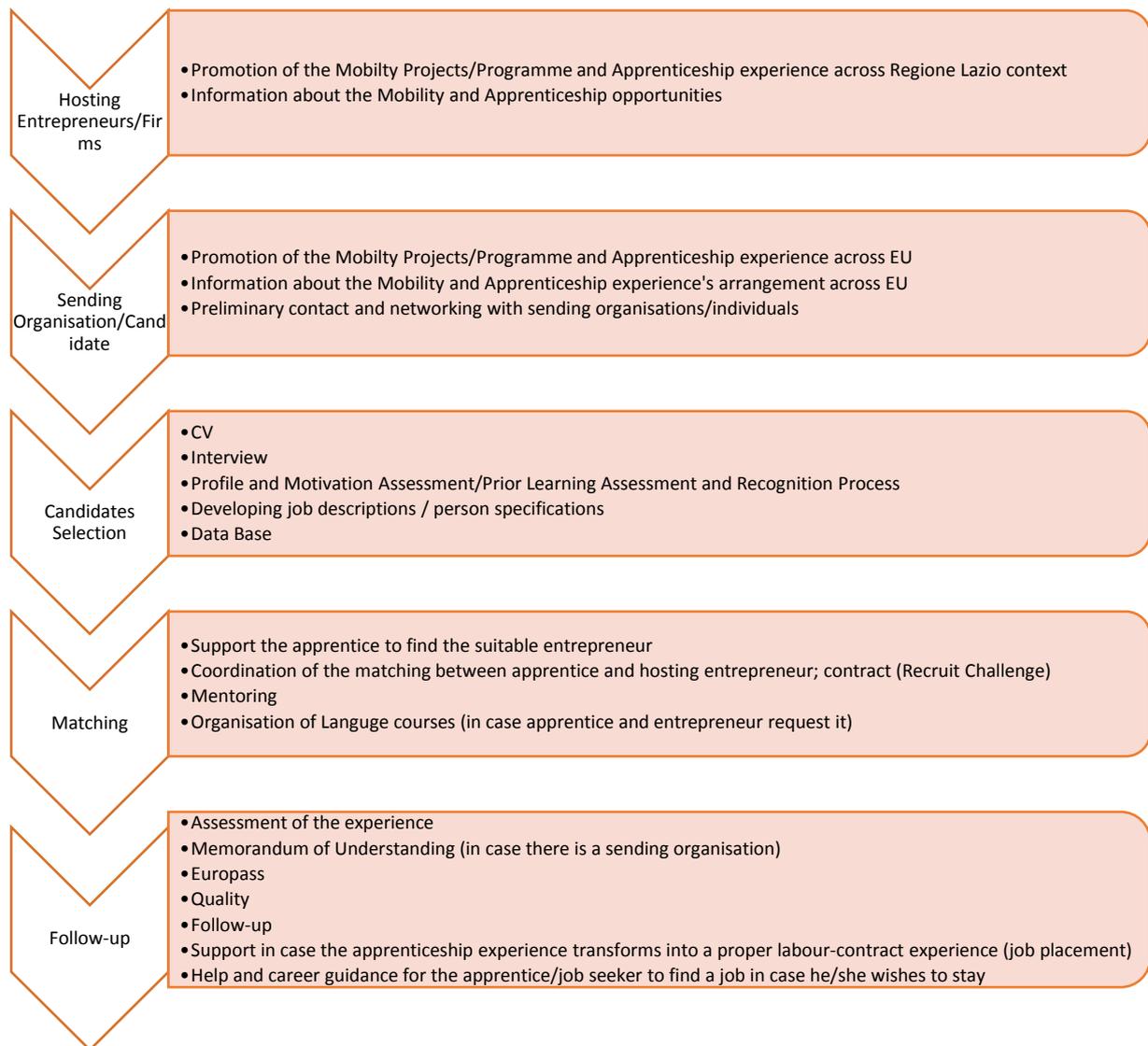
Ce.S.F.Or. have been involving in Mobility Programmes (LLP and ERASMUS +) for more than ten years. The mission of the Mobility projects carried out by Ce.S.F.Or. is to enable young people to undertake Professionalising Apprenticeship experience in Italy, as hosting organization, or across Europe as sending organization.

The main target people to involve the Professionalising Apprenticeship programme are usually young people aged 18-29. It lasts from 1 to 6 months and it is focused on improving the integration of young people in the labour market by providing them with recognized skills. This goal can be achieved by means of an alternation of general and cross-sectional off-company training and more specific on-the-job training.

If we consider Ce.S.F.Or. in the role of hosting organisation, a mobility project is organised according to different main steps. Through the following phases even job-brokerage competencies are requested if we consider that the Ce.S.F.Or. Staff is working to build up a wide network of employers and firms available to host the participants; select and evaluate (usually using standard criteria) the profile and motivation of the candidates; organising language courses if the candidates and employers request it; assess and follow-up the experience or support the candidate and entrepreneur after the apprenticeship period in case it is transformed into an effective labour-contract experience or help apprentice/job-

seekers to find a job in case the participants wish to stay in Italy. Conversely, if we consider Ce.S.F.Or. as “sending organisation”, the job-brokering STAFF can be involved also in promoting the Mobility programme and Apprenticeship activities through PES, schools, Universities and other VET organisations in order to find candidates available to be involved.

▪ **Image – Main job-brokering activities through the Mobility/Apprenticeship programme arrangement (Ce.S.F.Or. – hosting organisation)**



▪ **Follow-up and main labour-economic sector involved**

Ce.S.F.Or. can activate up to 160/170 apprenticeship experiences every year. Some experiences have transformed in effective job placement after the apprenticeship programme period. It happened both when Ce.S.F.Or. is working as “sending” and as “hosting”. In both cases, even it is not mandatory, Ce.S.F.Or. staff is available for brokering service provision to participants and entrepreneur delivering: further post apprenticeship support; job contract requirements and arrangement; fiscal assistance.

In some other case, at the end of the period, those apprentices have requested to stay for an extra time long in Italy or in another EU Country in order to find new job opportunities, Ce.S.F.Or. staff is available for brokering service provision to participants delivering:

- On-going training support to ensure that the employee continues to develop their skills to meet the employer's needs
- Career Guidance
- Interview practice sessions with constructive feedback to help to prepare the candidate for a new job experience
- Fulfilment of job vacancies or PES database
- Jobseekers assistance to find and apply for the right job.

In this case, Ce.S.F.Or. can use other EU Programme (ESF; Youth Guarantee) to support the job-brokering service provided.

The main labour-economic sectors involved in the Apprenticeship programme, as hosting firms already included in the Ce.S.F.Or. network through the Regione Lazio are:

- Tourism
- Catering
- Retailing firms (micro companies)
- Creative and Cultural Industries

*“From our experience with EU Mobility programme for apprenticeship, I can state that working abroad is particularly attractive for young people. Yet there are still many obstacles that, in practice, hinder free movement: these need to be removed to make it easier for young workers to move and work within the Union and acquire new skills and competences. Young people are often willing to work abroad, but do not take up job opportunities in other countries because they are not aware of them, and because of the costs of moving. Advice and financial support given by some EU programmes to cover the training or apprenticeship costs of young job applicants in the new country, as well as some of the integration costs usually borne by the employer, could contribute to better matching labour supply with labour demand, while giving young workers valuable experiences and skills” – (Ce.S.F.Or. representative)*

## 8. Conclusions

In this final section, we highlight issues and trends we noted in our research that we believe are critical to become an effective Job Broker in Italy. These issues also have important implications for the larger organisations and players involved in the ALMPs services/activities that aim at meeting labour market demand and supply by matching job seekers to employers. This report has identified the following major issues, which are also at the center of current debate on labour policies in Italy:

- The **persistence of high rates of unemployment** along with the **dramatic situation of young people** and the **gaps between north and south** in all social and economic indicators still represent a real concerns for the Italian socio-economic and welfare system.
- The labour market reform, **Jobs Act**, adopted since 2015 and the subsequent measures, is addressing some important shortcomings. It has the potential to reduce duality, promote open-ended recruitment and favour labour reallocation. It also sets out the requirements for the certification of private entities (APL - AGENZIE PER IL LAVORO) allowed to provide job brokering services and lays down the procedure to be followed by the unemployed within public programme like ESF.
- The **persistence of weaknesses of the employment services and active labour market policies**. Employment services have proven to be ineffective in job matching, due to their scarce resources and competencies, and the inefficiency of the public information system. At the same time, each intermediary has its own approach to job matching, and often its own database. This results in an inconsistent way to face the problem. Too often, PES players have weak relationships with employers and the whole system meets a fragmentation of competences between regions (in charge of employment services and active labour policies) and the State (in charge of social protection systems, incentives and employment regulation) making it difficult to integrate active and passive policies and results through a highly differentiated quality of services and with fragmentation of measures and regulations across regions.
- Some good examples of local **job brokering networks** among different job-brokerage organizations but there is still in Italy a general low presence of such networks composed of many public-private players to face local unemployment problems, or to help specific categories of unemployed.
- While some efforts to improve the **alternatives between education and work** have been made. However, many measures, especially those targeting early school leaving and disadvantaged-at-risk groups like immigrants and disables are still at a very early stage and the resources allocated are too scarce to improve the situation.
- The more effective **use of the European Structural Funds (like ESF)** to address the structural problems of the Italian labour market is requested also in order to provide

effective VET programmes better aligned to the employers' needs and reducing the specific problem of skill shortage/mismatch.

The project "Job Broker" focuses on the role of Job Broker working with publicly-funded programmes to support job-seekers – such as national public employment services, or ESF programmes or similar. Considering the issues explored through the research in the Italian and some local contexts, we can identify some points to include to address the training and development needs of Job Broker role for improving accessing employment, based on the principle that an effective job brokerage intermediary service can improve the efficiency of the labour market in terms of bringing appropriate employers and employees together.

▪ **The emerging Job Broker role against the current Italian Job brokerage services and organizations**

Considering the increasing relevance of the "payment by results" criteria and the growing importance of performance measures in the area of active labour market policy in Italy, especially through the accredited employment organisations (APL) working with public programme (like Youth Guarantee or ESF scheme), the emerging role of job broker can play a critical role as intermediary agent in setting up the service, identifying all the stakeholders, liaising with VET scheme colleagues and coordinating relevant information about the job-seeker; being qualified or trained; improving the quality and the effectiveness of the services themselves. For this reason, it is noted that the evolvement of the job broker function is not so much an invention of our Country but can be regarded as a necessity in reaction to a change in public funding schemes. It is not enough to provide a good counselling or to bring job seekers to a successful completion of a training course. The only indicator that counts (and is paid for) is a sustainable job entry and in some case an effective job placement. To clarify the role that a job broker can have, also through/after training skills development, within the organisations working in the framework of publicly-funded schemes for employment access, it could be identified:

- Within the public employment services, job broker is not responsible for the administration of unemployment benefits. However, he would **provide more attractive services for job seekers and employers** through one-to-one, **personalized support** provisions; delivering "package" of advice, support and guidance that **are tailored to individual specific needs** effectively. The placement activities of job brokers would be more comprehensive and include e.g. **extensive profiling** (on both sides – the job seeker as well as the employer and its concrete personnel demand), **post placement support**.
- Within the career counsellors/advisors centers, job brokers would work not only in the interest of job seekers but also in the interest of employers. Therefore, to be effective, they need **extensive knowledge about employer needs**, which are often sector-specific.
- Within APL (Agenzie per il Lavoro) in Italy, with the "payments by results" criteria, job brokers' services are adopting a more employer-focused action **developing strong links**

**with local employers** and a **good understanding** of their needs and expectations. They can **build good relations** with, and understanding of the local community; based on consultation. They develop links to the wider labour market, not just to jobs in the immediate area. Against the job seekers, the job brokers are taking the **capacity to advise and refer** individuals to a range of appropriate services in order to meet their needs.

- In the context of vocational training institutions, job brokers can work with clients who are close to entering the labour market while training providers typically focus more long term on job seekers further from the labour market. They have **an extensive knowledge of the public scheme and ALMPs** at EU, National and local level and they can develop **effective partnerships** with other job brokerage organisations to enable organization to meet the range of needs of all of its clients.

#### ▪ **Working Effectively with Employers**

Good job brokerage agencies are highly proactive in learning the employer's needs. Understanding and meeting these needs is the key to developing lasting employer relationships. Once job broker has established a **good relationship**, he should raise the issue of **human resource planning**. For example, if the employer knows they will have a particular vacancy in the near future, job broker can start preparing clients with **customized training**. To provide effective job brokerage services for employers, our analysis highlighted that in Italy the Job Broker should provide the following main services also improving and reinforcing specific skills and capabilities

- To meet an employer's needs Job Brokers have to know the business they are in (as stated in the interviews). Developing **specialist knowledge of sectors** such as retail, construction, or financial services is a key factor in successful employer relationships.
- Understanding the full range of clients, their needs and how you can work with them effectively. This includes seeing the employer as a key client within the chain ensuring that **post-employment support** (almost outstanding in the current services delivered in Italy) is provided that meets the needs of the jobseeker and employer to ensure effective retention and ongoing "business" from the employer.
- Employers want a quick and efficient service (as highlighted from some interviews). This means that Job Broker has to broker the full range of services on offer to meet their needs. Good capabilities in **human resources management and strategic planning** can "bridge the gap" between the employer's world and the jobseekers.

#### ▪ **Working Effectively with Job Seekers**

The research shows that jobseekers have usually a vast range of needs and they are all at different stages of job readiness. Good job brokerage services are highly effective at finding out what every person needs to help them into work. Even if such needs cannot be met directly by the organization, **understanding the barriers** to work will demonstrate empathy

with the jobseeker. The **initial assessment** should be a systematic process that identifies the full range of needs of the jobseeker, **including basic skills needs as well as vocational skills**. There should also be a focus on the **soft skills** such as confidence and self-esteem that will help a jobseeker get and keep a position.

**Working in partnership** among private and public job brokerage agencies as “PROMETEO 3” case study shows, to provide a coordinated service that could be an effective way to help the job seekers with the skills they need before they start with a company. Collaborative relations between institutional actors would be necessary also on a European level in order to attain the employment and economic objectives fixed by EC and training and skills development provisions could surely benefit from this. Through job brokering networks, a complex set of systems and processes is working together to meet the diverse needs of a range of clients (in our case job seekers and temporary-contract people), therefore the Job broker’s **information management** needs to be robust. **Good organizational planning** is essential to make this happen. Organisations must have a clear vision of what they want to achieve in order to shape their activities. Sometimes it was noted in our analysis that a diverse range of activities is unlikely to be funded by just one source; therefore, the ability to access a range of public funds to pay for different activities is important. This requires an investment in effective **contract management** and **project design** to ensure compliance as well as to maximize the impact of the activities.

Once job seekers’ needs are accurately assessed (and agreed by the jobseeker) a clear plan should be drawn up, showing the specific actions needed to make the candidate into a better prospective employee or other labour experiences like “Ce.S.F.Or.” case study shoes through the EU Mobility programme for apprentices. The plan should be reviewed regularly to check on progress. Good job brokerage agencies are able to match a jobseeker’s training needs with **the appropriate high quality training** (see also the three case studies analyzed in this report). They also ensure that the client remains job focused throughout such training. The provision of **targeted work experience** should also be considered as a way of introducing jobseekers to the workplace and to employers like “ERIFO” case study highlights through the Youth Guarantee Programme. Other job brokerage support like short trainings to prepare for application processes (e.g. how to write a CV, how to act in job interviews etc.) can be also needed.

As requested by the job seekers through the interviews, good job brokerage agencies should have a structured approach to **supporting the jobseeker (and employer) once the job has started**. This could include telephone calls and visits to see how they are getting on or also providing on-going support to ensure that the employee continues to develop their skills to meet the employer’s needs like for example Ce.S.F.Or. is currently doing with the apprentices.

### ▪ **Effective Project Management**

Very important to the success of such professional role is **effective management** of all the elements of service and support that a jobseeker receives. This is often linked to the **initial assessment and review process** to ensure that needs are identified and services structured in an individual way around those needs. Just like employers, **jobseekers want a quick and efficient service** (as they informed us in the interviews). In order to improve the job brokering capabilities for staff working with employment services in marketing and promoting the service to both employers and job-seekers effectively, along with training skills development provisions, it was noted that it can be necessary also developed within the organizations effective **quality assurance framework**. This can be considered like a set of criteria that define good job brokerage services. We noted that, if we exclude some accredited organisations for employment services (APL), mainly if they are working with EU scheme/programme, there is a general lack of this approach and method in Italy. The quality framework has a series of questions across each area and providers/job broker can assess how far their organization meets the standard. The key to success is to involve a range of staff and clients in self-assessment and to take an effective, proper view of performance (for e.g. ERIFO is doing it through the Youth Guarantee Programme activities). Following the **self-assessment process**, a development plan should be defined that builds on personal strengths and addresses areas of weakness, enabling staff to reinforce and review constantly its own expertise.

When looking at the job broker qualification, as we reported in the first part of this report, in Italy we do not have yet a formal qualification available within our Regional Qualification Frameworks (RQF) that clearly addresses the job profile of job broker. If we only observe the Tuscany and Lazio Region, the two Regions where we addressed analysis and carried out interviews, their qualification framework are currently regulating three professional profiles that we can consider being included in the “career and information guidance services” area and closer to the job broker:

1. Orientatore (Lazio Region)  
([http://www.regione.lazio.it/rl\\_formazione/?vw=professionidetttaglio&id=532](http://www.regione.lazio.it/rl_formazione/?vw=professionidetttaglio&id=532) )
2. Addetto all'informazione, accompagnamento e tutoraggio nei percorsi formativi e di orientamento e inserimento al lavoro (Tuscany Region)  
(<http://web.rete.toscana.it/RRFP/jsp/OperazioniRfpFigure/stampaSchedaFigura.jsp> )
3. Tecnico dell'analisi dei fabbisogni individuali, della consulenza per lo sviluppo dell'esperienza formativa/lavorativa e della validazione delle esperienze (Tuscany Region) –  
(<http://web.rete.toscana.it/RRFP/jsp/OperazioniRfpFigure/stampaSchedaFigura.jsp> )

They can work in PES, APL and career guidance organisation (VET, Schools, Universities etc...). Their training and professional framework can usually be related to IV EQF Level

(Upper secondary education diploma); V Level (Higher technical education diploma) or VI Level (First level academic diploma; Bachelor degree).

Finally, we would like to remind that this study could have a clear limitation related to the fact that the recent institutional reforms of the Italian local governments (province) are changing the context in which employment services have been developed until now. In addition, we have to consider that we are still expecting a full implementation and effectiveness of the recent Jobs Act reform entitled to deeply reform the Italy's labour market policies and institutions, as it was adopted only since June/September 2015.

Therefore, while the results of the secondary analysis and the lessons drawn from the case studies remain valid in general, in the future they might not apply to the other cases illustrated that can rapidly change.

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Miriana Bucalossi	Officer	Regione Toscana
Rita Pisanello	Officer	Regione Toscana
Monica Becattelli	Coordinator	PES (Siena)
Andrea Buscioni	Employer	Private Company
Ernesto Russo	President	CESFOR (APL)
Giovanna D'Alessandro	President	ERIFO (APL)
Valentina Conticelli	Employee	ENFAP Toscana (VET)
Rodolfo Zanieri	Coordinator	UIL Toscana (Trade Union)
Silvia Marchesi	Employee	CESAT (VET)
Luigi Coppolaro	Employer	Private Company
Ely Pacchiarotti	Job Seeker	
Lorenzo Ballini	Job Seeker	

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- Ce.S.F.Or. - [www.cesfor.net](http://www.cesfor.net)
- Programma Garanzia Giovani - [www.garanziagiovani.gov.it/Pagine/default.aspx](http://www.garanziagiovani.gov.it/Pagine/default.aspx)

## Vienna, Austria

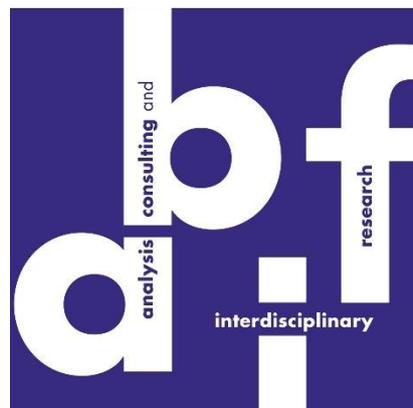
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# 1. Introduction

The regional focus of the research activities of abif is on the Vienna region. There are two main reasons why we decided to specifically focus on this region. The Viennese economy and in relation to that the labour market has some characteristics that are different from the rest of Austria. For instance, the service sector has a much more prominent role than in other regions of Austria. Secondly, the creator of this country report – abif (analysis, consulting and interdisciplinary research) is situated in Vienna and therefore its network to organisations active in the field of active labour market policy (e.g. public authorities, contractors to the public employment service, the public employment service itself etc.) is focused on Vienna. On the one hand that made it easier to find interview partners for our primary research from organisations based in Vienna or who are active in the Vienna region. On the other hand – when looking into the future of our project – the job brokers who are likely to cooperate during the pilot phase will most likely be from Vienna, which as mentioned before has its own characteristics.

Job Brokering for job seekers in the field of active labour market policy mainly takes place in two areas. First the Austrian PES itself and secondly organisations that are contracted by the PES to carry out measures to support job seekers. Overall importance of Job Brokering in Austria in the frame of active labour market policy is growing in the past years. Before the focus of active labour market policy was more on stabilisation, activation and to make job seekers job ready. Examples are short trainings to prepare for application processes (e.g. how to write a CV, how to act in job interviews etc.) and trainings that prepare for a specific job. The actual placement of job seekers was left in the hands of the job seekers. However, also due to rising unemployment rates, the importance of quantitative indicators especially the placement rate grew in the field of active labour market policy which in turn led to more attention to the actual placement of job seekers. That is true for the PES itself and their placement activities and also for contracted organisations that carry out measures to support job seekers on commission of the PES. Therefore, the focus of this research is on the job brokering activities of the PES and specifically on contracted companies who support job seekers because the measures carried out by them often target disadvantaged groups on the labour market (e.g. people with low qualifications, long term unemployed, people with health issues or disabilities).

The research process consisted of a desk research to in order to have a general overview of job brokering activities in the frame of active labour market policy. Also the aim of the desk research was to identify appropriate interview partners for the primary research. Here we conducted interviews with employer/employee representatives, executives of the PES, executives of Organisations that carry out measures to support job seekers, job brokers and vocational counsellors as well as job seekers.

## 2. Unemployment and socio-economic factors of deprivation in Austria and Vienna

For a long time, Austria was considered as a safe haven concerning unemployment. Although Austria is still a country with a rather low unemployment rate the trend on the labour market goes into a quite negative direction.

### Unemployment in Austria

In the year 2015 in Austria 428.519 people were unemployed. That means an unemployment rate of 5.7% according to EU-Definition<sup>42</sup> of the unemployment rate. According to the national definition the unemployment rate in Austria in 2015 was 9.1%. With that rate Austria has the second lowest unemployment rate in the EU behind Germany. However, as mentioned above, the unemployment rate is rising in the past years. Since 2011 a constant growth of the unemployment rate could be observed. In 2011 the unemployment rate was 4.6% according to EU-definition. For 2016 the estimated unemployment rate is at 5.9% which means a relative growth of 28%.<sup>43</sup>

All over Europe for youngsters and young adults (15-24 years) it is specifically hard to find a Job. Also in Austria youngsters are slightly stronger affected by unemployment than the average with 10.6% unemployment rate. With that value Austria has one of the lowest unemployment rates for this age group in the EU. The average unemployment rate for this age group in the EU is 20.4%<sup>44</sup>. Here the trend is also negative and a constant growth of unemployment rates could be observed since 2011. Here the relative growth was 19% in this period. An important issue in relation to youth unemployment is the number of youngsters who leave school without completing any kind of vocational training and who are unemployed. The number of the so called NEETs, young people between the age of 15 and 24 who are not in employment, education or training, was 73.200 in 2015 which corresponds to a rate of 7,5% of this age group.<sup>45</sup>

In the last years the situation for older job seekers (50+) became more and more difficult. It is the group where unemployment increased the most to the year before (+12%) compared to 2014. Looking at demographic trends this situation is quite problematic because the working population gets older and so the number of job seekers who are older than 50 years is very likely to rise in the future if no counter measures could be found.

Unemployment of people with migrant background was 17.2%. The share of people with migrant background in the total population of Austria is 38.6%. In the age group of 15-24

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<sup>42</sup> On a more detailed level no unemployment rates according to EU-Definition could be found. Therefore detailed information about unemployment rates in Austria and Vienna are based on the national definition of the unemployment rate which always shows substantially higher values than the EU-definition.

<sup>43</sup> European Kommission

<sup>44</sup> EUROSTAT, OECD

<sup>45</sup> [http://www.statistik.at/web\\_de/statistiken/menschen\\_und\\_gesellschaft/arbeitsmarkt/arbeitslose\\_arbeitssuchende/index.html](http://www.statistik.at/web_de/statistiken/menschen_und_gesellschaft/arbeitsmarkt/arbeitslose_arbeitssuchende/index.html)

years 19.000 people were unemployed. Almost 40% of unemployed youngsters have a migrant background.

For people with health issues or disabilities it is specifically hard to find a job. In 2014 57.594 people with health issues were registered unemployed. Their share of all unemployed people is 18.3%.

A specific alarming problem is the fact that unemployment becomes for more and more people a permanent situation meaning that the share of long term unemployed is currently rising very strong. In March 2015 the number of Unemployed people who were at least 12 months out of job was 24.135 which means a growth compared to the previous year by 159%.

### Unemployment in Vienna

This study specifically focuses on the Viennese labour market. Below table shows unemployment rates for different socio-economic variables and compares them between Austria overall and the Viennese labour market. The figures show that the Vienna region is much more affected by unemployment than the Austrian average. Looking at the different dimensions it can be seen that men are much more affected than women, youngsters are the most affected of all age groups and that foreign citizens are much more affected than Austrians.

Dimension	Characteristic	Austria	Vienna
sex	Male	9,8%	15,4%
	female	8,3%	11,3%
Age	Up to 24 years	9,2%	15,0%
	25-44 years	9,1%	13,7%
	45 and higher	9,1%	12,7%
Nationality	Austria	8,1%	11,4%
	Foreign country	13,5%	19,4%
overall		9,1%	13,5%

A significant aspect in this context: More than half of the unemployed in Vienna only completed compulsory school as highest level of education. Among those women and men living in Vienna who have no qualification beyond completion of compulsory school, the unemployment rate today is 21.1 percent, whereas it is only 9.8 percent among people with a completed apprenticeship<sup>46</sup>.

Current economic forecasts reflect this problem: Employment in Vienna is set to continue to increase by 2016. However, the major part of this will account for scientific professions in the area technology and natural sciences and qualified professions in the healthcare sector. In Vienna, the "service state", there will hardly be any additional demand for people who

<sup>46</sup> [http://www.waff.at/html/en/index.aspx?page\\_url=Arbeitsmarkt\\_in\\_Wien&mid=341](http://www.waff.at/html/en/index.aspx?page_url=Arbeitsmarkt_in_Wien&mid=341)

have no qualification beyond compulsory school (grade 9). This means that the situation on the labour market will become even more difficult for low-qualified employees<sup>47</sup>.

## Demographics in Vienna

Besides the economic development demographic trends cause hard challenges for the Vienna labour market. The two main driving forces is the ageing of the population and migration to Vienna.<sup>48</sup>

Vienna is a European immigration city. Since 2005 the Viennese population grew by 10% from 1.632.259 in 2005 to 1.766.746 in 2014. Until 2029 it is estimated that the population will grow by 250.000 and the total population will be over 2 Million. The extensively rise in refugee numbers in the last two years was not part of this estimation and will be an additional challenge for the labour market.

Over one third of all immigrants coming each year to Austria, move to Vienna. The majority of them comes from Europe. 1 of two of Vienna's inhabitants has a migrant background which means that this person or at least one part of his or her parents was not born in Austria.

In 2014 the population of Vienna shows the following pattern concerning the share of foreigners. 24% of the population are foreigners whereby 10% are from the EU and another 14% from third countries. Foreigners from Countries with a share of at least 1% of the overall population of Vienna are: Serbia & Montenegro (4%), Turkey (3%), Germany (2%), Poland (2%), Bosnia & Herzegovina (1%), Romania (1%), Croatia (1%), Hungary (1%).

The share of Vienna's inhabitants with a migrant background is 36%

As mentioned above foreigners have a higher unemployment rate than the average in Vienna.

An important issue is the age structure for the population<sup>49</sup> because it relates to the size of the working population and therefor has an important influence on unemployment rates. In the next years the growth of the overall population of Vienna will lead to slight shifts in the age structure, which is characterised by different dynamics. The number of youngsters under 15 years will rise approximately by 16% (+40.000) until 2024. In a medium term perspective there will be no growth in this age group. It is estimated that in 30 years the growth from the level in 2014 will amount 18%.

For the age group 15-30 years a growth of 5% (+19.000) is predicted until 2024. Also the age groups relevant for employment will rise by 9% (20-44 years) and 6% (45-59 years) until 2024. Until 2044 there could be a total growth of these two groups by 8% compared to 2014.

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<sup>47</sup> [http://www.waff.at/html/en/index.aspx?page\\_url=Arbeitsmarkt\\_in\\_Wien&mid=341](http://www.waff.at/html/en/index.aspx?page_url=Arbeitsmarkt_in_Wien&mid=341)

<sup>48</sup> <https://www.wien.gv.at/menschen/integration/grundlagen/daten.html>

<sup>49</sup> <https://www.wien.gv.at/statistik/pdf/wien-waechst.pdf>

Besides developments in the population also the structural change of Vienna's economy is a driving force when it comes to unemployment. On the one hand there are industries which are characterised stagnation and therefor will most likely not offer any additional job opportunities in the future. Especially two sectors will show stagnation and that is the transport & logistics sector as well as public services. In addition, there are also sectors that have and will decline. In the production sector the number of jobs is declining over the past decades. However, the major restructuring processes and corresponding waves of layoffs are over and there will only be a smaller number of job losses in this sector in the future. Currently the financial sector is under high pressure. In recent years this sector is characterised by hard rationalisation measures leading to many layoffs in this sector. It is estimated that this development will proceed in the upcoming years. Overall a shift to the service sector and corresponding good job opportunities could be observed in the past decades<sup>50</sup>.

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<sup>50</sup> Eichmann/Nocher (2015): Die Zukunft der Beschäftigung in Wien – Trendanalysen auf Branchenebene

### 3. Publicly-funded employment services in Austria and Vienna

Concerning publicly funded employment services the most important actor in Austria is the PES. It administers public funded schemes (e.g. unemployment benefits, subsidisation of initial and further vocational training, temporary subsidised employment) designed to support job seekers, carries out support measures for job seekers (counselling, placement) and also companies (e.g. recruitment of staff) by itself and/or outsources specific support measures to external providers (all kind of support especially for job seekers who are not job ready and need additional assistance). In addition, the PES also gathers provides information (occupational profiles, sectors with high/low demand for new staff etc.) about the labour market that help to foster transparency.

The Public Employment Service has the task of advising workers and finding jobs for them, as well as filling vacancies of which it is notified. During unemployment, people can claim unemployment benefit as a means of subsistence, and during longer periods of unemployment they can claim unemployment assistance. However, as visualized in the figure 2 employment services performed by the PES consist of three main areas:

- AMS services for job seekers (AMS advisors)
- AMS enterprise service
- ICT services for job seekers and enterprises (eAMS-Konto, eAMS-job room)

Austrian PES advisors (job brokers) – More than the half of the employees of the Austrian PES are so called “AMS-BeraterInnen” (PES-advisors) who are – beyond other activities like administering unemployment benefits – responsible for job brokering activities. Activities in the area of job brokering are<sup>51</sup>:

- Registration of job seekers
- Handout of application documents
- Preparation of “assistance plan”
- Planning of Further training activities
- Acceptance of notified vacancies
- Placement services

All activities are bunched in the hands of one advisor who is responsible for around 200 job seekers. Each advisor is specialised for a specific field of occupations (holistic placement & support approach).

One important principle for the work of AMS advisors is a segmentation of Clients in four different groups – Info-, Service-, Assistance- and Integration Clients. For these groups services of the AMS are organised in three “zones”:

- Info-zone – for the majority of clients, a “basic package is provided consisting of Information, placement support, and securing subsistence.
- Service-zone – specifically for clients with a rather low need of support and entitlement for wage replacement benefits. Clients receive placement and

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<sup>51</sup> Sell, Stefan (2006): Modernisierung und Professionalisierung der Arbeitsvermittlung. Strategien, Konzepte und Modelle unter Berücksichtigung internationaler Erfahrungen, Gutachten der Friedrich-Ebert-Stiftung

subsistence benefits from “one hand” (around 75-80% of job seekers). In this zone also the selection of Customers who have need for the last “advisory zone” takes place.

- Advisory zone – for clients with a high demand for support (which is automatically assumed after a period of 3 months’ unemployment). Here an individual “assistance plan” is worked out in collaboration with a client. A broad range of support options are available.

This segmentation of clients and related service zones follow the principle “focus of resources according to case severity” with a focus on job seekers who are hard to place, examples are:

- Long-term unemployment
- Absence from the labour market while bringing up children
- A lack of language skills
- No qualifications or obsolete qualifications
- Older age
- Health problems, disabilities
- Addictions (alcohol, medicines, illegal drugs)

External entities are often called in to support the PES in providing counselling and assistance services for such specific problems. There is a tradition of cooperating with external providers in certain fields, i.e. the PES purchases their services to promote training and continuing training, specific counselling and support services, job brokering, employment in the secondary labour market, business start-ups, advice to employers concerning flexibility and HR development, active ageing, etc. There is a range of bigger and smaller organisations who work on behalf of the PES. Examples of such entities are the BBRZ (Centre for Vocational Education and Rehabilitation) who offer training and job brokering for job seekers with health issues or the bfi (Vocational Training Institute) who carry out a range of activities like job brokering for long-term unemployed or the implementation of labour foundations (described below)<sup>52</sup>.

Besides these activities in relation to bring job seekers back to work that are carried out by the PES itself or by external entities on behalf of the PES there is a range of legal schemes that support labour market integration of job seekers. Some examples are:

**Retraining Benefits (Umschulungsgeld)** are designed to provide income support to persons entitled to placement in their former occupation (Berufsschutz) and ready to participate in occupational rehabilitation programmes. This only applies to persons who have not turned 50 prior to 1 Jan 2014.

**Allowance for Course and Course-related Costs** are paid to eliminate and/or reduce financial barriers (added financial burden) generated by the duration of suitable programmes or by the distance between home and place of these suitable training measures, including initial or further vocational training, career guidance, measures to

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<sup>52</sup> Federal Ministry of Labour, Social Affairs and Consumer Protection (2014): Basic Information Report: Labour Market Policy – Institutions, Procedures, Measures. Reporting Year 2013/2014

gather work experience or be trained for work, active job search programmes or participation in a labour foundation schemes.

**Subsidies to training establishments & subsidised training participants** are intended to support placement of those who are out of work and to secure jobs at risk. Training providers receive subsidies to reimburse up to 100% of their expenditure on training and continuing training measures: guidance (career guidance, preparation for work courses), skills development and training, continuing education and training, active job search, work experience and training for work (teaching staff and overheads).

**Labour Foundations** are designed to contribute to the vocational reorientation and upskilling of unemployed people and to facilitate their reintegration into the labour market. These measures include career guidance, skills training, active job search, practical training in the form of internships. A key feature or objective of a foundation is targeted, market-driven skills training of participants. Another main feature of an AST is the involvement of affected companies and/or regional labour market actors to gear the skills training of unemployed people as much as possible to the requirements of the company and the regional labour market. Target group are registered unemployed whose jobs have become redundant because of restructuring policies or economic difficulties, with special attention being paid to older job-seekers; young job-seekers. Labour foundation programmes have been introduced by the social partners to support the necessary structural changes and related adjustments through appropriate labour market policies.

Two main types of labour foundations are available: outplacement and ‘emplacement’ foundations, though elements of the two categories can be combined. A labour foundation (outplacement-type foundation) is a targeted skills enhancement programme carried out in cooperation with the employer concerned in the early stage of redundancy or pending redundancy for a larger group of workers made redundant by staff cuts. ‘Emplacement’ foundations, on the other hand, are used to address special manpower shortages.

An emplacement foundation is a special programme of a foundation provided by one or several enterprises in a region or sector affected by manpower shortages. This supra-company approach also enables SMEs to access emplacement foundation programmes.

Another option are target group foundations. These are labour foundations launched by collective bargaining entities of employers and employees (Austrian Economic Chamber – WKO – and Austrian Trade Union Federation – ÖGB) to address exceptional economic difficulties of specific LMP target groups (in particular by offering training to young job-seekers). In principle, both emplacement and outplacement foundations are appropriate for this purpose.

Under outplacement foundations, funding is available for the costs of career guidance, training and continued training provided by external providers, active job-search and allowance for course-related additional costs. Under emplacement and target group foundations, only the cost of training and continued training by external providers is eligible for financial support. Under company foundations, financial support is restricted to funding the costs of allowances for course-related additional costs.

## 4. Employment in Vienna

At present, Vienna is confronted with the great challenges typically faced by growing cities. According to the latest forecast, Vienna will reach the two million inhabitant mark in 2029. Vienna is Austria's economic centre and has acted as a business hub for its Eastern neighbours since the fall of the Iron Curtain. In 2013, Vienna's gross regional product amounted to about 83 billion euros, which is about a fourth of Austria's value added. In addition, Vienna is also Austria's leader with regard to productivity measured in terms of gross regional product per employee. In Vienna this value amounts to 81.800 euros, which is 13% above the Austrian average. The shares of the three economic sectors, i.e. the primary (agriculture and mining), secondary (industry and commerce) and tertiary sector (services), in total economic output are different in urban agglomerations and rural regions. In Vienna, about 87% of all persons employed work in the services sector and generate an approximately equally large share in the city's value added. With a share of 85.5% in gross value added, the service sector is Vienna's most important business sector. However, with 14.5%, industry and commerce also account for a significant share, while the primary sector has a share of less than 1%. In 2009, the impact of the global financial crisis was also felt by Vienna. The city's economy shrank by 3% in real terms. However, economic performance decreased less markedly than in Austria as a whole, since due to its different economic structure (larger share of services) Vienna usually experiences less fluctuation in economic activity than the whole of Austria<sup>53</sup>.

Important trends with labour market effects are<sup>54</sup>:

- Demographic change, employment and consumption patterns, technological progress (digitalisation)
- Structural change, growing importance of ecology (green jobs), economic situation & policies
- More relevant for employment in the past 20 years than structural change between economic sectors is the massive growth of jobs that need high qualification. Therefore today almost 50% of all employed people work in high qualified jobs (at least ISCED Level 3).

Growing population will presumably lead to more employment. Especially in sectors like education & training, basic supply & consumption of goods & services. Also the expansion of infrastructure like housing, schools, hospitals, leisure facilities, public transport etc. are likely to have positive employment effects. Due to demographic change and the aging of population employment in health and care services will rise. Climate change and the political goal of a low carbon economy will lead to a rise of green jobs. Also positive employment effects come from the fact that Vienna is the capital of Austria (public service), East-European Hub (many headquarters in Vienna), tourism destination as well as university and service centre of Austria.

Concerning employment, the following trends can be observed for Vienna. There is a dynamic growth of employment due to growth of population in the past 10 years combined

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<sup>53</sup> N.N. (2014): Business Location Vienna, Statistik Journal Wien 3/2014

<sup>54</sup> Eichmann/Nocher (2015): Die Zukunft der Beschäftigung in Wien – Trendanalysen auf Branchenebene

with significant increase of jobs in high qualification segments. One of the major challenges in the next 15 years will be to create jobs for the growing population of Vienna which will reach the 2 million mark in 2030. On the negative side there will be loss of employment opportunities due to technology driven rationalisation measures (industry 4.0, online commerce). In Vienna it is more likely that these effects are stronger in the trade sector than in the production sector.

These trends will have different effects on different sectors concerning job opportunities. High growth of employment is predicted in health & care services, education & training, tourism & hospitality, ICT, knowledge based corporate services including R&D. Small growth of employment is predicted in construction and culture & creative industries. Stagnation is predicted in transportation & logistics and public services. A loss of jobs is predicted in production of goods and finance sector where a phase of severe rationalisation measures has just started.

Despite above described sectors with rather good job opportunities in the future the labour market is currently marked by a stronger supply of labour than demand. On the other side enterprises can't find qualified staff for open vacancies. So one major barrier that prevent job seekers from taking job opportunities is low qualification or the lack of fitting qualification.

Job opportunities are quite good for job seekers with rather high qualifications. There are much lesser confronted with the risk of unemployment. However, they often work in occupation they were not trained for or are below their qualification level. Therefore job seekers with at least ISCED Level 3 have rather good job opportunities.

However, there is a range of other barriers that hinder job seekers from getting back in job like health issues or disabilities, Age (especially young people with no work experience, and job seekers above 50+) or longer periods out of job. In the current situation of rather high unemployment figures these barriers make it specifically hard for those confronted with them especially when two or more of this barriers are combined in one person.

One instrument to tackle the lack of skilled manpower and to improve low skills of job seekers are the above mentioned emplacement foundations. They work the following way. One or more enterprises in need of qualified staff may join or establish an organisation which under defined circumstances will be recognized by regional AMS as an emplacement foundation, which gives participants the right to get tailor-made training and qualification according to the needs of the involved enterprises, participants can receive unemployment benefits up to 3 years participating in the foundation.

A specific issue in the Austrian context is the dual form of vocational education that is available for persons who have completed compulsory school. The main target groups are young people but in recent years this form of qualification has been opened much more to adults who have the possibility to complete their apprenticeship training in a period of 18 months.

For the group of the young people the main challenge in recent years was to find enough apprenticeship posts for all interested in that form of training. Currently there are two dynamics. On the one hand there is a lack of apprenticeship posts in general. On the other hand, there is a matching problem which means that only a few occupations are attractive for young people and others not where open apprenticeship posts can't be filled. In Vienna the so called "training guarantee is in place. It means that every young person has the right to get an apprenticeship posts. As an instrument to fulfil this guarantee so called supra company training facilities can be used. If an apprenticeship seeker can't find an apprenticeship post in an enterprise on the free market they get an apprenticeship post in a supra company training facility. These facilities simulate real life conditions in enterprises but are established only for the purpose of training and publicly funded.

Besides the above described mismatch between apprenticeship seekers interests and offered apprenticeship posts apprenticeship seekers who can't find an apprenticeship post on the free market or can find it in the first place but lose their post before completing the training often lack basic educational skills (e.g. writing, maths) and or social skills necessary in a real business environment.

Since this year there is a new support service for enterprises available. The so called "training company coaching" offers guidance in all relevant matters and tries to keep apprenticeship contracts uphold in situations where the company and the apprentice have problems.

## 5. Job Brokers in Austria and Vienna

As depicted in the chapter on employment services, job brokering in Austria mainly happens in the context of the Public Employment Service (PES). On the one hand, the PES itself does job brokering, on the other hand, it is done in the course of measures that are implemented by external institutions on behalf of the PES. However, these areas of application differ considerably.

The main difference is that the PES job brokering usually is not done by a single person that is in contact with the person seeking employment as well as with the employing company. That these two functions are generally separated within the PES is also reflected in the PES structure:

First, the PES consists of services for job-seekers whose counsellors' job brokering activities are mainly limited to letting the clients know if adequate job vacancies are reported to the PES. However, the clients themselves establish the contact to the respective employer and go through the application process on their own.

Second, the PES offers services for employers. The respective associates are in contact with employers and encourage them to report potential vacancies. As the case may be, the vacancies are listed in the e-Job Room (the electronic job platform of the PES) which is constantly available for people seeking employment. Mostly, there is no further interaction between the PES staff and the employing companies.

The exception to the rule is the cooperation with major companies, especially industrial companies. Regarding these, the PES implements job brokering in a stricter sense since the responsible PES employees are in contact with both the employer (when it comes to precisely establishing job profiles) and the job-seekers (when it comes to the selection of suitable employers) to ensure high quality matching. According to experts, the PES hereby acts in a way a private employment service would, since it is, for example, not specifically intended to support job-seekers with placement handicaps.

What's paramount within the scope of this project - the placement of people seeking employment who are disadvantaged because of one or multiple employment limitations – mainly happens in regards to measures that are implemented by external institutions under the authority of the PES.

Partly, job brokering is also done in the course of measures that are funded by the federal states of Austria. However, these measures are mainly not geared towards job brokering per se. Just in rare cases, the measures solely serve placement activities while more common, they are designed to strengthen the clients' employability, for example by providing different kinds of trainings. In such cases, job brokering usually represents the last module in the process. Since placement rates significantly gained relevance in the course of the last years, the funders of these measures pay more and more attention to that task.

Regarding each of the job brokers considered in our analysis, placement is just one of several duties. The job brokers' cooperation with the clients is not limited to the end of a measure but happens over the length of the entire intervention. Hereby, the educational trainings are complemented by additional trainings which focus on the completion of application documents, the preparation for job interviews, labour law, adequate outfits for job interviews and the activation and extension of personal networks. The application-related subject matter is usually imparted in the course of workshops which happen parallel to the training.

At the end of an intervention, the placement support in a narrow sense starts. Hereby, the job brokers work with the participants in an individual setting to jointly reflect on adequate jobs and employers which meet the clients' profile as well as to address the individual application documents and to prepare for job interviews. Big differences can be seen when it comes to the degree of support regarding establishing first contacts with potential employers. In the course of the analysis at hand, three main types of placement support were detected:

- a) Search for and establishing of contact to potential employers is done by the job-seekers
- b) Search for potential employers is done at least partly by the job brokers, while the actual contact-making and application is done by the job-seekers
- c) Search for potential employers, establishment of contact and application is done by the job brokers or with their support

These differences in forms and degrees of support when it comes to job search assistance and placement are mirrored in the way and intensity of cooperation with employers:

In case a, the job brokers mainly cooperate with the job-seekers and have little to no direct contact to employers. Their main task is to gain as much knowledge on the labour market and the expectations and needs of employers as possible and therefore enable job-seekers to use that knowledge in the course of completing applications, preparing for job interviews and implementing different search strategies.

In case b, the job-seekers took part in a measure of professional rehabilitation because they weren't able to perform their original job any more owing to some kind of health impairment. In the course of that intervention, they were provided a training for a job for which the respective health-related problem is of no relevance, e.g. which can be done with no limitations. From the employer's point of view, they are like any other applicant without placement restrictions. Therefore, the placement support is limited to the establishing of a first contact. Key tasks towards the employers therefore are

- to encourage them to inform the job broker directly on vacancies; and
- to perform a high quality matching and, therefore, ensure that the employer stays willing to cooperate with the job broker in the future.

Case c concerns job-seeking clients with mental impairments which not only affect their professional performance but also their ability to go through the application process

without considerable support. Therefore, the employers accept that they are accompanied in job interviews as well as, in some cases, during their first day at work. In the strongest terms, it could be said that the respective job brokers try to sell products with restricted marketability. They have to face the challenge of convincing the employing company of giving their client a chance in spite of his/her impairments. That is why respective job brokers primarily succeed when it comes to arranging internships, but not when it comes to the placement in actual jobs on the first labour market.

Although the discussed types resemble the job brokering happening in Great Britain on many points, there is one significant difference, since there is no follow-up support of the job-seekers as soon as he/she took up the employment. In a very limited sense, such an aftercare happens in case c, but just within the scope of an internship. But still, in all of the exemplified cases the formal procedure of the intervention neither intends nor budgets for activities of follow-up support. If such activities still happen, they are done informally and are restricted to providing the clients' additional placement support if the intervention is over but they have still a hard time to find a job.

As indicated above, job brokering as a profession lacks a clearly defined job description in Austria. On the one hand, the profession clearly emerges because of the growing relevance of placement rates, while on the other hand the context in which job brokering is happening and, therefore, the requirements for job brokers differ greatly. As a result, in Austria, there is no uniform and recognized training on job brokering so far. Up to now, job brokers have considerably heterogeneous educational backgrounds.

An interesting question in the frame of the job broker project is the questions what qualification level is needed for the occupation of a job broker and how these qualifications can be aligned against the EQF and NQF of Austria. Based on the interviews, it can be concluded that academic training is often the basic qualification of job brokers. However, when looking at the tasks of job brokers in Austria it can't be said that the occupation of a job broker needs an academic training as absolute prerequisite for this job. In many cases job brokers have received additional training e.g. coach or counsellor. When looking at the Austrian NQF academic trainings are attached to the levels 6 to 8. Level 6 corresponds to a bachelor degree, level 7 to a master's degree and level 8 to a PhD. The Austrian NQF only uses the descriptors of the EQF but attached additional explanations to each descriptor for better understanding. Comparing the tasks of job brokers in Austria with the descriptors of the EQF/NQF and explanations of the Austrian NQF it seems most appropriate to assign the necessary qualifications for this job to NQF-Level 5 which is just below forms of academic training.

Content-wise, two different lines of approach are pursued: Job brokers that are, according to their educational and professional background, associated with the social area, face job brokers related to the economic or HR domain.

## 5. The view from the Stakeholders

### (a) 'System' issues in terms of the organisation of services for job-seekers with companies

As mentioned above the current situation on Austrian Labour market is characterised by increasing employment rates on the one hand and manpower shortages for skilled labour in companies. The recent growth of unemployment rates is a major reason for the increasing importance of job brokering in the frame of publicly funded employment services is growing over the past years. This is noticeable by the quantitative success indicators introduced by the PES as well as, what is specifically important in the context of this project, in the contracts between the PES and external providers which conduct measures to support job seekers on behalf of the PES. In some cases, the contracts contain direct financial effects of the achievement of envisaged placement rates in form of a bonus-malus-system. That means in case the external providers do not manage to achieve the agreed placement rate they face financial losses. In case the agreed placement rates are overachieved they receive financial bonus payments.

According to the current labour market situation and the subsequent growing importance of placement rates the interest of stakeholder for the topic of job brokering was quite high. Employer representatives as well as employee representatives perceive job brokering in the context of publicly funded support measures for job seekers as a central part of active labour market policy that should be further promoted and extended.

An integral part of politics in Austria is the social partnership. Part of this model is the fact that employer and employee representatives are involved in almost all important political decisions. That is also true for publicly funded support measures for job seekers. Also the management of the Austrian PES reflects this system of social partnership. The Austrian PES is organised on a federal level as well as on a regional level very much alike a stock company. It has a board of directors and an executive board. The board of directors consists of representatives of the ministry of economic affairs and the ministry for social affairs and also of employers and employee representatives. In practice this causes that employer and employee representatives are in ongoing exchange over the policies of the Austrian PES, that both parties can bring in the interests of the group they represent and also that there is some sort of cooperation.

Stakeholder perceive the Austrian PES as an important job brokering organisation. In that relation the activities of the service for companies of the Austrian PES were highlighted. Specifically, stakeholders appreciate offered service of the preselection of applicants for companies. Far less positive the companies perceive the standard services by the service for companies which means that companies report open vacancies to the PES which puts them into the eJob-Room of the PES and job seekers can apply for jobs without any kind of preselection. Here some companies have made bad experiences and are reluctant to further cooperate with the PES. The employee representatives also appreciate the performance of the company service of the PES in terms of placement success but criticise that fact that it acts almost like a private employment agency and that it does not use its well established

contacts to some companies to broker Job seekers into jobs who face one or several disadvantages but rather acts almost exclusively in the interest of the companies.

Naturally the placement of job seekers who face different kind of disadvantages on the labour market is a more urging topic for the side of the employee representatives. In the interviews with employer representatives this task of publicly funded employment services didn't receive very much attention. However, that may be due to the fact that job brokering services in the context of publicly funded employment services are currently evolving as a result of the deterioration on the labour market and the rising importance of placement rates. Although the type and quality of job brokering depend on the concrete measures and external providers the performance in this domain is perceived very positive by employee representatives. They point out that this services are overall very successful taking into account the situation on the labour market and the disadvantages job seekers face who participate in such measures. Therefor concrete suggestions for improvement can only be made for specific measures and services.

There are examples of support services for job seekers where the different interests of employer and employees are reconciled. Especially two instruments can be highlighted, which rest upon the same basic principle. Both instruments aim on one hand at resolving manpower shortages of companies and on the other hand at improving the employability of job seekers by improving their qualification. These instruments are emplacement foundations and work-related training. In both cases job seekers receive training to fill concrete vacancies in companies.

An important topic for the future is the fact that currently matching processes in Austria are characterised by a great importance of formal occupational profiles and in in line with the importance of formal qualifications. It is aimed that matching between job seekers and companies gets more detached from formal occupational profiles and corresponding qualifications but to foster matching on actual skill profiles of job seekers irrespective of their formal qualification and to define job offers over concrete description of what skills are need for a specific job. Here a launch of an online skill matching platform by the PES is planned for this year and both employer and employee representatives are putting hopes in this approach.

## **(b) Preparing job-seekers for employment**

In course of our research we also interviewed two job seekers. Both are not facing specific disadvantages on the labour market. In relation to job brokering services they declared that they neither came in touch with private employment agencies nor received any specific placement support by their PES counsellor. One interviewee told that he only received some job offers by his PES counsellor and was asked to apply there for a job. However, he received no additional support for the application process. In both cases job searches mostly happened over private and/or professional networks.

Concrete obstacles on the way to a job always depend on the individuals and their personal problems and situation. However, obstacles can be missing or inadequate vocational qualification, health issues that affecting work performance, lack of work experience etc.

Overall the dimension of qualification seems to be the most important concerning individual employment opportunities. On the one hand qualification requirement on the job market generally increased. Today most of the job offers ask for a formal vocational qualification. On the other hand, companies complain about manpower shortages for skilled labour which means they can't find sufficient applicants with fitting qualifications to fill open vacancies.

A specific issue is the first entry of young people into the labour market. Transition from initial training into a job is always challenging because companies typically favour applicants who have work experience. If there a big supply overhang on the labour market as it is currently the case it is specifically hard for new entrants to find a job.

In relation to that the Austrian model of dual education (apprenticeship training) is of great importance. In this system apprentices (mostly young people after completing compulsory school) learn in a combination of theoretical training in a vocational school and practical training in a company. In course of the at least 3 year lasting apprenticeship trainings there is in many cases a fluent transition from initial vocational training into the first job. Many apprentices start to work in the same company they received apprenticeship training when their performance during their training was good.

On the other hand, the Austrian model of dual education can be an important tool to overcome manpower shortages for skilled labour because of the practical part of the training. In course of the training period companies have the possibility to impart exactly the skills needed by the company and thereby reach a perfect fit of the skills of an employee and the job profile. At the end of the training apprentices are ideally perfectly prepared for a specific job in the training company which is a main reason why apprentices often start their first job in their training company.

Nonetheless the system of dual education is currently facing severe challenges because more and more companies are reluctant to train young people. An important prerequisite for the willingness of companies to become a training company is that applicants for apprenticeships possess basic cultural tools (reading, writing and arithmetic) and social skills (punctuality, respect for superiors) before they enter apprenticeship training. In recent years' companies complain about the lack of those basic skills of many apprenticeship applicants and locate shortcomings in the education system. Another problem is the fact that apprenticeship seekers often tend to choose only a few popular occupations. That's why there is an oversupply of apprenticeship seekers in some occupations and a lack of applicants in other occupations. One strategy to tackle this problem is to foster non-stereotype occupational choice of boys and girls. The aim is to make technical occupations more attractive for girls and occupations in the social service sector more attractive for boys.

As mentioned above experts think that in order to tackle unemployment the most important aspect on an individual level is the qualification of job seekers. Therefore they regard it as highly important to offer job seekers to improve their qualification by training. Besides the qualification experts regard supplementary incentives for companies to employ job seekers like integration support or wage subsidies as important success factor in the

placement or the labour market integration of job seekers facing disadvantages of some kind.

### **(c) The companies' perspective**

Before the background or the current oversupply of job seekers there is the questions how companies can be encouraged to give disadvantaged job seekers or apprenticeship seekers a chance for employment or training.

From a pure economic perspective there are only a few arguments. Companies try to find the best applicant to fill open vacancies and usually have no interest to employ job seekers or apprenticeship seekers whose productivity is – at least temporarily – limited. Exceptions are companies with a social objective (e.g. charitable institutions) or companies that are only founded for the purpose to offer employment possibilities for disadvantaged job seekers.

Factors and instruments that may motivate companies to employ job seekers or apprenticeship seekers facing disadvantages are:

The company deliberately wants to show social responsibility. Here experts report that this is often the case where company owners have been confronted with people who suffer from a chronic diseases or who have a disability in their own family or their social environment. Because of this personal experiences there often is a much greater sensibility for people facing such disadvantages.

Financial incentives like the integration support, wage subsidies or subsidies for the adaption of workplaces for the needs of people with disabilities

Employment in a company that was founded with the specific aim to offer employment for disadvantaged job seekers or apprenticeship seekers. This so called “socio-economic enterprises” are usually not companies that operate under real market conditions which have to create a financial surplus. Mostly they are subsidies publicly or by donations. Employment in such socio-economic enterprises often is only temporarily and the aim is to get practical work experience for a job on the open labour market.

Concerning the role of job brokers it was emphasised in the interviews, that job brokers can use their social capital in form of trust, to pursue companies they have a longer lasting business relationship to give job seekers facing disadvantages a chance for a job. In order to do so, job brokers need to have detailed knowledge about the enterprises and how they work. Job brokers have to able to identify jobs in a company that are suitable for job seekers facing disadvantages (e.g. disability) and where the concrete problem of the job seeker has no or little effect on his/her productivity.

When experts where asked where how companies search for new personnel they said that especially bigger companies often use the services of private employment agencies or temporary work agencies but also the company service of the Austrian PES. When looking for new apprentices' companies use the following channels:

- The “apprenticeship exchange” & eAMS-Jobroom – Training companies have the possibility to report vacancies for apprenticeships to the joint online platform “apprenticeship exchange” of the chamber of commerce and the PES as well as the eJob-Room of the PES.
- Contacts to schools – Companies are establishing contacts to lower secondary school
- Days of practical work experience & company visits – The curriculum of lower secondary schools in Austria obliges schools to organise days of practical work experience and company visits for students at the 8th and 9th grade. When a company is prepared to offer this possibility to schools and students they can get in contact with possible apprenticeship seekers and can also use the personal contact to perform a pre selection of apprenticeship seekers.
- Some companies also use presentations of their company in schools, take part in parent-teacher conferences, cooperate with vocational information centres or advertise apprenticeship posts in print media or on the company website.

Besides a variety of financial incentives there are different forms of support for training companies:

- 1) Training of company instructors – Instructors are pedagogically and legally qualified employees of companies licensed to train apprentices. They have proven these qualifications in an instructor’s examination or have acquired these qualifications in a special course
- 2) Coaching and counselling for training companies for topics like handling of apprentices, subsidies for training companies, training offers for company trainers and apprentices, design of the company training according to quality criteria

#### (d) The needs of the Job Brokers

In the course of our research we could identify a range of attitudes, skills and Knowledge that are considered important for the work of job brokers. The Basis for the work of Job brokers are their attitudes. Important attitudes mentioned in our interviews were:

- Appreciative approach when working with clients
- Resource orientation
- Openness towards people (joy when getting involved with other people)
- Willingness to learn constantly (formal and informal)

As described exemplarily above activities of job brokers differ depending on the context of the measure or the target group. That’s why we received varying answers by interviewed job brokers and experts on the question which skills are needed for the work of a job broker. Nonetheless it was possible to identify a range of skills that can be considered as central for the work of job brokers irrespective of the concrete context where the job brokering services takes place:

**Knowledge management** – A job broker needs to have extensive knowledge concerning e.g. the labour market in specific industries, what is demanded by companies in different

industries, what skills and trainings are currently popular etc. Due to the fact that these requirements are rapidly changing all the time it is an important part of the work of a job broker to keep themselves up to date. Therefore effective knowledge management can be considered as a basic skill for the work of job brokers.

**Imparting of knowledge to job seekers** – To acquire necessary knowledge for their work and to keep it up to date is only one side. In order to be able to use this knowledge properly when working with job seekers a job broker has to be able to prepare knowledge they want to impart to job seekers in a way that makes it possible that job seekers can understand and use it.

**Sales** – Although sales is often considered as an inappropriate term when talking about human beings sales skills are considered important for work of job brokers. Sales skills are needed to establish business relationships with companies and also to “sell” their job seekers and get them into a job. An important prerequisite for that is some extent of assertiveness and persistence when dealing with companies.

**Matching** – The work of a job broker subsists on good matching skills. Only if companies have the feeling that a job broker takes a really detailed look at the requirements of the company or the requirement of a specific job in a company the necessary trust for sustainable business relationships can be built up. When working with job seekers it is important for a good matching to identify (hidden) strengths of the job seekers they work with in order to show the companies exactly what an applicant can contribute to the company’s success.

**Job application training** – job broker should be able to support the application process of job seekers in order to prepare them well for upcoming application processes. That includes the creation of application documents, training of job interviews or the correct outfit in specific industries and companies.

**Networking** – Networking skills are important in the work with companies as well as with job seekers. On the side of the companies good networking skills are needed when establishing new contacts to companies and to be able to use already established contacts productively for instance to receive job offers from companies or to place job seekers into concrete companies. On the side of the job seekers the aim is to impart networking skills to the job seekers in order they can activate and expand personal networks in order to use the hidden labour market for their job search.

**Working with different target groups** – Job brokers have a mediate position between two different spheres – the job seekers and the companies. Therefore job brokers have to be able to communicate appropriately with both sides. That means that job brokers have to understand and speak the language of both sides. In addition, job brokers have to be able to empathize with the perspectives of job seekers as well as companies and to take both into account.

Besides above mentioned general skills that are necessary for the work of job brokers irrespective of the context where the job brokering service is offered a good job broker also

needs extensive knowledge in different areas. Below some examples of needed knowledge are listed:

- Knowledge about conditions on the job market in general but also industry specific
- Knowledge about occupational profiles
- Knowledge about different job search strategies and channels
- Specialist knowledge concerning the problems of job seekers especially when working with disadvantaged groups (e.g. psychological diseases)
- Knowledge about labour law
- Knowledge about job application processes (e.g. how to write a CV, how to behave in job interviews etc.)
- Knowledge about public funding options

On basis of the interviews it can be said that the work with companies seems to be the greater challenge for job brokers. Especially job brokers who come from a social domain in terms of their career biography and/or their qualification are often lacking the needed economic skills like sales skills.

As mentioned above we would assign qualifications needed for the job of a job broker to level 5 of the EQF and Austrian NQF. The EQF and NQF describe qualifications in form of learning outcomes in terms of skills, knowledge and competencies. The Austrian NQF gives further explanations for each descriptor of the EQF. We think that the skills, knowledge and competences are best reflected by NQF level 5. Below the explanations for the descriptors of the EQF are presented<sup>55</sup>:

#### Knowledge:

He/she has:

- extensive theoretical knowledge in his/her field of work or study (e.g. about facts and circumstances, principles, materials, processes, methods, connections, regulations and norms, etc.) to independently deal with tasks and challenges, including in unpredictable situations
- awareness of what effects using this knowledge has on the field of work or study
- in-depth company-related business and legal knowledge for taking on managerial tasks and/or heading a company
- knowledge needed to directly exercise a high-level profession

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<sup>55</sup> Gesselbauer (2011): Manual for Including Formal Qualifications in the National Qualifications Framework (NQF) - Criteria

### Skills:

In his/her field of work or study he/she is able to:

- independently cope with tasks including in unpredictable contexts
- assess the implications of such tasks and draw conclusions here for how to proceed subsequently
- analyse challenging and multi-layered problems using logical, abstract and networked thinking and solve these autonomously while complying with the respective applicable norms, regulations and rules
- use his/her own creative contributions to solve problems
- understand connections between ecological, economic and social mechanisms, establish interconnections and use the knowledge gained here in common and also unpredictable situations
- form an opinion on new facts and circumstances, explain his/her own viewpoint and present this using the standard specialist terminology in a way which is suitable for the target audience and the particular situation
- independently research information from different sources and disciplines,
- gather the essential content, critically assess, select and present this in a
- manner suitable for the target audience

### Competencies:

In his/her field of work or study he/she is able to:

- independently coordinate and manage projects
- act independently and flexibly in different situations, including unpredictable ones
- reflect on his/her own behaviour and draw conclusions on how to act in the future
- critically and responsibly deal with the actions of other people, give feedback and contribute to the development of their potential

## 5. Case Studies

Name of organisation – waff – Vienna Employment Promotion Fund

Contact details:

Waff – counselling centre for career and further training  
Nordbahnstraße 36/1, 1020 Vienna, Austria  
Telephone: 00431 217 48 555  
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### The waff

The waff (Vienna Employment Promotion Fund) and specifically the service „waff personalfinder“ has been chosen because the waff is one of the biggest providers in Vienna of support services for job seekers and services intended to keep employed people in their job or to improve their career options. Another reason is that the waff offers in frame of the service “personal finder” two instruments – implacment foundations and work-related training – that can be regarded as a win-win model for both, job seekers and employers. Also this type of measure has proven to be a highly effective instrument to bring job seekers back into a job.

The waff is an institution of the City of Vienna. In 1995, the state government of Vienna was the first federal state in Austria that, on the initiative of employee interest groups, established its own institution for an active labour market policy and the promotion of employees – the waff. The waff falls under the Department of Finance and Economic Affairs of the City of Vienna. The activities of the waff are largely funded by the Vienna municipality.

For the waff, the cooperation of all important institutions operating in the area of labour market and economic policies is an essential prerequisite for ensuring more employment opportunities and an attractive business location. This is one of the reasons why the social partners of Vienna hold a crucial role in the bodies of the waff.

With its activities the waff tries:

- To create better opportunities for career development of employees in Vienna
- To eliminate existing discrimination on the job market and prevention of threatening marginalisation from the employment system
- To ensure good vocational training and a successful career start for young people
- To enhance of the attractiveness of Vienna as a business location
- To promote equal opportunities for women and men on the labour market
- To promote fair opportunities on the labour market for people with a migration background living in Vienna

In order to achieve these goals, the waff offers a range of services for different target groups:

For people in Employment: Individualised consultation for a career change; analysis of career biography, skills and personal strengths; consultation regarding further education options; Joint planning of training and further education; support throughout the duration of a course; information on and overview of all courses offered in Vienna, online in the further education database developed by the waff; financial support for vocational training and further education

For job seekers: In addition to offers by the PES the waff offers searching for a job with the waff personnel finder; support for people returning to work (e.g. after care for child or a frail family member); support for job seekers whose employers went insolvent by the means of a work foundation (Vienna regional foundation); counselling offers for new migrants; financial support for vocation-related further training

For young people: The waff has implemented a support hotline offering free telephonic advice all around apprenticeship and work. The offer is also available via Facebook. Target group are young people between 14 and 21 without an apprenticeship or completed school leaving examination, young people without concrete professional perspectives, early school leavers as well as parents and relatives.

For companies: recruitment and training of skilled workers; qualification grants for companies in Vienna; responsible retrenchment; information on further education offers for employees (further education database developed by the waff)

### **The waff personalfinder**

The “waff personalfinder” combines two instruments of active labour market policy in Austria, the so called emplacement foundations and the job-related qualification. Both instruments are very similar concerning the basic principle. The major difference between these two instruments is the situation when they come in place. Emplacement foundations are implemented when there is a bigger manpower shortage e.g. when a big company or a specific industry searches for new personnel in a specific occupational area and can't meet its demand via the labour market. The job-related training is used when one company tries to fill a specific vacancy and can't find qualified personnel on the labour market.

Although both instruments are different when it comes to its legal basis and the preconditions for their application, both instruments follow the same basic logic. A company or an industry tries to fill vacancies and is not able to meet its demands via the labour market. The waff preselects interested job seekers who fulfil basic prerequisites for the job in question. The company can choose fitting applicants and declares to employ them after they finished their training necessary for the vacancy. Then, a training plan is created detailing which form of training is needed. After that, job seekers receive training for specific vacancies in a company or industry. The training has a theoretical and a practical part. The theoretical part of the training is conducted in a VET-institution and the company bears part of the costs for this training. Another part of the costs is subsidised by public

funding. The practical part of the training takes place in the company where the job seeker is going to be employed after finishing his/her training. During this time there are no wage costs for the company because job seekers receive unemployment benefits. When the training is completed the job seeker immediately starts to work for the company in most of the cases.

The two instruments represent a win-win-model:

- Unemployed persons get qualified training and a lasting improvement of employability
- Companies get qualified staff
- Companies save wage costs during the period of the training because job seekers receive prolonged unemployment benefits

## Vocational rehabilitation and job brokering by the BBRZ

Name of organisation – BBRZ – Vocational Education and Rehabilitation Centre

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### **The BBRZ (Vocational Education and Rehabilitation Centre)**

The BBRZ is a good example for a support service for job seekers who lost their jobs due to health issues that prevented them from further working in their former profession. The BBRZ offers qualification and job brokering services in order to find a job in a profession where the personal health issues don't affect their work performance negatively. Also the BBRZ in Vienna is a good example for how important it is for job brokers to build up social capital in form of trust of the companies where the BBRZ places its graduates to. Although it wasn't a specific aim of the BBRZ their good training and work when trying to broker their graduates into jobs led to the fact that the companies now regard the BBRZ as a recruitment platform and report open vacancies to the BBRZ on their own initiative.

The BBRZ supports people who cannot carry out their job because of health issues on their way back into working life since 1975. The major goal is a sustainable integration of their participants into the labour market and society. It also has a branch in Vienna. The BBRZ is a system partner and contractor of public authorities and works with the PES, the social insurance institutes and the state governments.

The basis of the modular rehabilitation offers of the BBRZ is rehabilitation planning that is adjusted to the needs of each individual affected, individual support as well as psychic stabilisation where necessary, leading to custom-tailored job-related qualifications. It offers training in the areas IT, engineering and commercial professions.

The BBRZ qualifies more than 1.500 specialist workers in all areas of the economy per year in all of Austria. More than 1.000 of which are above the level of apprenticeship.

### **Vocational Training and job brokering in the BBRZ**

The entry into vocational rehabilitation measures of the BBRZ is the REHA-Planung (rehabilitation planning). This phase has a maximum duration of eight weeks and is used to:

- Assess the individual health situation and its effect on vocational decisions
- Assess individual skills and need for support
- Offering of help with personal problems
- Counselling and practical testing of new vocational possibilities

After the planning phase, depending of the individual skills and performance potential, a training phase starts. There are two different types in the above mentioned areas. Both combine theoretical and practical training in a real company. In one type the participants at first complete their theoretical training and afterwards they start a practical training with duration of three months. In the second type theoretical and practical training work simultaneous which means that the participants have 3 days a week theoretical training and two days a week practical training. In total the training has a duration of 1.5 to 2 years.

In this process Job brokers have an important role. Before and during the training they support the search for internships for the practical part of the training. One part of the support is group and individual training with participants on job search related topics. Topics are job interviews, how to deal with career sites & job portals, labour law, work conform outfits, labour market related subsidies etc. The goal is to impart a general knowledge about the labour market. The other part of the support is actual job brokering. The job brokers take a detailed look at the profile of the participant and search for suitable companies that could offer an internship. Then the job broker contacts the company and asks if the participants can send over his/her application documents and ideally receives an invitation for a job interview. In this context the BBRZ uses an interesting tool for quality assurance. After each internship the trainee as well as the company receive a feedback questionnaire that allows a deeper look into what went well and not so well.

In the ideal case the company which offered an internship hires the participant after he/she has completed her/his training. If not the case the actual placement in employment by job brokers starts after the participants have completed their training. Again the first step is an intensive profiling of the participant/job seeker, an analysis especially of the personal strengths. This is an important prerequisite for a good matching between job seekers and job profiles. Another part is the improvement of application documents.

## Work training and job brokering at Wien Work

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### Wien Work

In the frame of our project this example of job brokering is specifically relevant when Job brokers work with clients with special needs. Wien Work represents a good example for the integration of people with disabilities into working life with the aim to make the best out of the individual prerequisites of the participants.

Wien Work is an innovative non-profit, multifaceted social economy organisation charged with creating and finding jobs for people with disabilities and persons experiencing disadvantages on the labour market. People with disadvantages, chronic conditions or long-term unemployed persons get the chance to take part in the economic and social process. The activities of Wien Work are funded by the Vienna Social Fund.

Currently, roundabout 600 people are employed at Wien Work. Two thirds of wien work's employees and apprentices have physical or sensorial disabilities, learning disabilities or have been long-term unemployed. Wien Work operates just like any other private limited doing regular business. Just like anywhere else, their employees obtain a salary according to collective bargaining.

The integrative approach is focused on providing:

- Sheltered permanent employment within the in house integrative company
- Transitional employment within the in-house social-economic enterprise and its programme on vocational training for adults
- Apprenticeships within its programme on integrative professional training
- Counselling and support for disabled people on their way to the open labour market

Wien Work offers employment and training in the following areas:

- Office management
- Digital media
- Facility service
- Hospitality
- Carpentry/woodworking
- Metal working
- Refurbishment service
- Tailor's shop & upholstery
- Laundry & ironing service

## The programme “on the job”

Part of the activities of Wien Work is the project “On the job” which can be described as practical orientated vocational orientation with the aim to broker the participants into a job on the open labour market, a socio-economic enterprise or into a vocational training in form of an integrative apprenticeship training.

Target groups are young people and young adults who:

- Are at the age between 15 and 24
- Have a handicap (e.g. chronic disease, learning difficulties, disabilities)
- are not yet ready for a job or a further training
- are not aware of their interests
- are motivated to expand their skills and knowledge with the help of work pedagogues and job coaches and who try out different forms of work training and occupations

The programme “on the job” deals with everything concerning work, career and life itself. It gives the participants the opportunity to get to know various professions (e.g. kitchen, nursery, bricklaying, textile cleaning). This should help participants to find out what they are interested in, what they like to do and what they are able to do. The participants stay in the programme for a maximum period of 3 years. In total the programme offers places for 30 young people. Usually they are separated in groups of up to 8 participants. Each group works in a specific occupation. After 6 to 9 months the participants can try out another occupation. In addition to that the participants can test their interest in real working life conditions in form of internships.

The job brokers in this programme have manifold duties. They work with participants in an individual setting. Some of the activities can't be considered as typical tasks of a job broker. They also perform tasks that are typically part of social work like organising housing for the participants. In their role as job coaches they try to find suitable internships during the programme. Towards the end of the 3 years the aim is to get the participants into apprenticeship training, into employment in a socio-economic enterprise or in the ideal case into employment on the open labour market.

The job brokering process starts with an analysis of the interests of the participants as well as their performance potential in order to identify suitable work areas. Then the job broker looks which company could fit to the needs and potential of the participant. Afterwards the job broker tries to organise a try-out-day. In order to do so the job broker accompanies the participant to the company for a short job interview. When everything works well a try-out-day is agreed. When the try-out-day works well an internship can start. Here it is important not to overstrain the participant but rather to start at a low level by just working a couple of hours per day and to increase the intensity over time.

## 6. Conclusions

Currently, job brokers need to operate in a challenging environment. Even though the unemployment rates in Austria are, compared to the situation in other member states of the European Union, relatively low (2015: 5.7 %), they rapidly increase. Vienna, on which the focus of the analysis at hand was placed, is even more affected by that trend than other federal states of Austria.

The project “Job Broker” focuses on the field of publicly funded placement strategies objected at supporting job-seekers with employment limitations. Considering the present tight situation, job brokers working with people with placement handicaps face particular challenges. Obviously, the reason for that is that the current labour market experiences an oversupply of people seeking employment. Except for publicly funded promotional instruments aiming at labour market inclusion and integration of job-seekers with employment limitations, such as integration supports and wage subsidies, employers have few incentives giving people with – at least temporarily – limited productivity a chance.

Assessing the Viennese labour market in particular, it is revealed that the risk of being unemployed highly depends on one’s level of education. 21.1 % of low-skilled people, who have completed no more than mandatory school, are unemployed. Employment opportunities in Vienna mostly exist in the medium- and higher-skilled segment of the labour market. On the other hand, employing companies complain that there is, in spite of the general oversupply of job-seekers, a shortage of skilled workers to adequately fill vacancies.

Against the background of high unemployment rates amongst low-skilled people and the shortage of skilled workers, the qualification of job-seekers is the dimension of individual prerequisites on which measures to improve people’s employability or to prevent phases of unemployment are the most feasible.

Job Brokering for job seekers in the field of active labour market policy mainly takes place in two areas. First the Austrian PES itself and secondly organisations that are contracted by the PES to carry out measures to support job seekers. Overall importance of Job Brokering in Austria in the frame of active labour market policy is growing in the past years. Before the focus of active labour market policy was more on stabilisation, activation and to make job seekers job ready. Examples are short trainings to prepare for application processes (e.g. how to write a CV, how to act in job interviews etc.) and trainings that prepare for a specific job. The actual placement of job seekers was left in the hands of the job seekers. However, also due to rising unemployment rates, the importance of quantitative indicators especially the placement rate grew in the field of active labour market policy which in turn lead to more attention to the actual placement of job seekers. That is true for the PES itself and their placement activities and also for contracted organisation that carry out measures to support job seekers on commission of the PES. Therefore, the focus of this research is on the job brokering activities of the PES and specifically on contracted companies who support job seekers because the measures carried out by them often target disadvantaged groups

on the labour market (e.g. people with low qualifications, long term unemployed, people with health issues or disabilities).

Regarding that field of publicly funded interventions aiming at improving the employability of job-seekers with placement limitations via training and skill development and providing, amongst other things, job brokering services, three exemplifying case studies were presented, namely the Personalfinder of the Vienna Employment Promotion Fund (waff), the vocational rehabilitation through the Vocational Education and Rehabilitation Centre (BBRZ) and the project “On the job” of Wien Work.

The waff-Personalfinder primarily aims at people seeking employment who have, because of their lack or shortage of utilizable qualifications, a hard time finding a new job. In doing so, the personalfinder employs two active employment policy strategies, being placement foundations and on-the-job trainings or work-related trainings. Both instruments follow the same basic principle: They aim at job-seekers to acquire qualifications in order to meet the need of companies or even whole sectors for qualified workforce. However, the actual placement happens before the qualification is done. The Vienna Employment Promotion Fund pre-selects people seeking employment who seem adequate to fill a given vacancy and develop, in cooperation with the respective employer, a qualification plan containing theoretical education in external institutions as well as practical trainings in the employing company. The respective employers partly bear the arising expenses. Still, no wage costs emerge from the practical on-the-job-training for the employing company since the future employees receive unemployment allowances for the duration of the training. After completing the training, the employing companies usually take on the job-seekers they have trained.

Vocational rehabilitation within the Vocational Education and Rehabilitation Centre targets at job-seekers with health impairments which interfere with their ability of working in their former jobs. The objective is the identification of fields of employment which suit the interests and skills of the job-seekers and which aren't affected by the job-seeker's health-related problem. Again, the training contains theoretical as well as practical elements, the later usually being an internship in an employing company. Job brokers working in the center support the job-seekers when it comes to finding an internship and, if needed, the placement into regular employment after the training is completed.

The target group of On the Job of Wien Work consists of impaired adolescents who get the opportunity of practically checking out working in different fields of employment in the form of vocational trainings to find out which jobs suit their interests and skills. In addition, it is aimed to impart skills that are essential in the respective employment fields as well as social competencies that are sought-after in professional life. Again, the main task of the job brokers is the arrangement of internships to give the job-seeking adolescents the chance of trying out the jobs in real employing companies. However, the placement in regular employment is rarely happening. The primary objective is to arrange apprenticeships in the form of integrative apprenticeship trainings (extended apprenticeships, partial qualification).

In addition to these three case studies, it was discussed that the Austrian dual system of vocational education and training in principle provides the opportunity of preventing youth unemployment since it allows fluent transitions from the initial education to the first job occupied. However, the system is currently confronted with the problem that less and less companies are willing to train apprentices. That's usually traced back to the employers' observation that many applicants for apprenticeships need to strengthen their basic cultural skills such as literacy and numeracy and reveal deficits when it comes to their social competencies.

Regarding the working reality of job brokers, the case studies made obvious that their tasks and, therefore, required skills vary greatly. Nevertheless, clear common features can be identified in some respects.

With regards to necessary skills for the job of a job broker we could identify knowledge management, imparting knowledge to job seekers, sales, matching, job application training, networking as well as the ability to work with different target groups (job seekers & employers).

When looking at the job profile of a job broker and the necessary skills and compares it with the explanations in the Austrian NQF for each descriptor of the EQF it could be considered to assign it to level 5. Main reason for that is the fact that the tasks of job brokers can't be considered as a routine work but ask for autonomous coping of new situations. The simple fact that each job seeker and each company has different characteristics and needs asks from job brokers to adjust to new situations all the time, especially when working with disadvantaged groups who are hard to place. In addition, job brokers have to have extensive knowledge about the labour market (e.g. occupational profiles, requirements of job application documents, development is different industries) and always have to keep it up-to-date which requires autonomous and constant acquisition of knowledge.

With respect to the qualifications of job brokers there is currently no formal qualification available that explicitly addresses the job profile of job brokers. What exist are short trainings for specific tasks of job brokers e.g. sales training or networking. The interviews with job brokers and experts showed that company related tasks or some kind of economic thinking are the areas of work that job brokers often lack when working with disadvantaged groups because they often derive from the social domain. So that would be the area where additional training offers would be helpful.

On the level of planning of job broker services the analysis showed that compared to the UK there is very little attention on the aftercare when a job seeker is already placed into employment in order to secure sustainable employment. Until now there are no publicly funded schemes that subsidise such kind of service.

## 7. Acknowledgements and references

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Name	Position	Organisation
Karin Öberseder	Outplacerein	Wien Work
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Gabriele Masuch	Company contacter	bfi
Ronald Lugerbauer	Company contacter	BBRZ
Martina Leitner	Head of training & placement department	BBRZ
Roland Sauer	Head of department for the labour market / member of board of directors of the Austrian PES	Ministry for social affairs / Austrian PES
Gernot Mitter	Deputy head of the department for labour market and integration / member of the board of directors of the Vienna PES	Vienna chamber of labour / Vienna PES
Gabriele Straßegger	Consultant of the department for social policies and health / member of the board of directors of the Austrian PES	Austrian Chamber of Commerce / Austrian PES
Katharina Lindner	Consultant for labour market affairs / member of the board of directors of the Austrian PES	Federation of Industry / Austrian PES
Gabriele Halbauer	Head of vocational information centre	Vienna PES
Martin Liebert	Job seeker	
Hanna Bancher	Job seeker	

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## Nicosia, Cyprus

Completed by:

**MMC Ltd**

# 1. Introduction

The current research is country wide and focuses mostly on unemployed job seekers.

## **The public employment services sector in Cyprus**

In Cyprus, Public Employment Service (PES) is the key player in guiding unemployed people to entering the labour market. The Public Employment service has adapted the personalised approach which aims to help young job seekers and those who belong to vulnerable groups, including young unemployed, economically inactive women wishing to enter the labour market, recipients of public assistance and persons with disabilities to integrate or reintegrate into the labour market and secure their sustainability in the market in the long run. Employment counsellors:

- Outline the personal profile of each job-seeker
- Draft a respective and bilaterally agreed upon Personal Action Plan for employment
- Consider the special skills, educational level, needs for vocational training and education of job seekers
- Provide career guidance
- Come into contact both with the job seekers as well as with businesses for their effective interconnection.
- Monitor the course of accession of the user of this structured system of services into the productive process until he/she is settled in an employment post

Additionally Public Employment Service officers are responsible for:

- Provision of information on available training programmes and employment schemes (usually cofounded training or placement programmes)
- Promotion of appropriate programmes focusing on training in occupations with high demand and with a simultaneous emphasis on information and communication technologies (ICT), languages etc.
- 

## **Co-funded programmes involving Job Brokers**

The emergence of cofounded programmes aiming to assist several disadvantaged groups to enter the labour market has created another type of job brokers, the so called 'placement consultants'. These consultants often come from the private sector through calls for tenders or proposals. Objective of these consultants is through the use of personalised approach, to match the skills of the job seekers with the requirements of the company and to design a training programme within the company so that the job seeker gains the skills and competences needed for entering the labour market in a similar job position. Of course, good matching between the job seeker and the company may lead to employment that is something that interests both the contractor (company employing the placement consultants) as well as the body responsible for the contract.

### **Vet sector and job brokers**

Job brokers are also found in the VET sector in Cyprus as most of the VET schools provide some kind of career advice

### **Overall approach for the current desk research**

The main sources that have been used for the desk research include the Statistical service, tender specifications that have set specific requirements to the role of job brokers/ placement consultants, the web side of public employment service, web sides of VET policy makers, the website of the Ministry of Labour and Culture, the web site of Human Resource Development Authority of Cyprus (national VET policy maker etc.)

### **Job Brokering in Cyprus**

Due to the financial crisis in Cyprus (especially after March 2013) the unemployment has risen significantly and as a result the role of Job brokering is becoming more important. Before the financial crisis a decision was taken to modernise the Public Employment Service and it seems now that this modernisation came up at the right time to deal as much as possible with the high rates of unemployment. Although PES has not set any explicit targets for employment consultants to meet (i.e. direct evaluation of employment consultants) there is a great pressure both from the job seekers as well as from employers.

In addition to the above, due to the financial crisis many co-funded projects appeared to deal with unemployment such as placing job seekers in companies to gain work experience (secondary school graduates or tertiary graduates), specific industry schemes (e.g. training and placing unemployed people in the hotel and tourism industry etc.). Again in all these co-funded projects there is a need for job brokers to ensure that the money of the commission are used in the best possible way.

VET schools have traditionally been offering career advice services to their graduates.

All of the above make job brokering very important for Cyprus. In the last calls for proposals for co-funded projects there is in fact a significant change in the policy that sets targets of employment to the contractor that won the call. Therefore the contractor will train, place in the industry to gain working experience and then find suitable employment to the job seekers. This is the first project that is being implemented following such rules (i.e. result orientation) which puts more pressure on the effectiveness of the job brokers.

The overall approach of this research is to find using desktop research the schemes that exist today and involve (to some extent) job brokering. In other words our main aim using desk research is to identify situations where the role of job broker is involved. Then through field research and case studies we aim to identify the knowledge, skills and competences the job broker should have, best practices of job brokering, available trainings and possible gaps in the existing trainings.

## 2. Unemployment and socio-economic factors of deprivation in Cyprus

According to the statistical data by the Cyprus Statistical Service (CyStat), the number of unemployed in February 2016 reached 45961. According to Cystat from the 45961, 23369 were men and 22592 were female.

Regarding the age range of the unemployed, 11,571 were between the age of 30-39, 10,528 between the age of 20-29, 10401 between the age of 50-59, 9,049 between the ages of 40-49. There were not many unemployed people under 20 since in Cyprus many young people after they graduate from high schools they go directly to college or university.

Another reason for not having too many unemployed below the age of 20 is because the number of early school leavers in Cyprus is small. According to the European Commission paper early school leaving has declined steadily in Cyprus in recent years (decreased from 11.3% in 2011 to 6.8% in 2014 and that is below the EU target that set to 10% in 2020) and the tertiary education attainment rate is one of the highest in the EU (rose from 46.2% in 2011 to 52.5% in 2014 and the EU average in 2014 is 37.9%) ([http://www.moec.gov.cy/aethee/chrisimo\\_yliko/education\\_training\\_2015/one\\_page\\_cy.pdf](http://www.moec.gov.cy/aethee/chrisimo_yliko/education_training_2015/one_page_cy.pdf)).

However, a high proportion of the unemployed (10,528) are between the ages of 20-29 years old. This is because as mentioned above many young people go into tertiary education either in colleges or universities therefore after they finish their studies, it is very difficult to find a job. According to a European Commission paper, the employment rate of young graduates has decreased from 2011 to 2014 from 72.5% to 68.7% compare to the EU average which was 76.1% in 2014 ([http://www.moec.gov.cy/aethee/chrisimo\\_yliko/education\\_training\\_2015/one\\_page\\_cy.pdf](http://www.moec.gov.cy/aethee/chrisimo_yliko/education_training_2015/one_page_cy.pdf)).

Regarding the educational background, according to Cystat, out of the 45,961 unemployed people, 10,771 have only primary education, 23,604 have secondary education and 11,431 have higher education. From this data we can also again see that the biggest proportion of the unemployed people have either secondary or higher education. However, we have to point out that  $\frac{1}{4}$  of the unemployed people have only primary education therefore we can conclude that education is quite significant in having a job and also in keeping it in Cyprus. ([http://www.mof.gov.cy/mof/cystat/statistics.nsf/labour\\_32main\\_en/labour\\_32main\\_en?OpenForm&sub=2&sel=2](http://www.mof.gov.cy/mof/cystat/statistics.nsf/labour_32main_en/labour_32main_en?OpenForm&sub=2&sel=2))

Regarding the duration of unemployment of a person, out of the 45,961, 13,648 were unemployed between 3-6 months, 12,192 persons were long term unemployed (12-18 months), 11,078 were unemployed between 15 days-3 months and 6,645 were unemployed between 6 months to 12 months.

Regarding the nationality of the unemployed and their community, according to Cystat, from this 45,961 unemployed, 33,713 were Greek Cypriots, 187 were Turkish Cypriots, 9,017 EU Nationals and 3,047 from other countries. According to the statistics, the biggest percentages of the unemployed are Greek Cypriots and then the EU Nationals. Due to the economic crisis, many of the Greek Cypriots have lost their jobs since the employers preferred EU Nationals.

As far as the geographical areas from which the unemployed people come from, according to Cystat form the 45.961% unemployed, 12.467% are from Nicosia, 11.797% from Limassol, 8.879% from Larnaca, 6.756% from Paphos and 6.062% from Ammochostos. Nicosia is the capital of Cyprus and is the place where the most companies are situated and therefore the job positions exist. Limassol is the second biggest city in Cyprus and is a developing city in the recent years and there are many companies (especially offshore companies) situated there.

Regarding other demographics in Cyprus, as Eurostat points out *“The European Union as a whole is confronted with an ageing population,”* approximately one third of Cyprus` population will be over 65 years old by 2060 according to a European Commission report titled *“The 2015 ageing Report, economic and budgetary projections.”* According to the report, issued every three years, Cyprus` population will reach 1.1 million by 2060 from 0.9 million in 2013 but the number of the elderly (over 65) will rise by an average 13.4% by 2060 reaching 27% of the total population which corresponds to 294.800 persons. The ageing population describes the demographic conditions in Europe in general as well the countries of the developed world. Furthermore, the elderly over 80 years will increase by an average 6.5% by 2060 reaching 9.5% of the island`s total population.

On the other hand children from 0 to 14 years will decline by an average 0.9% to 15.4% of the total population by 2060 from 16.3% in 2013. Prime age population (the persons between 25 to 54 years) will decline by 7.1% on average shrinking from 44.3% in 2013 to 37.1% of the total population by 2060. The fertility rate will reach to 1.62 by 2060 from 1.4 in 2013. (<http://www.parikiaki.com/2015/05/one-third-of-cyprus-population-over-65-by-2060-ec-report-says/#sthash.OyOc7C0x.dpuf>)

The increase in the older population together with the decline in the prime age population will lead to an increase in the number of older people between the age and of 55-64 working and consequently to a shrinkage of the working force.. According the European Union Ageing report 2015, the share of older people in employment will increase by 5%(from 13% in 2013 to 18% in 2060) ([http://europa.eu/epc/pdf/ageing\\_report\\_2015\\_en.pdf](http://europa.eu/epc/pdf/ageing_report_2015_en.pdf)).

In Cyprus, there are three economic sectors:

1. **The Primary sector** which includes agriculture, forestry and mining,
2. **The Secondary sector** which includes manufacturing, electrical supply and natural gas supply, water supply, sewage treatment, waste management and constructions
3. **The tertiary sector** which includes Commerce, Transport and Storage, Hotels and Restaurants, Information and communication, financial institutions, Real estate, Professional, scientific and technical activities, Administrative and support service activities, Public administration and defence, Education, Health and social care, Arts, entertainment and recreation, other service activities

There has been no decline in the **primary sector**. According the Human Resources Development Authority report *“Employment Forecasts in the Cyprus economy 2014-2024”*, the number of people employed in the primary sector in the period 2014-2024 is projected to rise slightly. In particular, in 2014 the number will reach to 15 952 people, while 2024 is expected to amount to 16 282 persons (2.1%). This highlights the timeless but slight upward trend in the primary sector since 2009.

The vast majority of employees are projected to continue to employ in Agriculture, forestry and fishing. In 2014 their number calculated in 15346 individuals (96.2% of total), while 2024 is projected to increase in 15496 individuals (95.2% of total) with an increase of only 1.0%.

In the field of **Mining and quarrying employees** are much fewer. Specifically, 2014 employed 606 individuals (3.8% of total) and the 2024 will increase to 786 people (4.8% of total), recording very large increase 29.7%. This increase is due to the oil and gas extraction activities gas contained in the field.

In the **secondary sector**, 2009-2014 there was shrinkage in the construction industry and in manufacturing as a result of the economic crisis. This has resulted in many construction companies closing down and many people losing their jobs, also many manufacturing units closed down.

The vast majority of employed persons will continue to be in the **tertiary sector** showing a significant increase. As a result, around 8 out of 10 persons will be employed in the tertiary sector, reflecting the dependence of the Cyprus economy on Services.

According the Human Resources Development Authority report “*Employment Forecasts in the Cyprus economy 2014-2024*”, the largest part by far of employees will continue to work in the field of Trade and automotive repair. The number of 64 062 people 2014 (22.4% of total) will become 77 006 persons in 2024 (23.2% of total) showing an increase by 20.2%. Second in size sector is projected to be the hotels and restaurants where in 2014 is expected to employ 28 790 persons (10.1% of total) and the 2024 their number will increase to 37 912 persons (11.4% of total), showing great an increase of 31.7%. A significant part of employees also employed in the education sector. (<http://www.anad.org.cy/images/media/assetfile/Μελέτη%20Συνόλου%20Οικονομίας%202014-2024.pdf> ).

## 4. Publicly-funded employment services in Cyprus

### 1. Formal schemes

The formal schemes that exist in Cyprus in order to help job seekers to find a job or progress in the labour market are the following:

#### a. Scheme for Job Placement and training of tertiary education graduates

This scheme was under the Special Prevention Scheme-Action Plan Introduced in February 2009 and was introduced by the Human Resources Development Authority<sup>56</sup>.

Its goals are to:

- Combat unemployment among tertiary education graduates helping young tertiary education graduates to find productive and suitable employment through acquiring work experience and specialized additional knowledge
- Upgrade the management and improve the competitiveness and enterprises through the employment of qualified persons, who can develop into key members of their human resources.

The target group of this scheme is graduates that completed at least a 3 year academic course of any discipline, have no more than 12 months relevant work experience and have completed their academic studies up to 3 years before entering the current scheme. The employers that can participate in this scheme come from any economic sector, have a need for recruiting and training a graduate for a position requiring higher qualifications, have suitable in-house trainer and have an appropriate structure for the training and employment of the graduate.

This scheme includes in company practical training and work experience for 6 months and participation of graduates in seminars of minimum duration 20 hours for further specialization and additional knowledge. The graduates will receive 1100 euros per month and the employers will receive the subsidy after the end of the scheme that will be maximum 1200 euros per month and the aid intensity will depend on the size of the company 80%(small), 70%(medium) and 60%(large).([http://www.anad.org.cy/easyconsole.cfm/page/project/p\\_id/104/pc\\_id/17178](http://www.anad.org.cy/easyconsole.cfm/page/project/p_id/104/pc_id/17178))

#### b. Work Placement of high school graduates and those graduating from tertiary education programmes of up to two years, who have not worked for more than 12 months and are under 25 years of age

This scheme is offered by the Human Resource Development Authority. The aim of the scheme is to provide practical training opportunities and work experience to unemployed young graduates of secondary schools, high schools, technical schools, System Apprenticeship and Post-secondary education of up to two years duration, to improve their employability and at the same time allow the enterprises / organizations to use of the skills of the unemployed. The criteria of the target group are:

- People registered as unemployed at the offices of the Public Employment Service (PES).

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<sup>56</sup> Policy maker for non-formal learning (VET and Adult)

- People who are not in employment, education or training and are referred for participation in the Plan by the Public Employment Service (PES) as a result of personalized guidance
- Age under 25 years old at the end of the application deadline.

During the work placement, the selected individual will work for up to six months and a mentor will be responsible for the supervision/guidance of the unemployed. The trainee will follow the same working hours as the employees of the company / organization in which he/she is placed. The unemployed must work in the company/organisation for at least 25 hours.

At the end of each month HRDA will pay the individual 500 euros (125 euros per week). The employee must pay 7.8% social insurance contributions (the balance of 9.8% employer contributions are covered by the programme).

At the end of the scheme, the selected individual gains a certificate attesting to work experience and can qualify for the Unemployment Insurance benefits at the end of the programme (<http://stad.anad.org.cy/easyconsole.cfm/page/stad>)

#### **c. Incentive Scheme for Hiring Unemployed-Long term unemployed**

This programme is implemented by the Department of Labour of Ministry of Labour, Welfare and Social Insurance. The goal of this scheme is to reduce unemployment and to support enterprises by giving the employers incentives for employing unemployed people. The incentive is the subsidization of part of the employee's salary recruited. The grant (subsidy) is given to employers (applicants). Applications will receive approval through an evaluation process.

The target group is unemployed persons registered in the Public Employment Services for more than 6 consecutive months before their employment day. The employment day is the day that they started working.

An employee that will join the scheme should be employed on a full-time (i.e. working hours will be the same as those of other employees of the business) for twelve (12) months of which ten (10) months with subsidy by the government and two (2) months without subsidy. The employee will receive no less than 870 euros per month which is the set lowest salary according to the legislation.

The employer will receive a grant that will be equal to 60% of the employee's monthly salary for ten months of employment with a maximum subsidy of 6000 euros per employee. The employer has to employ the unemployed for two more months with no subsidy. (<http://www.mlsi.gov.cy/mlsi/dl/dl.nsf/all/7A84A425B6AAAD99C2257E850036C1CA?opendocument>)

#### **d. Scheme providing incentives for employment of the unemployed**

This scheme is implemented by the Department of Labour of Ministry of Labour, Welfare and Social Insurance. It is about providing incentives for hiring unemployed individuals in the private sector. Financial aid of 60% of the yearly wage cost with maximum amount of €7.200 per person per semester is provided. The subsidy is granted only for the first 6 months of employment. Aim of this scheme is to alleviate the effects that the financial crisis has induced on the labour market.

The Scheme is co-financed by the European Social Fund and the Republic of Cyprus within the framework of the Operational Programme “Employment, Human Capital and Social Cohesion” 2007-2013.

([http://www.mlsi.gov.cy/mlsi/dl/dl.nsf/dmlschemes\\_en/dmlschemes\\_en?OpenDocument](http://www.mlsi.gov.cy/mlsi/dl/dl.nsf/dmlschemes_en/dmlschemes_en?OpenDocument))

**e. Scheme providing incentives for hiring individuals with disabilities**

This scheme is implemented by the Department of Labour of Ministry of Labour, Welfare and Social Insurance. This Scheme is about providing incentives for hiring individuals with disabilities in the private sector and Local Authorities. Financial aid of 75% of the annual wage cost with a maximum amount of €15.000 per person per year is provided for the first 24 months of employment. Additionally, financial aid up to 25% of the eligible costs with a maximum amount of €5.000 per person, for adapting premises, adapting or acquiring equipment, or acquiring and validating software for use by disabled workers, where the beneficiary provides sheltered employment, the costs of constructing, installing or expanding the establishment concerned, and any costs of administration and transport which result directly from the employment of disabled workers.

Aim of this scheme is to encourage employers to hire individuals with disabilities.

The Scheme is co-financed by the European Social Fund and the Republic of Cyprus within the framework of the Operational Programme “Employment, Human Capital and Social Cohesion” 2007-2013, under Priority Axis 2 “Expansion of the Labour Market and Social Cohesion”.

([http://www.mlsi.gov.cy/mlsi/dl/dl.nsf/dmlschemes\\_en/dmlschemes\\_en?OpenDocument](http://www.mlsi.gov.cy/mlsi/dl/dl.nsf/dmlschemes_en/dmlschemes_en?OpenDocument))

**f. Scheme providing incentives for hiring disadvantaged individuals**

This scheme is about provision of incentives for hiring disadvantaged individuals in the private sector and Local Authorities. Financial aid of 65% of the annual wage cost with a maximum amount of €13.000 per person per year is provided for the first 12 months of employment. Additionally, an allowance for transportation costs to and from the workplace will be offered to employees.

Aim of the scheme is the full time employment of disadvantaged individuals.

The Scheme is co-financed by the European Social Fund and the Republic of Cyprus within the framework of the Operational Programme “Employment, Human Capital and Social Cohesion” 2007-2013, under Priority Axis 2 “Expansion of the Labour Market and Social Cohesion”.

For the purpose of this scheme disadvantaged individuals are considered those who: have not completed the upper secondary education or vocational training (ISCED level 3), aged 15-24, aged 50 and more, live alone and have one or more dependents under their care (single parent families), are members of a national minority of Cyprus who need to develop their language skills, vocational training or professional experience in order improve their chances in having easier access to stable employment, receive public aid, are/were under the care/supervision of the Social Welfare Department’s Director, are members of families with mental problems, are ex-prisoners, are ex-users of drug substances, are people with disabilities and are recognized victims of human trafficking.  
([http://www.mlsi.gov.cy/mlsi/dl/dl.nsf/dmlschemes\\_en/dmlschemes\\_en?OpenDocument](http://www.mlsi.gov.cy/mlsi/dl/dl.nsf/dmlschemes_en/dmlschemes_en?OpenDocument))

## 2. System for supporting job seekers

The main system for supporting job seekers (in addition to the above mentioned schemes) is the **Public Employment Services** where each job seeker may ask for support in finding a job. The main approach used is the personalised approach where the employment consultant meets the job seeker and through interview assesses his/her current situation in terms of qualifications, working experience, skills and competences. Based on this a personalised action plan is being agreed which may mean attending a training programme or a placement programme for work experience or try to find a relevant job position. Due to the financial crisis the amount of pressure received by PES is enormous especially by the job seekers. There are not targets put by the management of PES. As PES have mentioned it is difficult to measure and evaluate the results of the service

## 3. Organisations are doing this work in Cyprus?

Public employment service (PES) is a department under the Ministry of Labour, Welfare and Social Insurance that offers employment services to unemployed people. PES monitors the labour market and identifies job vacancies. Then PES officers aim to match job seekers with those vacancies.

Most of the publicly funded programmes are run by the Human Resources Development Authority and the Public Employment Services.

The Human Resource Development Authority of Cyprus (HRDA) is a semi-government organization with the aim to create the necessary conditions for the planned and systematic training and development of Cyprus 's human resources, at all levels and in all sectors, for meeting the needs of the economy, within the overall national socio-economic policies.

The Department of Labour of Ministry of Labour, Welfare and Social Insurance has the overall responsibility for the employment and labour market policy including the provision of employment services.

## 4. Employment in Cyprus

### Employment industries in Cyprus and challenges

In Cyprus, there are three economic sectors:

1. The Primary sector which includes agriculture, forestry and mining
2. The Secondary sector which includes manufacturing, electrical supply and natural gas supply , water supply, sewage treatment , waste management and constructions
3. The tertiary sector which includes Commerce, Transport and Storage, Hotels and Restaurants, Information and communication, financial institutions, Real estate, Professional, scientific and technical activities, Administrative and support service activities ,Public administration and defence, Education, Health and social care, Arts, entertainment and recreation, Other service activities

There has been no decline in the **primary sector**. According the Human Resources Development Authority report Employment Forecasts in the Cyprus economy 2014-2024, the number of people employed in the primary sector in the period 2014-2024 projected to rise slightly. In particular, in 2014 the number will reach to 15 952 people, while 2024 is expected to amount to 16 282 persons (2.1%).This highlights the timeless but slight upward trend in the primary sector since 2009. According to the HRDA report, there will be a big increase in the people employed in the mining due to the oil and gas extraction activities. (<http://www.anad.org.cy/images/media/assetfile/Summary.pdf>)

In the **secondary sector**, 2009-2014 there was shrinkage in the construction industry and in manufacturing as a result of the economic crisis. This has resulted in many construction companies closing down and many people losing their jobs. Also many manufacturing units closed down.

In the **tertiary sector**, the vast majority of employed persons will continue to be in the tertiary sector showing a significant increase. As a result, around 8 out of 10 persons will be employed in the tertiary sector, reflecting the dependence of the Cyprus economy on Services.

According to the Human Resources Development Authority report “Employment Forecasts in the Cyprus economy 2014-2024”, the largest part by far of employees will continue to work in the field of Trade and automotive repair. The number of 64 062 people in 2014 (22.4% of total) will rise to 77 006 persons in 2024 (23.2% of total), showing an increase by 20.2%. Second in size sector is the hotels and restaurants where in 2014 is expected to employ 28 790 persons (10.1% of total) and in 2024 the number will increase to 37 912 persons (11.4% of total), showing an increase of 31.7%. A significant part of employees are also employed in the education sector. In 2014, 31.935 persons (11.2% of) and in 2024 they will reach 36.614 persons (11% of total) having an increase of 14.7%. Compared to 2009 figures, the employed people number will show an increase.

### **Barriers for job-seekers to find work in these industries**

Regarding the **primary** sector, it is easier to get a job in that sector and it will become easier in the future since the oil and natural gas extraction activities will create new jobs and therefore job seekers equipped with the right skills will be able to find a job on this sector.

On the other hand, it is difficult to find a job in the **secondary** sector (the construction industry or the manufacturing industry) because these industries shrunk due to the economic crisis.

However in the **tertiary** sector, there are job opportunities for unemployed people. Unemployed people can find easier job in trade companies, hotel and restaurants, organisations related with education and in services companies.

The barriers that job seekers usually face when they are looking for a job are:

1. Economic crisis is a major barrier as the supply for jobs is much less now so the competition is much stronger.
2. Sometimes the problem is more intense for specific specialities
3. Sometimes job seekers are **overqualified** (have more qualifications than the one needed for a job) for a job and demand higher wages. Therefore an employer will not choose them for a job but will choose a less qualified person that will accept to receive a lower wage. According to the International Labour Office report, women are more likely than men to be over-qualified (27.2 per cent of women are overqualified compared to 15.8 per cent of men). This points to low labour market rewards of high educational attainment among young women.
4. Sometimes job seekers may have the qualifications and skills for a job but they may **not have the specific skills needed by the employer that usually come through work experience**. The employer would prefer to employ someone that already has some job experience in his field. This is often the barrier for young graduates. According to International Labour Office report, the establishment of work-experience programmes as part of university curricula would provide tertiary students with credits as well as the work experience that is highly desired by employers. These work-experience programmes would also increase the number of young people with some degree of familiarity with the world of work.
5. Another barrier that some job seeker that are **over 50+age** may face is that even if they have the qualifications and skills for a job, the employer will be reluctant to hire them because they consider them to be old and therefore they will not be able to carry their job duties quickly enough or even respond to changes.

### **Unemployed or redundant adults, school leavers and university graduates**

According to the statistical data by the Cyprus Statistical Service (CyStat), the number of unemployed in February 2016 reached 45961. From the 45961 registered unemployed persons, 24727 unemployed have been unemployed for duration between 15 days and six months and this means that most of them, were new unemployed because they were made redundant by their employers or may be young graduates<sup>57</sup>. (Cyprus Statistical Service, February 2016)

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<sup>57</sup> Although this number must be limited as the research was done in February

Regarding the age range of the unemployed, 11,571 were between the age of 30-39, 10,528 between the age of 20-29 (probably young graduates), 10401 between the ages of 50-59, 9.049 between the ages of 40-49. (Cyprus Statistical Service, February 2016).

There were not many unemployed under 20 since in Cyprus many young people after the graduate from high schools they study either in a college to earn a diploma or in the a university to get a university degree.

Regarding early school leaving and tertiary education, according to the European Commission paper early school leaving has declined steadily in Cyprus in recent years (decreased from 11.3% in 2011 to 6.8% in 2014 and that is below the EU target that set to 10% in 2020) and the tertiary education attainment rate is one of the highest in the EU( rose from 46.2% in 2011 to 52.5% in 2014 and the EU average in 2014 is 37.9%)([http://www.moec.gov.cy/aethee/chrisimo\\_yliko/education\\_training\\_2015/one\\_page\\_cy.pdf](http://www.moec.gov.cy/aethee/chrisimo_yliko/education_training_2015/one_page_cy.pdf)).

However, according to the International Labour Office Report, the share of tertiary graduates among the unemployed is twice as high as that recorded in the EU, with tertiary educated youth experiencing similar unemployment rates as those with lower secondary education or less, and persistent rates of over-qualifications (Job and skills of Youth: Review of policies for youth employment in Cyprus,ILO, 2014 [http://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/documents/publication/wcms\\_301262.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/publication/wcms_301262.pdf)

### **Opportunities and growth**

As mentioned before, according to the Human Resources Development Authority report ‘**Employment Forecasts in the Cyprus economy 2014-2024**’, 8 out of 10 persons are employed in the tertiary sector. Therefore, there are more job opportunities in this sector.

Also the growth in this sector is faster. According to the report, between the years 2014-2024, in the tertiary sector 4.649 new job places will be created each year compared 574 new job positions each year in the secondary sector and 33 new job positions each year in the primary sector .This means that 9 out of 10 new job positions will be in the tertiary sector.

All sectors of economic activity that are expected to present better prospects for employment are in the tertiary sector and are the following:

- Wholesale
- Retail
- Water transport
- Hotels
- Restaurants
- Legal and accounting activities
- Architectural and engineering activities
- Education

- Health and social care
- Arts
- Entertainment

<http://www.anad.org.cy/images/media/assetfile/Μελέτη%20Συνόλου%20Οικονομίας%202014-2024.pdf>)

### **Initiatives that bring companies and job seekers together**

An incentive has been promoted by the Higher Hotel Institute of Cyprus (HHIC) who organise an annual career day for students to meet employers. During this day students and employers may commonly decide on a placement programme so that students can gain work experience or even for employment<sup>58</sup>.

Another initiative that tries to bring companies and job seekers together is the new training programme for unemployed in the hotel and restaurant sector with specialities:

- Waiter
- Bartender
- Maid
- Receptionist

This training scheme is implemented by the Human Resource Development Authority of Cyprus. ([http://www.hrda.org.cy/easyconsole.cfm/page/project/p\\_id/292](http://www.hrda.org.cy/easyconsole.cfm/page/project/p_id/292))

The aim of the program is the training of the unemployed for acquisition, enrichment and / or upgrade their knowledge and skills in the above specialities, with a view to their integration / reintegration into employment. Also, these programs aimed at certifying the skills and qualifications of unemployed under the relevant Qualifications Standard.

Each program includes:

1. 50-125 hours (theoretical and practical) training in certified by the HRDA Vocational Training Centres (KEK) (depending on the training programme)
2. 160 hours (4 weeks) practical training for work experience in the hotel / food industry enterprises / organizations
3. Employment for two months in an enterprise / organization of hotel / food industry, in full-time and under the current collective agreements and
4. Examination and certification of skills and qualifications under the relevant Standard Qualifications at Level 2.

In order to participate in the program, the unemployed can get more information about the program and the participation form from the HRDA or the local Public Employment Services, they have to complete a form and submit it to the contractor. Organisations like hotels and restaurants can also participate in this program during the practical training and the employment.

We believe that this is a good incentive since firstly it targets in the hotels and restaurant sector which is a sector with big potential growth in the near future and secondly because it

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<sup>58</sup> More information is provided in the case studies

brings people, that want to work in this sector and certify their skills , closer to the hotels and restaurants, that need employees with certified skills.

### **Training to HR managers committed to recruit and retain job seekers**

There are no examples of training or guidance available for company HR managers and employers who are committed to recruiting and retaining job-seekers in Cyprus.

## **5. Job Brokers in Cyprus**

### **Job brokers in Cyprus**

In Cyprus, there are no Job Brokers if we use the term exactly as used in the application in the sense that they do not implement all activities we believe a job broker should undertake. *It should be noted here that until very recently their role was limited because there was low unemployment in past years and therefore there was no need for brokerage services for Cypriot jobseekers but only for foreign jobseekers.*

People offering employment services (and to some extent job brokerage) are working in the following organizations:

#### **1) The Public Employment Services (PES) of the Department of Labour**

The Ministry of Labour and Social Insurance has overall responsibility for the employment and labour market policy including the provision of employment services. The Public Employment Services is attached to the Department of Labour and of the Ministry of Labour and Social Insurance. The main objective of a Public Employment Service is to facilitate the matching of job seekers who are looking for employment with enterprises who need workers to fill in job vacancies. In general, the PES implement the core function of collection of labour market information, job matching, delivery of labour market programs and administration of the unemployment benefits to eligible unemployed. The Public Employment Services of the Department of Labour operate at central and district level, with four Labour Offices at the Districts of Nicosia, Limassol, Larnaca and Pafos and 2 sub-offices at Paralimni and Polis.

At the District Labour Offices, job seekers are assisted in finding suitable employment through registration and placement services, as well as through the provision of vocational guidance and counselling on training opportunities. They are also informed about the terms and conditions of employment in various occupations.

#### **2) Human Resources Development Authority of Cyprus**

The Human Resource Development Authority of Cyprus (HRDA) is a semi-government organization with the aim to create the necessary conditions for the planned and systematic training and development of Cyprus 's human resources, at all levels and in all sectors, for meeting the needs of the economy, within the overall national socio-economic policies. The HRDA operates a number of Training Schemes to cater for these needs. HRDA offers training programmes for the unemployed and for newcomers on the labour market and Practical training and Work Experience programmes.

<http://www.mfa.gov.cy/mfa/mfa2006.nsf/All/C32F7745914A9227C2257D34002753DC?OpenDocument>).

One could say that the officers dealing with these programmes have the role of the job broker. It is noted though that all matchings between employers and job seekers are done through the use of a specialised ICT platform that matches job seekers and employers based on criteria such as job title, qualifications etc. In many cases the officers from HRDA do not even get to see the candidates. Statistics show however that around 50% of the people that participate in the placement programmes of HRDA do get a job after the completion of the programme.

### **3) Private Employment Agencies**

There are many private employment agencies in Cyprus. Some of these specialise in finding jobs to either local people or foreigners that wish to work in Cyprus.

The establishment and operation of private employment agencies is regulated by the Private Employment Agency Law No. 126(I)/2012.

Any legal or natural person who acts as a mediator for employment of persons available for work, for the purpose of either direct or indirect pay / fee / material gain / other charges or without charge, need to obtain a Licence for the operation of such an establishment from the competent authority which is the Director of the Department of Labour of the Ministry of Labour, Welfare and Social Insurance. According to the Private Employment Agency Law the employer of the Private Employment Agency shall not impose any charge on the employee for the purpose of job search, placement and maintenance of employment. The employment agency reward is coming solely from the employer side. ([http://www.mlsi.gov.cy/mlsi/dl/dl.nsf/dmlissue\\_en/dmlissue\\_en?OpenDocument](http://www.mlsi.gov.cy/mlsi/dl/dl.nsf/dmlissue_en/dmlissue_en?OpenDocument), <http://www.ilo.org/dyn/natlex/docs/ELECTRONIC/100342/120342/F-302289580/CYP100342%20Grk.pdf>)

### **4) Vet Organisations assisting their students to enter the labour market**

Several VET organisations (private and public) offer their students the opportunity to gain work experience through a placement programme or career advice for employment after the completion of the studies or even for summer jobs. Some VET organisations employ 'career advisors' and organise several events for bringing students and employers together.

### **5) The Career Counselling and Educational Services**

The Career Counselling and Educational Services (CCES) operate under the umbrella of the Secondary Education Administration of the Cyprus Ministry of Education and Culture. Our main aim is the personal, social, educational and vocational development of high school students and other people.

The CCES maintains Counselling and Career Guidance offices in all public Secondary and Technical schools as well as Central Career Guidance offices at the Ministry of Education and Culture.

Taking into consideration the individuality of each person, their abilities and their freedom of will, the CCES aims to help students and other people to:

- Develop positive self-esteem, self-approval and self-confidence.
- Identify their abilities, interests and skills.

- Use their unique capabilities and aptitudes to achieve self-awareness.
- Acquire the right skills to deal effectively with personal, family and/or social issues in life.
- Adjust to the school environment in order to progress both educationally and socially.
- Develop critical thinking.
- Develop the necessary skills that will allow use of appropriate information effectively and make well informed decisions concerning educational, vocational and personal choices.
- Learn about the nature and demands of various vocations as well as the current social, economic and cultural developments so that correct educational choices are made.

It is worth mentioning once more however that although the above roles incorporate important activities of the job broker, they miss important characteristics of the job broker such as

- Coaching for the development of a cv
- Coaching during the entry to the labour market to ensure job retention
- And others

### **The professional qualifications needed**

It is noted that no license is required for one to become a job broker

The counsellors in the Public Employment services must meet the following requirements:

- 1) Possession of a degree with a major in Human Resources, psychology, sociology, social work, business administration or relevant degree
- 2) No previous experience is needed
- 3) There is a 80 hours initial training on
  - a. Employment and labour laws
  - b. Labour market
  - c. Services Offered by other public and private organisations for the unemployed people
  - d. Effective Communication
  - e. Interview and negotiation techniques
  - f. Personal evaluation techniques
  - g. Counselling techniques and role play

According to the Cyprus Law, a person responsible for the operation of the Private Employment Agency must hold one of the following:

- a) A recognized diploma, degree or university title in one of the subjects mentioned in the article 8 of the Law.

- b) A recognized diploma, degree or university title in subject other than those mentioned in the article 8 of the Law and Master degree in one of the subjects mentioned in the article 8.
- c) A recognized diploma, degree, university title or master degree in subject other than those mentioned in the article 8 and has attended a training program related to employment / labour law organized by the competent authority.
- d) A secondary education certificate and relevant experience, has attended a training program related to employment / labour law organized by the competent authority and passed the relevant examination. When the Agency is dealing with the recruitment of managerial / professional personnel then the person responsible for the operation of the Agency must hold a university degree as mentioned in a-c above or in case of (d) have three (3) years of relevant experience in the placement of managerial / professional personnel. ([http://www.mlsi.gov.cy/mlsi/dl/dl.nsf/dmlissue\\_en/dmlissue\\_en?OpenDocument](http://www.mlsi.gov.cy/mlsi/dl/dl.nsf/dmlissue_en/dmlissue_en?OpenDocument))

Other than the above requirements however, the employment consultants in either the Public Employment Services or in the Private Employment Agencies *do not need to have any professional qualifications in order to carry out their work.*

### **NQF / the European Qualifications Framework (EQF) level**

As mentioned above there is no professional qualification for job brokers. Additionally, although the National Qualification Framework in Cyprus has been established, it is not fully operational ([http://www.erasmusplus.cy/uploadfiles/ecvet/presentations/24\\_11\\_14/Kyriakou.pdf](http://www.erasmusplus.cy/uploadfiles/ecvet/presentations/24_11_14/Kyriakou.pdf)).

### **Available training**

- The Department of Labour in cooperation with the Cyprus Productivity Centre organises a training programme for the employees of the Private Employment Agencies .The programme’s duration is 25 hours. The aim of this programme is the modernization of the functioning of private employment agencies (IGEE) through training of the operator or others and the staff. Relevant is Article 8 (I) of the Private Office Fundraising Labour Law 2012 (N.126 (I) / 2012). However, this training programme does not focus at all on the competences, skills and knowledge that a job broker must have in order to be able to carry our effectively his job.

(<http://www.mlsi.gov.cy/mlsi/dl/dl.nsf/All/B4F3F5C4316594A6C2257EC8004AD7F0?OpenDocument>)

- Additionally, as mentioned above, upon employment, the Public Employment Service officers participate in a long course (80 hours) that includes:
  - Employment and labour laws
  - Labour market
  - Services Offered by other public and private organisations for the unemployed people
  - Effective Communication

- Interview and negotiation techniques
- Personal evaluation techniques
- Counselling techniques and role play
- No training has been identified for the concept of the job broker as presented in the current project (e.g. support the job seeker for the retention of a job)
- No specialised training has been identified for job brokers dealing with disadvantaged groups

### **Professional Associations and formal professional registration**

The private employment agencies have two associations: **Cyprus Association of Registered Owners of Private Recruiting offices** and the **Panyprian Federation of Private Recruiting Offices** is registered with the Cyprus Chamber of Commerce and Industry.

(<http://www.businessincyprus.gov.cy/mcit/psc/psc.nsf/All/a94644492b1fec6c2257b6c002573ea?OpenDocument>)

### **Local networks supporting jobseekers**

There are no local network of organisations or companies that support staff who support job seekers in Cyprus. The only support system job seekers have is the Public Employment Service as well as private employment service (that focus however usually on high calibre people in the form of job hunting) and depending on the time, the different co-funded or European projects available.

### **Evaluation of job brokers (in relation to number of placements or permanent employment)**

According to PES there are no targets that a job broker must meet. Their job placement success rate or the number of placement they do will not influence their remuneration. PES feels that evaluating this type of services is quite difficult.

In the case of **Private Employment Agencies**, there is no information on whether the staff is evaluated based on how successful he/she is to get unemployed people into training or jobs or based on how placements he gets with employers. Usually in the case of the private sector, there are targets that will influence the performance appraisal.

## 5. The view from the Stakeholders

### (a) 'System' issues in terms of the organisation of services for job-seekers with companies

#### The concept of job broker in Cyprus

We started our interviews with a thorough description of the term job broker to ensure that we 'speak' the same language with the interviewee as well as to try to identify the beliefs of stakeholders on the existence of the specific job/role in Cyprus. **It is worth noting that all stakeholders found the concept very interesting and they have admitted that although parts of the role exists in the job profile of Public Employment Service officer for example or the officers dealing with co-funded placement programmes, or career advisors of VET schools, the exact profile of the job broker role does not exist.** All types of stakeholders (job seekers, employers) are aware of the existence of job brokers (to them these are the consultants of public and private employment agencies) and VET providers know that they often have the role of job brokers. Job seekers have defined job brokers as:

- Somebody that will support you in getting a job that is relevant to the field of study
- Somebody that provides coaching so that you can enter the labour market
- Somebody that will present the positives and negatives of a job and will provide coaching so that you can enter the labour market.

#### Networking practices

As far as networking is concerned, in general stakeholders admitted that there is lack of strong networks between job brokers although there are some professional associations of private employment services. No network has been identified to link public and private employment services.

#### Factors that work in terms of the type of services that is on offer according to stakeholders

Several factors work according to the stakeholders such as

1. Good cooperation between job broker and companies/organisations.
2. Clearly defined jobs and job positions.
3. Personalised approach for each job seeker. The method 'same service to all' does not work anymore. Job broker needs to work with each individual taking into consideration his/her individualized needs, skills and competences. All stakeholders, admit that this approach is much more time consuming and when resources are limited, it may lead to less job seekers in the labour market. However, the benefits of this approach are that job seekers find the most relevant jobs for them, and employers receive the best possible service and the most suitable personnel. Possibilities of a job position being retained are much higher when using this approach.
4. Motivate first the job seeker and then find them a job. Without self-motivation everything else have no effect. This is something PES mentioned quite often as a

significant part of their role. Due to the economic crisis and the fact that the salaries are now much lower as well as people meeting specific criteria are entitled to receive the minimum guaranteed income, often the most difficult role of the job broker is to energise people to actively look for a job. Often this is also the purpose of the co-funded projects.

Therefore, one main issue that needs improvement is the time and quality of time spent with the job seeker. High targets on seeing many job seekers a day do not have positive results.

### **Different services for different target groups**

In Cyprus, we do not have a system in place that offers different services to different target groups. The only service that supports job seekers is the Public Employment Service. Public Employment Service supports all job seekers (disadvantaged, non-disadvantaged, long time unemployed etc.). As PES mentioned they provide equal treatment to all job seekers but they need to adapt their behaviour to the type of job seekers they serve. Private employment agencies focus on the employment of third country nationals (one type of employment agencies) or on head hunting for high calliper individuals or employment services for young graduates. There are no specialised private employment services dealing with disadvantaged groups.

### **Role of VET organisations in the preparation of job seekers for the world of work**

Vet organisations do help job seekers in their entry to the labour market but not to the extent required. According to stakeholders, VET organisations should **better research the labour market needs** not only as far as jobs are concerned but also as far as necessary knowledge, skills and competences. Programmes should make sure that these needs are met. Additionally, work experience should be better integrated in the programmes, have clear and well defined objectives as well as substantial duration in order to be of value.

Moreover, although VET organisations offer training programmes tailored to assist job seekers entering the labour market, often they do not provide ongoing support until the job seeker enters the market and is in a position to retain the job.

In practice, this means introducing business governance into schools, proper career advice with direct links to business and measuring the success of schools and universities based on the employment outcomes of pupils.

Employers have similar beliefs as to the extent VET providers (as well as other educational institutes) prepare job seeker for the labour market. They feel that job seekers should have more practical experience and be better prepared prior to entering the labour market.

### **Good practices**

The **personalised approach** as conceptualised by the Public Employment Services is a good practice as it matches the needs of the job seeker with training programmes (for skills development), placement programmes (for work experience) or employment. In reality

however, due to the high number of job seekers (especially during financial crisis) the application of this best practice is not always possible.

### **Local ‘culture clash’ between what companies are looking for in job-seekers and what job-seekers are looking for in companies**

Companies are looking for multi-skilled, highly productive personnel that can actually do the job autonomously under small supervision. Flexibility is another quality companies are looking for. Employers feel that there is more need for practical experience and better preparation from VET providers or other educational institutes before entering the labour market.

Job seekers are looking into the benefits offered by the company in terms of wages, time, paid annual leave, other benefits etc.

### **Practical ideas to how to bring job-seekers, companies and education together**

One idea that has emerged in the organisation of business games by employers with the participation of job seekers. In this game, job seekers will realise the variety and diversity of skills they need to have to get employed and at the same time companies may find suitable job seekers for employment.

Other ideas that are currently been implemented include the organisation of career day where students and employers will come together and this may lead to a successful placement programme or even employment.

## **(b) Preparing job-seekers for employment**

### **Opinion of job seekers**

People expect that job-brokers need to be able to **give proper information** of the given job position, such as advantages and disadvantages, job requirements and all the relevant documents participants need to provide in order to be considered for the job. Information on several co-funded programmes should also be provided.

Job seekers also expect that by the time they register to the Public Employment Service, they should be informed every time there is available vacancy that suits their professional and academic qualifications, skills and competences and other specifics.

Coaching and support during the process of getting a job is also expected, including assistance in the development of a successful CV.

Some of them mentioned that they are satisfied form the service provided by the Public Employment Service, although some of them mentioned that they have never received support.

Some job seekers are rather disappointed with the services. They mentioned that they receive no support and that the services just deal with formalities e.g. renewal of unemployment documents. Some other job seekers mentioned however that they do get information about co-funded programmes and several vacancies and they would not expect something else from the employment consultant. More guidance on skills development and

better matching of knowledge, skills and competences with the requirements of the company were mentioned by some of the job seekers.

As far as the steps taken to get a job, Job-seekers mentioned that the way they search for job is most of the times through communication with people from the Public Employment Service. For example, job-seekers can communicate with job brokers in order to discuss the possible job opportunities as well as to look for a job that suits the professional and academic qualifications of the job-seeker.

Some of the job-seekers mentioned that they used to call directly to the companies that have available job vacancies in order to have all the relevant contact details and job description before they send their CV.

### **Main barriers to access to the employment opportunities for local job seekers**

According to **Job seekers**, the main barriers that are stopping them from accessing employment opportunities are the following:

- Lack of training.
- Local job seekers do not have the skills required by the companies.
- Most of the times employers are looking for employees with **relevant work experience**, something that is difficult especially for people who recently started looking for their first job.
- Employers are looking for people with **multitasking skills** something that is often not developed through education.
- **Job description is not clear** and job seekers will not apply or will apply for something that they don't fit.
- Job seekers believe that salaries are very low in relation to working hours and requirements from employers. In some cases they prefer to stay at home rather than work for this amount of money.
- Finally, according to a long term unemployed person, the issue of age is another barrier that stops local job-seekers to access employment opportunities, due to the fact that companies prefer to invest in younger people rather than on people with more experience.
- Of course everybody recognises the fact that the **economic crisis** has affected the supply of jobs and therefore it is another barrier itself.

**Policy makers, Vet organisations as well as some placement consultants** mentioned some other barriers such as:

1. Economic crisis
2. Job seekers do not have the skills to the level required by the companies
3. Lack of work experience
4. There is lack of information related to the available positions

## What works well in getting local people to local jobs?

The following techniques work when trying to get local people to local jobs

- **Networking** involves being able to accurately identify the people who can support you. Professional networking is about making contacts and building relationships that can lead to jobs or other work related opportunities. Thoughtful networking provides a focused way to get in contact with people who may have knowledge on the job you are looking for. If this is done properly, it can help you obtain leads, referrals, advice, information and support. It is an essential component of any successful job search, but it requires proper planning. Local services can enhance networking by organizing meetings with important stakeholders and potential employers.
- **Companies'** announcements need to reflect the real picture of the job
- Energising the job seeker to actively participate in the process of getting job
- Appropriate **career guidance of the job seeker including** skills assessment, action planning and follow up
- **Communication** with companies is vital for successfully getting job seekers into the labour market

## Factors of success and best practices for getting young people into apprenticeships or job-seekers into work

As far as the main factors of success the following have been mentioned:

- Employers **want proof** that a prospect candidate has the necessary knowledge, training and **experience** to perform the job or, at least, to learn how to perform it. Preferably, the prospect candidate has both, and further than this, he/she should demonstrate the ability to learn. **Therefore the CV of the candidate is vital for getting the job and the job brokers need to support the job seekers in the composition of their CV.**
- Secondly, the employers want to evidence that **the prospective employee should be dependable at work**- they would be available for work every day. Despite the time and energy invested in finding the employee, many companies perceive even minor attendance problems. Such questions usually come into the interviewing phase where the **job broker needs to prepare the candidate but also to explain why these issues are important (to be able to keep the job as well).**
- **Position has been clearly defined and provides a true picture** of what is needed.
- In case of apprenticeship or placement programme there is **a well-designed training programme** to be followed so that the job seeker enters smoothly the labour market.
- In case of placement programmes the unemployed people should have the chance to make their decision regarding the job that will be allocated. In order to do that they need to have access to information and appropriate guidance.

- In the case of placement programmes or apprenticeship, provision of motivation to companies that will recruit the job seeker after the completion of the placement or apprenticeship is also considered to be a success factor.

### **Effectiveness of local services**

There is a degree of disagreement between the stakeholders with some arguing that the local services are effective in getting local people to local jobs while some others argue that the role of local services has been limited and must be enhanced by providing training programmes to job seekers, and the opportunity for working experience. Additionally, their role can be enhanced by connecting unemployed people to a range of government initiatives e.g. new enterprise incentive scheme.

However, as PES officers mentioned it is very difficult to evaluate the effectiveness of the service provided especially during financial crisis.

### **Successful apprenticeship or first job**

As far as apprenticeship of first job is concerned the following factors affect success:

#### **From the side of the employer:**

- **Ongoing support and coaching** of apprentices and trainees ensures a pool of skilled workers who are available to meet business challenges of the future, to build work relationships and understand how the business operates.
- The issue of **communication** is also important in order to be able to provide a successful support to the apprentice; hence, the apprentice should be willing to cooperate and to work.
- **Professionalism** and **flexibility**
- **Provision of training** and guidance
- Provision of all necessary information

#### **As far as the job seeker is concerned:**

- Willingness to work, listen, learn and follow organisation rules
- Knowledge and skills related to the field
- Professionalism
- Personality and communication
- Positive attitude
- Devotion to the organisation and flexibility

### **Occupations where apprenticeship or unexperienced people are favoured or rejected**

Apprenticeship or unexperienced people are often welcomed in junior positions that don't require a lot of previous knowledge rather managerial positions or other positions, which require specialized staff.

General graduate jobs that require little or no experience usually offer the opportunity for apprenticeship. Other jobs that also require less or no qualifications such as police officers, security guards, casino workers, cleaners and so on and are usually open to apprenticeships.

### **What goes wrong on the first job, or the apprenticeship?**

Most people need to try several jobs or careers before finding the one that fits them at most, and with more experience and knowledge, the odds of finding a lasting and satisfying relationship increase. But the process of finding the right one can be fraught with disappointment. It is strongly believed that high youth unemployment rate can be explained by the fact that young people leave jobs more frequently than older people.

Additionally, often employers have not realistic expectations. They expect to get experienced workers and they do not allocate time for coaching and training.

Sometimes young unemployed people who enter their first job are likely to be uninterested, not motivated and not willing to work. Other issues that affect are lack of professionalism, lack of devotion to the organisation and company. Often education forms different expectations for the labour market with the result that job seekers get very disappointed from the beginning.

### **Incentives**

There are incentive schemes for unemployed people that are advertised from the Human Resources Development Authority and the Ministry of Welfare, Labour and Social Insurance. Job seekers receive enough information through TV advertisements, newspapers but also through the Public Employment Service

## **(c)The companies' perspective**

### **Recruiting job-seekers from disadvantaged groups**

According to participants, within the framework of Corporate Social Responsibility, some organisations/companies recruit disabled people for specific job positions (e.g. telephonists). Additionally, there are some incentives for employing jobseekers from disadvantaged groups.

### **Resources that employers use for finding and recruiting local young people**

The most common ways for employers or companies to look when recruiting young local people are usually through advertising on the press, publication of the positions on Private Employment Agencies or on the Public Employment Service. Generally employers prefer to publish available positions to the resources that young job seekers used to look for jobs.

### **Positive and negative side of having new job- seekers in the company**

According to what participants answered, usually new job-seekers are more willing and motivated to work while on the other hand when recruiting new job-seekers there is a lack of experience. Additionally, sometimes the job description and responsibilities of the job may not completely relate to their knowledge and lack of experience makes things more difficult.

### **Positive and negative experiences of local employers when employing local job-seekers**

The positive experiences for local employers when employing local job seekers are mainly the fact that local job seekers have good knowledge of the local language as well as the issue of awareness of the local market.

On the other hand, the negative experiences are basically the fact that companies do not have diversity in cultures, therefore, creativity is more limited. Additionally, often local participants consider the job as temporary because of the aspiration of finding a job on the public sector (due to the bug gap in benefits between the public and the private sector).

### **Employers' expectations from local young people when they look to recruit or train them?**

According to what participants answered, **sometimes employers are not realistic** to what they expect from local young people as they expect that participants will be able to perform the job without been trained. In reality, the purposes of these programs are to provide professional experience to young people.

### **Support or training available to supervisors or line managers on how to prepare and integrate young people**

According to participants there is support for people that are usually given the responsibility to prepare job seekers or long term unemployed people to enter to the labour market, especially in terms of tools to be used for the proper preparation of participants. Companies provide seminars and educational trainings or workshops supporting line managers with the skills to train and prepare young people. However, nowadays, these trainings are also minimised due to the financial crisis.

## **(d) The needs of the Job Brokers**

### **Skills, knowledge and attitudes that are needed to meet the needs of both job-seekers and companies?**

As far as knowledge is concerned job seekers should have the following:

- At least the basic characteristics of different types of jobs
- Knowledge of human psychology, especially theories of motivation
- Knowledge of funding opportunities for employer's to ease the process of recruitment and training, especially of non-experienced candidates.

As far as skills are concerned, the following have been mentioned:

- Communication skills (to be able to communicate with job seekers and employers)
- Show empathy to job seekers, especially those coming from disadvantaged schools
- Use ICT (e.g. internet, basic word processing etc.)
- Organisational skills
- Coaching /Mentoring/Consulting skills
- Interviewing skills in order to be able to assess both the candidate as well as the organization's need

As far as competences are concerned:

- Professionalism

### **Important characteristics of Job Brokers, when trying to bring companies and job seekers together**

According to Job-Seekers there are some important skills that make someone a good job-broker. For example a good job broker has to be **polite, caring and have knowledge on issues concerning career consulting**. Job-brokers must have **communication skills** in order to be able to discuss with job-seekers as well as to understand what they are looking for, and to provide the best possible support. Job-brokers must be **patient** and **positive** and this is very important when they have to communicate with long term unemployed people who are looking for a job for a long period of time. Last but not least, job-brokers have to be **aware of the labour market** and the **characteristics of specific jobs** as well as to know about the current issues and trends and allocation of unemployed people in the labour market. Effectiveness is also very important for job brokers especially nowadays that unemployment is at very high levels.

Some of the job seekers mentioned that it is required to have a degree on the area of career consulting, although some of them believed that it is not the academic qualification but the professional experience that makes someone a good job-broker.

Similar characteristics have been mentioned by job brokers themselves i.e. **labour market knowledge** and **characteristics of specific jobs, empathy and communication, effectiveness**. **Skills assessment** was something that was mentioned only by job brokers and not by job seekers. Some other skills that have been mentioned were **time management** skills, **organisational** skills and **ability to work in teams**

## Existing gaps to be filled by training

In Cyprus we have identified two main training programmes:

- The training programme offered by the Cyprus Productivity Centre to the staff of Private Employment Services
- The induction training provided to Public Employment Service Officer

Although we did not have any access to the details of the above mentioned programmes so gaps were identified:

- 1) Self-motivation and energizing of the job seeker
- 2) Demonstrating empathy
- 3) Supporting job seekers to the development of their cv
- 4) Time management skills and organisational skills
- 5) Relationship management

Another European Project STEP deals also with people assisting disadvantaged groups to enter the labour market and during this period they are piloting their developed programme ([www.skillstep.eu](http://www.skillstep.eu))

## 5. Case Studies

### System for the employment of students of the Higher Hotel Institute

**Name of organisation:** Higher Hotel Institute

**Contact details:** Ms Evie Soteriou, General Manager

#### Description of the organisation

The Higher Hotel Institute, Cyprus (HHIC) is a tertiary educational institute which offers educational programmes in Hotel and Catering Studies. The HHIC operates as a Department of the Ministry of Labour and Social Insurance.

The HHIC accepts both Cypriot and International students. Cypriot candidates apply for the HHIC through the national system of entrance examinations for the Higher and Highest Educational Institutes of Cyprus and Greece. The HHIC has a wider role which is directly related with the development of the Tourism Industry.

The HHIC has consistently connected its history with the development of Cyprus Hotel Industry. Since the establishment of the Republic of Cyprus the Institute's aim has been to serve the needs of Hotel Industry providing highly trained personnel.

The HHIC is a continuation of the Central Hotel Training School (C.H.T.S.) founded in 1965, and the Hotel and Catering Institute (HCI) that succeeded it, founded in 1969 as a joint project of the Republic of Cyprus, the United Nations Development Programme and the International Labour Office (I.L.O.).

Both institutions, the Central Hotel Training School (C.H.T.S.) and the Hotel and Catering Institute (HCI) functioned side by side until April 1971 when the former merged with the latter.

Since the finalization of the joint project in July 1974, the Institute has been operating as a government Institution, under the Ministry of Labour and Social Insurance.

In May 1993, the Council of Ministers of the Republic of Cyprus approved the upgrading of the Institute to a Tertiary Educational Institution of Hotel and Catering Education and the renaming of the Institute to Higher Hotel Institute, Cyprus (HHIC).

The Institute has since its establishment, been the main source for highly trained personnel for the Hotel Industry. During its forty years of existence, the Institute has provided education and training to thousands of young people from Cyprus as well as many other countries.

Higher hotel institute in Cyprus takes several actions to ensure the employment of its students after the completion of their studies, placing enormous emphasis to the responsiveness of its programmes to the labour market.

- One of the innovations identified is the fact that every year HHIC organizes in March a career day which offers an excellent opportunity to students to select out of several placement proposals, where they will do their practical training in the industry or even possible future employment. The objective of this event is to bring employers and students together for cooperation either in placement programmes to gain working experience or for employment. Top employers from the industry usually participate in this event. During that day employers have the opportunity to implement private interviews with

students and select students either for employment or even for summer jobs or placement. A second interview may also be arranged on a separate day. It is noted here that HHIC assists students that do not manage to get a job during this information day through constant efforts to find them a job with other employers, or to guide them etc.

- HHIC maintains close relationships with employers in the hotel and tourism. HHIC maintains a database of employers. They also involve employers in several of their actions (placements, summer jobs etc.) as well as they request for their input during the design of programmes. In this way they maintain strong relationships with employers.
- HHIC employs career advisors (job brokers) that maintain strong relationships with the employers (some of them are also responsible for the database maintenance). Career advisors coach students before completing their studies and ensure that employers meet them well in advance through placements and summer jobs. They also assist students in identifying relevant part time jobs during their studies.
- HHIC ensures that their students receive important work experience prior to the completion of their studies. Students are placed in the industry for four months each year of their studies (June-September). This period is much longer than placement periods in other VET schools we have met. Additionally, (and this is a new innovation applied from this year) once a week students visit enterprises where they practice what they have learned during their studies at HHIC (i.e. the topics they have learned during the week at the educational institution, are being applied during the visits in the enterprises). The benefits from this are twofold. On one hand students get more practical experience that is very important for their career and on the other hand this is another way of keeping them continuously in contact with companies.

Important lessons learned from this case include:

- 1) The importance of maintaining strong relationships with employers throughout the year. The implication of this may be the inclusion of a relationship management module in curricula and respective materials
- 2) Another lesson from this case study is the fact that employers are in constant contact with students from the first year of their studies. The placement periods are long enough for students to be able to be productive from day one once they are employed.



Figure 1: Picture from the information day

## USING THE PERSONALISED APPROACH BY THE PUBLIC EMPLOYMENT SERVICES IN CYPRUS

**Name of organisation: Public Employment Services of Cyprus**

**Contact details:**

**Description of the organisation**

Public Employment services is a part of the Department of Labour. The Department of Labour, a part of the Ministry of Labour, Welfare and Social Insurance of the Republic of Cyprus, and is responsible for issues of employment, including equality between men and women. More specific responsibilities of the Department include, among other things, protection of special groups in employment, public employment services, free movement of European Union workers, employment of workers from third countries, and some aspects of human resource development.

The Public Employment Services of the Department of Labour operate at central and district level, with four Labour Offices at the Districts of Nicosia, Limassol, Larnaca and Pafos and 2 sub-offices at Paralimni and Polis.

At the District Labour Offices, job seekers are assisted in finding suitable employment through registration and placement services, as well as through the provision of vocational guidance and counselling on training opportunities. They are also informed about the terms and conditions of employment in various occupations. Job seekers can register with the District Labour Offices if they are at least 15 years old and they satisfy one of the conditions:

- They are Cypriot citizens living permanently in Cyprus.
- They are of Cypriot nationality residing permanently abroad (see applications).
- They are foreign nationals of Cypriot origin (Cypriot mother or father) as long as upon registration they present the appropriate documentation provided by the Ministry of Interior.
- They are citizens of a member state of the European Union and have appropriate documentation i.e. identity card or passport of country of origin
- They are Asylum Related Individuals (Recognised refugees, persons with subsidiary protection status, asylum seekers)
- They are foreign nationals married to Cypriot citizens.

In 2005, a programme was launched to modernise the Public Employment Services (PES) aiming at increasing the labour market flexibility **by a better matching of demand for and supply of labour**. The expenditure for this project reached the amount of €9.2 million and was co-financed by the European Social Fund (50%). The main achievements of the project were:

1. The geographical expansion of the local offices of PES, aiming to create a decentralized network and improve customer service.
2. **Personalised approach** was provided to persons facing difficulties in joining the labour market. In 2008, the new Service of Vocational Guidance started to operate. This is may be the most important element of this modernisation. Through the term 'Personalised approach' we mean **personalised employment services, and especially the career guidance elements within the processes that PES staff use in working**

with, in particular, unemployed persons (including the initial diagnostic and action-planning process, and job-search assistance activities). Additionally, these services include specialised career guidance provision to unemployed customers and other clients, and other career guidance provision (including services for students, and support for career guidance through career and labour market information).

3. Four studies have been conducted by external experts: «Operational development scheme for Private Labour Offices»
  - «Development of encouragement policies in extending working life»
  - «Modernisation of Public Employment Services to Employers»
  - «Creation of an institutional framework for activating Social Partners and Local Authorities in the employment of target groups»
  - One more study, named «Development of targeted employment programmes for young persons» has been also assigned to external experts.
4. Implementation of training programmes for all PES personnel, including seminars/workshops in Cyprus and study visits in respective services abroad, aiming to upgrade the personnel's knowledge and skills.
5. Publication and distribution of the Employment Guide, which provides information regarding employees' and employers' rights and obligations.
6. Upgrade of PES's computerised system for placements of unemployed persons in employment and introduction of a new software and statistical system for monitoring labour market flows. Also in 2009, PES started the operation of a portal through which job seekers are able to search for vacancies and arrange, if they wish, meetings/ interviews with the respective employers. Employers are able to notify to PES their vacancies and also search for candidates via the CV database, in which job seekers upload their CVs.

All of the above dimensions of modernisation had as a result a complete face lifting of the personal employment service which are now more responsive to the needs of both in 2010, the Department of Labour initiated the implementation of the programme «Further Reinforcement and Modernisation of PES». The programme aims to further reinforce and modernise PES, in order to become capable of supporting the modernised mechanism which has been developed, to respond more effectively to their role in the design, evaluation and application of employment policies and also to maintain the smooth operation of the labour market.

It is noted that all services provided by PES are free of charge.

Important lessons learned from this case include:

- 1) A huge development is the personalised approach that uses career guidance elements and personal employment services within the process that PES staff use for unemployed people. Process includes diagnostics, action planning and job search assistance services.

## **BRINGING COMPANIES AND JOB SEEKERS TOGETHER: The Case of EDITC LTD**

**Name of organisation: EdITC Ltd**

**Contact details: Maria Andreou**

### **Description of the organisation**

EDITC is a private company that started its operations in 1996. EDITC started as an IT training centre but around 2008 it began operating in the area of employment after it won several government contracts for entering job seekers into the labour market. It employs 3-5 staff plus more than 120 associates.

The contracts that have been implemented by EDITC were targeting several types of disadvantaged groups such as long term unemployed, economically inactive women and school leavers. EDITC has to implement more than 800 placement programmes. Although it was not a direct objective of the programme that these placement programmes would lead to employment, this number was reported at the end of each trimester (and in turn the managing authority for the project would report this number to the Ministry of Labour and Social Insurance in Cyprus).

It should be noted that job seekers were directed to EDITC directly by the Public Employment Services and EDITC had no role to play in the selection of these job seekers.

EDITC started working in two different perspectives.

- 1) Firstly a project team was formed that included
  - a. Job brokers dealing directly with the companies and the job seekers
  - b. Administration staff
  - c. An additional officer that would deal with the support and motivation of very difficult cases

The roles of each type of staff was clear.

- 2) Then EDITC Job broker would meet the job seeker and record their academic qualifications and experience. Additionally a thorough skills assessment would take place that included
  - Assessment of key competences mentioned in the European Reference Framework (especially communication in the mother tongue, social competence, ICT and foreign language)
  - Special skills and talents
- 3) A database was developed with companies and job positions through a public call for participation. Job brokers from EDITC would visit each company to ensure that it will provide the appropriate experience for the learner. The company needed to assign a coach to the job seeker and to denote the qualifications of that coach (academic as well as work experience). In addition to that Job broker from EDITC would meet the coach before making the placement programme to ensure that he has the skills and competences to have the role of the coach and more importantly that he is motivated to have this role and is willing to devote time to the job seeker

As far as the actual placement programme is concerned, special effort was placed to the design of this programme that would take into consideration the needs of the job seeker as well as the needs of the company. Placement programme included the objectives of the

program i.e. what the job seeker would be able to do by the end of the programme as well as the new tasks to be implemented each week. The placement programme was presented jointly to the job seeker and the coach (from the company) and was discussed. Before the start of the programme both had to sign this placement programme.

During the placement programme the job broker would visit (with and without notice) the job seeker at the workplace to ensure that the programme is being implemented in accordance to the programme design, to be informed about the progress of the job seeker and to resolve any issues, or make adaptations to the programme.

The advantage of the above described approach is that it takes into consideration both the needs of companies and job seekers and it brings them together to cooperate for the benefit of both. The project had excellent results with many placements (more than 30% but exact statistics could not be found) ending up as employment.

## 6. Conclusions

### The role of the Job Broker in the current EU labour market

Due to the higher levels of unemployment in Europe make the role of the Job broker a necessity. This role is a complex one as the job broker works in several stages:

- Coaching of the job seeker and supporting him/her to assess skills and strengths and identify the type of job that would be most appropriate. Moreover, supporting the job seeker to develop their own action plan to enter the labour market and to follow or adjust this plan if necessary
- building of relationships with employers through the implementation of several activities (e.g. networking) and gaining in depth knowledge for the labour market
- identification of the appropriate employer and job position for the job seeker (often implemented through the use of an ICT tool) and in some cases confirmed through personal interviews
- Guiding the job seeker to develop a winning CV that will target the specific job
- (after employment takes place) coaching of the job seeker while at work to ensure that work is being retained

All the above activities and may be many more should be reflected in the occupational profile of the job broker. It is noted that most of the above activities take place in Cyprus with the exception of the coaching at work to ensure retention. Public employment services' role is complete once the candidate gets the job and place no effort to supporting them in retaining the job. In some co-funded projects dealing with placements for gaining work experience, job seekers are given mentoring and coaching to enable them to gain the most of their experience (and to maximize their chances of keeping the job after the placement programme finishes.

As far as the skills of the job broker are concerned we have identified several skills that the job broker should have to do his/her job effectively and efficiently. These are:

- be polite,
- be caring and showing empathy
- have knowledge on issues concerning career consulting.
- have excellent communication skills in order to be able to discuss with job-seekers as well as to understand what they are looking for
- be able to provide the best possible support. Job-brokers must be patient and positive and this is very important when they have to communicate with long term unemployed people who are looking for a job for a long period of time.
- be aware of the labour market and the characteristics of specific jobs as well as to know about the current issues and trends and allocation of unemployed people in the labour market.
- Have excellent coaching and mentoring skills in order to be able to

- Guide job seekers in performing a self-assessment and from that in selecting the most appropriate job position for them
- Guide them to develop their own CV in order to get the job
- Coach job seekers during their induction to the labour market in order to support them in retaining the job
- Be effective is also very important for job brokers especially nowadays that unemployment is at very high levels. Job brokers must be well organized, good project coordinators with excellent time management skills.
- Be a good team player to work well with employers, job seekers and colleagues.
- Be a good user of ICT as often initial matching between job seekers and employers is done through an ICT system

### Working Effectively with Employers

One of the main findings of this research is that **networking** with employers is vital for job brokers to be successful. Networking involves being able to accurately identify the people who can support you. Professional networking is about making contacts and building relationships that can lead to jobs or other work related opportunities. Thoughtful networking provides a focused way to get in contact with people who may have knowledge on the job you are looking for. If this is done properly, it can help you obtain leads, referrals, advice, information and support. It is an essential component of any successful job search, but it requires proper planning. Local services can enhance networking by organizing meetings with important stakeholders and potential employers.

At the same time it seems that **employers also need guidance and support to identify the appropriate job seeker** (so that to ensure a permanent employment and win situation between the two sides. Employers need guidance to **draft job positions** concretely so as these refer to the real challenges of the position. Additionally, it seems that employers do not always have realistic expectations (and may be they underestimate their role in the development of an employee (they rather expect somebody that is ready to do the job)

What is more, research showed that the CV employers get is very important in order to consider a job seekers for employment. This should prove that a prospect candidate has the necessary knowledge, training and experience to perform the job or, at least, to learn how to perform it. Preferably, the prospect candidate has both, and further than this, he/she should demonstrate the ability to learn. Job broker need to guide job seeker to develop an accurate CV that is realistic and that will gain the attention of the employer.

### Working with Job-seekers

Our research showed that Job Brokers at the moment in Cyprus have a reactive role in the sense that job seekers go to them and the process starts from that specific moment. A personalized approach is being used to identify qualifications, experiences, skills and competence of the job seeker as well as their personal factors (e.g. living on the country side, has new-born etc.). Based on that they develop a personalized action plan that may include training, placement for gaining working experience or employment. Usually initial matching is done through an ICT system although situations have been identified where ICT is the only tool for the matching. A huge issue that job brokers have to deal with is the energise job seekers to actively search for a job in a period when salaries are often not much higher than other benefits provided by the government (e.g. minimum guaranteed income).

### **Effective Project Management**

At the moment Public Employment Services are not directly advertised or promoted (through media etc.). Private employment agencies often do email marketing etc. to promote themselves to employers.

PES are quite known to all job seekers as they need to conduct PES in order to get financial benefits in case they lose their job (unemployment benefit). However, employers often use private employment agencies for specialized personnel and public employment agencies for administrative personnel. There is for sure room for improvement in the relationship between employers and PES with the PES providing more specialized services to employers, better networking etc. In fact networking is quite underdeveloped in Cyprus (especially for PES) with very few examples of organized efforts to bring employers and job seekers together (e.g. Higher Hotel Institute of Cyprus). On the other hand private employment agencies do try to network with employers using one to one visits, networking events etc.

As far as in work support is concerned, this concept is underdeveloped in Cyprus. Neither Public nor Private employment agencies will support the job seeker after the employment starts in order to ensure retention. In combination with other factors such as unrealistic expectations from employers, not clear job descriptions in the advertisements etc. we end up having very short periods of employment. The concept of mentoring unemployed people during their induction to the labour market takes place in some co-funded placement programmes that aim to provide job seekers with work experience. In these programmes mentoring aims to ensure that the objectives of the programme are met and at the same time the possibilities that the company may propose employment to the job seeker are maximized

### **In conclusion**

The role of the job broker is a very important role especially in periods of high unemployment. Although the role exists in Cyprus in some jobs, not all dimensions of work of a job broker are being implemented. An occupational profile is needed to provide a holistic view of the role and job brokers must be trained to implement all necessary activities for best performance and results.

## 7. Acknowledgements and references

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Ms Anna Xinisteri	General Manager	K.E.S.E.A Ltd
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Ms Maria Photiou	Project Manager , ex Placement Consultant	Development Organization Talos
Ms Elena Michaelides	Job-Seeker	
Ms Maria Kalapaliki	Job-Seeker	
Ms Adamantia Remontou	Job-Seeker	
Ms Evie Tofidou	Senior Human Resources Officer	Human Resources Development Authority
Ms Maria Christina Tsoupourian	Employment Consultant, Public Employment Service	Public Employment Service
Evie Soteriou	General Manager	Higher Hotel Institute of Cyprus

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# 1. Introduction

As in the Job Broker partnership, the research study contacted by DIMITRA Educational Organisation has one goal; to identify the current stage of development of job brokering models in Greece, by identifying the different VET systems and VET providers, the professional and training options, the needs of the labour market/employers in order to be able to outline the skills and competences required in Greece by the emerging Occupational Profile of “Job Brokers”.

For that reason, and in order to have a comprehensive view on that, DIMITRA is drawing up a country-wide picture about employability in Greece. Due to the current economic situation in Greece, DIMITRA is focusing on both young people and unemployed all of them under “job seekers” status.

Despite public concerns regarding the diminishing value of educational qualifications, acquiring higher qualifications and skills is still the best bet for getting a job, according to representatives from several employment services participated in the event on labour market opportunities for youth, in Thessaloniki (CEDEFOP, News). This means that both VET and public employment services are paying extra attention to the development of qualification, skills and human potentials. They are having one same goal; bringing the world of work and education together.

In order to have a more comprehensive picture of the current situation, DIMITRA has examined a number of different kind of resources such as the **European Centre for the Development of Vocational Training (CEDEFOP)**, the - **Information Centre for Employed & Unemployed (KEPEA)**, the **Hellenic Statistical Authority (ELSTAT)**, the **National Organisation for the Certification of Qualifications & Vocational Guidance (EOPPEP)**, the **Public Employment Organization (OAED)**, the **Employment Support Service**, the **Athens Chamber of Commerce and Industry (ACCI)**, the **Entrepreneurial Support Network for SMEs – GSEVEE**, the **National Centre for Vocational Orientation (EKEP)**, as well as a number of Greek and English bibliography.

Generally speaking, the last six years have been particularly hard for Greeks, as the economy is suffering from a serious and protracted recession. Employment rates have been steadily declining, while unemployment has been continuously rising. A significant and growing proportion of youth, even among those who would have found jobs in good times, are at risk of prolonged unemployment or inactivity, with potentially long-term negative consequences for their careers. Under these circumstances, Job Brokering is considering of high importance in Greece, whereas there is a need for policies to address structural labor market problems to improve the matching of job seekers to new job openings and to assist

in the labor market adjustments of the long-term unemployed, so as to prevent the large increase in unemployment. (Dr. D. Karantinos, National Centre for Social Research (EKKE)).

## 2. Unemployment and socio-economic factors of deprivation in Greece/Larissa

### Unemployment in Greece

As we have already mentioned, Greece is experiencing one of the largest falls in employability. The need to increase employment and decrease unemployment continues to overshadow the issue of improving quality in work. The unemployment rate<sup>59</sup> in Greece remains stuck at close to its highest level since the onset of the economic crisis (27.2% as of May 2014) (OECD Employment Outlook 2014). Greek unemployment rate decreased slightly to 24.6 percent in November of 2015 (*Table 1*) from an upwardly revised 24.7 percent in the previous month. Compared to October 2015, the number of unemployed decreased by 0.3 percent, to 1,180,516 persons while the number of employed was virtually unchanged at 3,620,750 persons. (National Statistical Service of Greece). As for the first Quarter of 2014, more than one in three unemployed persons had been out of work for 12 months or more (OECD Employment Outlook 2014).



*Table 1: Greece unemployment rates (%)*

According to the Hellenic Statistical Authority (ELSTAT) through the new quarterly publication Greece in figures, presents statistical data providing an updated demographic, social and economic picture of Greece.

<sup>59</sup> In Greece, the unemployment rate measures the number of people actively looking for a job as a percentage of the labour force

Young people were hardest hit by the impact of the economic crisis, whatever their level of qualification. According to EUROSTAT, youth unemployment rates are generally much higher than unemployment rates for all ages. Youth unemployment rate in Greece averaged 33.46% from 1998 until 2015, reaching the 60.50% in February of 2013 and a record low of 20.10% in May of 2008 (Hellenic Republic Ministry of Culture, Education and Religious Affairs).

With regards to the specific issues for young people, population aged 15 years and over the unemployment rate for the third Quarter of 2015 was 39.7% (Table 2). This reflects the fact that the majority of young aged 15-19 are still engaged full time in education.

<b>1a. Population aged 15 years and over by employment status, quarterly data, 2014 and 2015 (Q3)</b>					
Thousands					
	2014 Q3	2014 Q4	2015 Q1	2015 Q2	2015 Q3
Employed	3,586.9	3,535.3	3,504.4	3,625.5	3,671.1
Unemployed	1,229.4	1,245.9	1,272.5	1,180.1	1,160.5
Economically non-active	4,461.2	4,487.4	4,482.2	4,445.0	4,410.7
Employment rate <sup>(1)</sup>	38.7	38.1	37.8	39.2	39.7
Unemployment rate	25.5	26.1	26.6	24.6	24.0

(1) Employment rate represents persons in employment as a percentage of the total population.

Table 2: Unemployment rate (%) for population aged 15 years and over

Unemployment continued to affect mainly people aged 15 to 29 years as 39.2 percent of young active population was unemployed (Table 3).

<b>5a. Population aged 15 years and over by age group and employment status, quarterly data, 2015 (Q3)</b>				
Thousands				
Age group	2015 Q3			
	Employed	Unemployed	Unemployment %	Economically non-active
<b>Total</b>	<b>3,671,1</b>	<b>1,160,5</b>	<b>24.0</b>	<b>4,410.7</b>
15 - 29	495.3	319.8	39.2	885.5
30 - 44	1,622.4	496.4	23.4	243.8
45 - 64	1,488.5	336.4	18.4	1,092.7
65 +	64.9	7.9	10.8	2,188.7

Table 3: Unemployment rate (%) for all ages for the third quarter of 2015

According to National Statistical Service of Greece for the third Quarter of 2015, among regions, the highest unemployment rates were reported for Thessaly, where Larissa is the capital and largest city of the Thessaly region – Sterea Ellas (28.4 percent) and Epirus-Western Macedonia (27.1 percent), while Aegean recorded the lowest rate (12.2 percent). Below, it is depicted an analytical table with labour force and unemployment rate by region, 2010 – 2014 (Table 4, Hellenic Statistical Authority).

9. Labour force and unemployment rate by region, 2010 - 2014					
Thousands					
Employment status by region	2010	2011	2012	2013	2014
<b>Greece, total</b>					
Labour force	5,029.1	4,936.2	4,890.1	4,843.5	4,810.6
Employed	4,389.8	4,054.3	3,695.0	3,513.2	3,536.2
Unemployed	639.4	881.8	1,195.1	1,330.3	1,274.4
Unemployment rate	12.7	17.9	24.4	27.5	26.5
<b>Anatoliki Makedonia , Thraki</b>					
Labour force	263.9	258.4	256.7	255.9	257.1
Employed	225.6	206.3	198.1	187.4	195.0
Unemployed	38.3	52.1	58.6	68.5	62.2
Unemployment rate	14.5	20.2	22.8	26.8	24.2
<b>Kentriki Makedonia</b>					
Labour force	828.0	810.2	799.8	792.6	790.5
Employed	714.8	650.2	590.4	553.6	563.4
Unemployed	113.1	160.0	209.4	239.0	227.1
Unemployment rate	13.7	19.7	26.2	30.2	28.7
<b>Dytiki Makedonia</b>					
Labour force	118.4	117.7	114.3	112.6	113.9
Employed	100.2	90.6	80.4	77.1	82.5
Unemployed	18.2	27.2	33.9	35.6	31.4
Unemployment rate	15.4	23.1	29.7	31.5	27.6
<b>Ipeiros</b>					
Labour force	152.5	144.9	145.2	143.1	142.0
Employed	133.3	121.1	112.5	103.9	103.9
Unemployed	19.2	23.8	32.7	39.1	38.0
Unemployment rate	12.6	16.5	22.5	27.4	26.8
<b>Thessalia</b>					
Labour force	333.6	321.6	319.8	315.5	312.9
Employed	293.3	267.4	247.5	235.5	233.5
Unemployed	40.4	54.1	72.3	80.0	79.4
Unemployment rate	12.1	16.8	22.6	25.4	25.4
<b>Ionia Nisia</b>					
Labour force	96.2	94.7	94.5	91.8	90.5
Employed	82.2	81.3	80.6	75.2	71.1
Unemployed	14.0	13.3	13.9	16.6	19.4
Unemployment rate	14.6	14.1	14.7	18.1	21.4

9. Labour force and unemployment rate by region, 2010 - 2014 (continued)					
Thousands					
Employment status by region	2010	2011	2012	2013	2014
<b>Dytiki Ellada</b>					
Labour force	297.8	289.8	284.5	282.9	281.9
Employed	262.3	238.9	211.7	202.7	200.9
Unemployed	35.5	50.9	72.8	80.2	81.1
Unemployment rate	11.9	17.6	25.6	28.4	28.7
<b>Sterea Ellada</b>					
Labour force	243.6	244.4	237.6	238.4	236.5
Employed	213.1	198.0	171.4	171.3	173.1
Unemployed	30.4	46.4	66.3	67.1	63.5
Unemployment rate	12.5	19.0	27.9	28.2	26.8
<b>Attiki</b>					
Labour force	1,912.9	1,878.6	1,866.0	1,839.5	1,824.9
Employed	1,672.4	1,540.4	1,384.2	1,312.0	1,325.9
Unemployed	240.5	338.2	481.8	527.5	499.0
Unemployment rate	12.6	18.0	25.8	28.7	27.3
<b>Peloponnisos</b>					
Labour force	253.2	248.2	244.1	245.0	246.2
Employed	228.8	214.1	197.2	191.3	188.7
Unemployed	24.4	34.1	46.9	53.8	57.5
Unemployment rate	9.6	13.8	19.2	21.9	23.4
<b>Voreio Aigalo</b>					
Labour force	79.1	78.8	84.7	84.2	80.2
Employed	71.6	67.0	66.2	65.6	62.3
Unemployed	7.5	11.8	18.5	18.5	17.9
Unemployment rate	9.4	15.0	21.8	22.0	22.3
<b>Notio Aigalo</b>					
Labour force	153.9	154.2	154.8	156.0	154.9
Employed	131.4	130.7	131.0	122.8	123.8
Unemployed	22.4	23.4	23.8	33.2	31.1
Unemployment rate	14.6	15.2	15.4	21.3	20.1
<b>Kriti</b>					
Labour force	296.1	294.8	288.0	286.0	279.2
Employed	260.7	248.3	223.9	214.8	212.2
Unemployed	35.4	46.5	64.1	71.2	66.9
Unemployment rate	12.0	15.8	22.3	24.9	24.0

Table 4: labour force and unemployment rate by region, 2010 – 2014

## Socio - Economic factors

### Migration

According to United Nations High Commissioner for Refugees (UNHCR), the number of migrant arrivals to Greece hits half a million, for the third Quarter of 2015, whereas most of them are coming from Syria and Afghanistan (Table 5). The Greek government is to change immigration policy under constant pressure by the European Union in regards to stemming the migrant inflow to Europe (<http://greece.greekreporter.com>).

### Top nationalities of arrivals in Greece

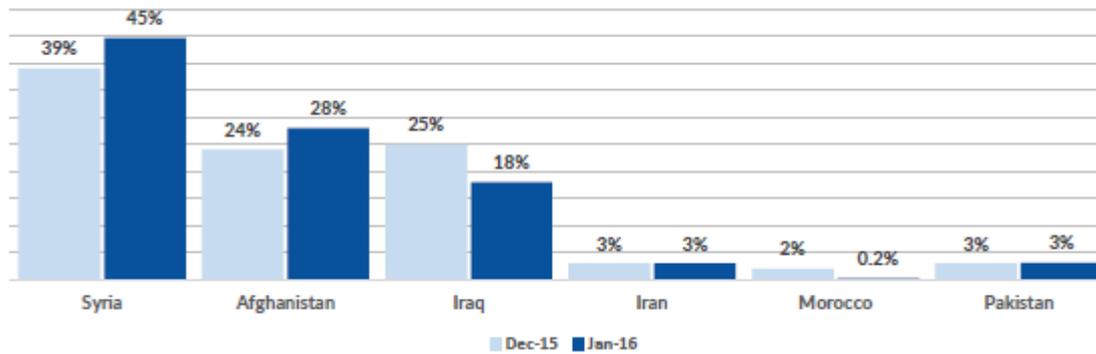


Table 5: Top nationalities of arrivals in Greece: Dec.15 – Jan.16

### School Dropouts in Greece

In primary and secondary school education schooling is compulsory up to the age of 15.

In general, school dropout rates are higher:

- In rural areas rather than urban areas.
- In boys rather than in girls.
- In Technical/Vocational Institutes rather than Integrated Lyceum.

According to statistical data released by EUROSTAT, an improvement has been recorded in Greece about early leavers from education and training. Specifically, in 2012 the percentage of early school leavers in the country declined to 11.4% from 13.1% in 2011, while the average in the EU declined from 13.5% to 12.8%. The target rate set for Greece is 9.7%, while in the EU it is under 10% (<http://eu.greekreporter.com>). With regards to gender details, the school dropouts in Greece are 66 girls for every 100 boy's school leavers. So the gender breakdown is male: 60, 2% and female: 39, 8% (Hellenic Republic Ministry of Culture, Education and Religious Affairs).

The Primary school presents almost zero early school leaving rates, nonetheless the highest rates are observed in areas with Roma children population, children of immigrants and generally in the areas with the biggest socioeconomic problems. In Greece, drop-out rate for vulnerable groups at schools is really high. On the one hand, this is due to the social exclusion that immigrants face and on the other hand due to the monoculture character of the Greek educational system which is not in a position to adopt and apply the basic principles of multicultural education effectively. (Hellenic Republic Ministry of Culture, Education and Religious Affairs, Regional Directorate from Primary and Secondary Education of Thessaly).

The areas of high rates of school dropouts are:

- The common feature of the non-tourist and rural areas - a low family standard of living, which leads pupils to enter the job market at an early stage in order to contribute to the family income.

- In tourist areas the standard of living is higher, but the family pressure to join in the family tourist businesses could be the main reason why school dropout is increased in those areas.

### Industries

More than one-third of all workers in Greece are self-employed (farmers with often small land holdings, as well as shopkeepers, other traders, freelancers and also members of the liberal professions (law, medicine and engineering), the highest proportion in the EU (Matsaganis, 2013). Due to the current economic crises, job losses in the form of business closures have been significant among the self-employed. Note also that an unknown number of self-employed workers remain nominally employed; even though business is so poor that their net income is close to zero (or less). In many times this is also the case with professionals, such as engineers, who have been left with little if any work as activity in the construction sector and agriculture (Matsaganis, 2013).

### 3. Publicly-funded employment services in Greece, Larissa

#### Career Guidance and Employment Support in Greece

In Greece, the responsibility for administering career guidance services in the fields of education and employment lies with the Ministry of Education & Religious Affairs and the Ministry of Labour, Social Security & Welfare, through the activities of the National Organisation for the Certification of Qualifications & Vocational Guidance (EOPPEP - [www.eoppep.gr](http://www.eoppep.gr)).

EOPPEP acts as the national coordination body, implementing systemic guidance interventions, which ensure the quality provision and the professionalization of career guidance, as well as innovating guidance services for job seekers of all ages are also developed within the activities of EOPPEP at national level (EOPPEP - [www.eoppep.gr](http://www.eoppep.gr)).

Further to that, EOPPEP has developed an Interactive Guidance Portal for adolescents and youth, which is widely used by secondary and upper secondary students, young people and guidance practitioners. Those kind of career tools enhance the access of more users to career and educational guidance, such as: digitized interest, values and decision making tests, e-portfolio development tool. These services are also available in English language, “ask the counselor” section <http://www.eoppep.gr/teens/index.php/consultant/16-symvoulos> where you can contact a guidance counselor serving in one of the 79 regional Counseling and Guidance Centers (KESYPs), administered by the Ministry of Education and Religious Affairs (EOPPEP - [www.eoppep.gr](http://www.eoppep.gr)).

Additionally, EOPPEP has developed the Lifelong Career Development Portal. It is supported within the activities of EOPPEP as the Euro-Guidance Centre of Greece, providing innovating services for career development targeted to adults of all ages. In the portal there are available digitized career tests, e-Counseling Services, e-Lifelong Career Portfolio Development tool, which is available also in English language, Career & Mobility information Resources, and Career Management Skills Section.

Besides EOPPEP, there are some other formal schemes of employment support in the field of Tertiary, Education Career Liaison Offices, Internship Offices and Innovation and Entrepreneurship Units, operate in Universities and Technological Educational Institutions, with the aim to support students and graduates in the transition phase from education to employment. Services offered include liaison with the labour market, opportunities to meet with potential employers during Career Days, provision of information about postgraduate studies and scholarships in Greece and abroad, as well as individualized and group counseling to enhance the students’ career management skills (EOPPEP - [www.eoppep.gr](http://www.eoppep.gr)).

Last but not least, there are further additional employment support services to adults offered by:

- KEPEA: Information Centre for Employees and Unemployed
- GSEE: EMPLOYMENT SUPPORT SERVICE
- ACCI: ATHNES CHAMBER OF COMMERCE AND INDUSTRY
- GSEVEE: ENTREPREUNERIAL SUPPORT NETWORK FOR SMEs
- Second Chance Schools of the Ministry of Education and Religious Affairs offer support services to their students who are citizens over 18 years old, who haven't completed the obligatory secondary education. The services are provided by a guidance counselor and a psychologist, emphasizing in the development of personal skills, support for career and social enhancement of the students and facilitation to entering the labour market (EOPPEP - [www.eoppep.gr](http://www.eoppep.gr)).

Employment support services are also provided in the framework of several ESF funded labour market integration programs managed by the Ministry of Labour and Social Security and Welfare. The support services are addressed to special target groups as young people, unemployed, employers, employees, social vulnerable groups and delivered as part of further training programs (EOPPEP - [www.eoppep.gr](http://www.eoppep.gr)).

In Greece there is one main instrument (public sector) for implementation of Government Policy on Employment (Career Guidance and Employment Support Services). The Greek Public Employment Organization (O.A.E.D.) main task is to provide the unemployed population with information about training and employment opportunities available in the labour market, as well as take active measures in creating new jobs.

It is the main institution delivering job-brokering, unemployment offices and hiring subsidies, while also providing training through its many directly-managed training centres. It is the public authority supervised by the Ministry of Labour, Social Security & Welfare managing Active Labour Market Policies (ALMPs) for halting unemployment, promoting employment, and vocational training for both unemployed and employed citizens. OAED is also responsible for the unemployment insurance measures (regular unemployment benefit) and other social security benefits and allowances as well as for the provision of initial vocational education combined with work practice/traineeship (Apprenticeship system). The above mentioned policies are enhanced with employment guidance services especially to the unemployed in order to support their labour market inclusion. These services include career guidance, career management - job searching techniques, entrepreneurial counselling.

## 4. Employment in Greece/Larissa

It is commonly known that the current economic crisis in Greece brought many changes in most of the employment industries/sectors at national and regional level.

In general, with respect to sectoral change it is evident that the fall in employment levels from 2008 to 2012 resulted from a contraction across all sectors of activity. At a more detailed level, the manufacturing and construction sectors have experienced the largest employment contractions, together with the retail sector (European Parliament, 2013). Furthermore, the construction sector, attracting many foreign workers, was hit by a particularly strong collapse of the housing market, whereas the retail trade sector was hit by the decrease in disposable incomes brought about by severe wage cuts (Directorate-General for Internal policies, 2013).

On the other hand, there are some types of opportunities that have emerged during the economic crisis (endeavor.org):

- a. In the areas of **Tourism** (Restructuring of large hotels, upgrade of product offering better services) and **Agri-food**
- b. **Financial Services** (Online/direct to consumer insurance Mobile payments) and **Energy** (mainly in energy efficiency and energy-related R&D, Alternative renewables, small hydro, geothermal, biofuels),
- c. **ICT** (mobile marketing and advertising)

According to Greek Tourism Confederation (SETE), Greek tourism contributes to the country's employment and boosts the revenue of social security funds, more than other sectors of the economy. In particular, employment increased by 39 percent in the restaurant, bar and cafe sector, by 30 percent at campsites, by 15 percent at hotels and by 12 percent in travel agencies.

On the other hand, job losses in the form of business closures have been significant among the self-employed (Matsaganis, 2013). In the private, retail sector, many businesses closed down. The decrease of the number of businesses comes from bankruptcies or simple closure of business as well as from companies that have moved their headquarters abroad. Centre for Economic Program Research (KEPE) noted that closing down businesses is not related only to the economic crisis and the limited access of Small and Medium Enterprises to bank financing. According to KEPE, the economic crisis was probably the one that revealed the structural problems of small and medium entrepreneurship and especially the heavy reliance on domestic demand and the under-investment in the production of goods and services (Center for Economic Program Research (KEPE)).

However, it is true that no matter the dynamism of some of the industries, the main barrier that job-seekers face in Greece to get a job is the current economic crisis. Although there is a good number of private employment offices, online services and business consulting

services, the current recession, financial issues and debt is the main barrier and difficulty which prevent job-seekers of getting a job even in the above industries.

Furthermore, due to lack of jobs, there is high competition among the job seekers. The entry-level job market is the most competitive it has ever been. On the other hand, even if some of the job-seekers are able to get a job, the quality of the working environment is at the lowest levels. Greek workers face excessive job demands with insufficient resources to meet their work requirements. This situation not only hinders productivity but can have strong negative effects on workers' health (OECD Employment Outlook, 2014).

Last but not least, seasonality is another reason that act as a barrier for job-seekers to find a job. In Greece most of the job-openings are during summer period and especially between March – October. Seasonal work opportunities occur in many sectors of industry, such as tourism, agriculture etc. However, due to seasonality, it is difficult to get more stable jobs and thereby also limits innovation and the development of the workforce (Jensen, 2001).

Unemployment is high, particularly among first-time labour market entrants and re-entrants (i.e. young and women), and long-term unemployment is high and persistent (Bakas, Papapetrou 2012). There is no doubt that the most characteristic feature of the Greek social landscape in the current crisis is the steep rise in joblessness (Matsaganis, 2013).

The last six years have been particularly hard for Greeks, as the economy is suffering from a serious and protracted recession. The unemployment rate more than tripled from 7.6 % in 2008 to 24.2% in February 2016, affecting primarily the young adults' people. Currently, Greek unemployment rate decreased slightly to 24.2 percent in February of 2016. The number of unemployed reached 1.16 million people (Directorate-General for Internal Policies, 2013).

Under these circumstances, the Greek economy faces two major challenges. The first is the need for strong economic recovery to increase vacancy creation, hiring, and create a sustained jobs expansion (Directorate-General for Internal Policies, 2013).

The second is the need for policies to address structural labour market problems to improve the matching of job seekers to new job openings and to assist in the labour market adjustments of the long-term unemployed, so as to prevent the large increase in unemployment becoming structural (Directorate-General for Internal Policies, 2013).

As already has been mentioned in section 2 of the report (Unemployment and socio-economic factors of deprivation in Greece/Larissa), and in accordance with the 2010 EUROSTAT estimates, Greece occupies a middle position, compared with other European countries concerning school dropout rates. School dropout in Greek Secondary School Education was estimated around 14%, whereas Primary school presents almost zero early school leaving rates. There have been identified a number of factors leading to student

disengagement from school, such as personal issues, family influences, geographical: rural areas, isolated islands, school environment, social background and economic conditions.

Greece has the highest rate at 40 percent of unemployed people aged 15-29 with a college or university degree among the 34 member states of the Organization for Economic Cooperation and Development (Electronic newspaper:www.ekathimerini.com). Those with postgraduate degrees and those with university diplomas exhibit unemployment rates 14.2% and 17.7%, respectively (Directorate-General for Internal Policies, 2013). Greeks continue to “invest” in education and “produce” qualified jobless despite the high unemployment among the youth and the highly skilled labour craft.

Although the past six years have been hard on the Greek people as incomes have dropped dramatically and unemployment rate has rocketed, there are implemented many Actions and Initiatives at local and national level that bring companies and job seekers together. These kind of actions are known as “Local Developments Plans for Social Inclusion & Employability” (LDPs). These projects are designed upon specific local needs & sector growth potentials with the aim to empower Employability, Entrepreneurship & Business Startup by bringing together companies and job seekers.

Furthermore, there are Training vouchers for young people up to 29 years of age and for people aged between 29-65 years old, aim to achieve a structured path for the entry of unemployed in the labour market, which will potentially lead to a placing in the private sector of the economy. The validation results of these training vouchers have shown that almost half of the companies are willing to hire the beneficiaries after the internship but the difficult economic situation constitutes the main obstacle. Overall, it is a good practice in a difficult era, meaning that the conditions for the job market need to be more positive.

## 5. Job Brokers in Greece

One of the most important criteria for providing quality job brokering services for the benefit of society is the adequacy of qualified Job Brokers executives, in terms of required knowledge, skills and competences. Unfortunately, in Greece there is lack of a legal framework to assure the quality of this professional profile. There are some cases, that people working in the Job Brokering field do not have sufficient qualifications to provide quality services to citizens.

No matter the fact that in Greece there is not a legal framework to assure the quality of Job Brokers, there are specific knowledge and skills that a job broker need to know, such as:

- To know the theories and techniques of counselling psychology and counselling orientation.
- To be able to create the appropriate emotional atmosphere and use skills to facilitate the counselling process.
- To respect each member of the team and to accept the different views and values.
- To have advanced level of communication skills (oral and written).
- To be authentic.
- To have empathy.
- To be accepted by others.
- To be active listener and demonstrate empathy, sympathy and interest to what other say.
- To be able to distinguish when a person needs some extra advice.
- To be able to manage different groups of people and develop the dynamics of the group.
- When it comes to group, to be able to organize the counselling process within a group that he/she coordinates taking into consideration the stages of team development.
- To have a developed social network and public relations.

EOPPEP (National Organisation for the Certification of Qualification and Vocational Guidance) is the statutory body for the development and implementation of the Hellenic Qualifications Framework (NQF) in correspondence with the European Qualifications Framework (EQF) (<http://www.eoppep.gr>).

The National System for the Certification of Qualifications aims at (<http://www.eoppep.gr>):

- ✓ certifying those qualifications for which a state interest is attested and those which reinforce employment,
- ✓ assuring the certified qualification corresponds to the specifications set in the respective accredited occupational profile and the accreditation/certification process is in compliance with set standards and criteria

- ✓ providing equity and open access to qualifications, irrespective of the learning pathway and regardless of the way learning outcomes have been acquired.

So, in accordance to the National Qualifications Framework (NQF), the Job Brokers professional qualifications are:

- Graduates of Higher Education Universities: Department of Educational and Social Policy with specialization in Continuous Training, Psychology, Social Studies, Social Anthropology, Social Administration,
- Postgraduate and / or doctoral degree in the field of Counselling and Career Guidance / or Adult Education, Education Sciences
- Proven experience in vocational counselling of groups or individuals,
- Proven experience in administrative positions and coordination of teams,
- Knowledge of the institutional framework of the operation of Education structures and Adult Education and employment policies (familiarity with the laws and regulations)
- Certified knowledge of English language
- Certified knowledge of IT - familiarity with new technologies and good knowledge of multimedia.

In Greece Job Brokers usually work in:

- Educational institutions, public and private, at all levels of education
- Initial and Continuing Training Institutes, Vocational Training providers and lifelong learning.
- Employment Services in public and private sectors (OAED, Employment Centres, employment agencies, etc.).
- Local Services related to information and guidance of youth and adults by providing counseling on job and career related issues.
- Various private operators (natural and legal persons) which provide all kinds of Counselling Services and Guidance (i.e. job positioning or repositioning etc.)
- Various Organizations aimed to different target groups (disabilities, repatriates, refugees, etc.) and
- Social Services involved (directly or indirectly) in vocational rehabilitation issues of persons with special needs.

With regards to the training seminars and initiatives, the Hellenic Society of Counselling and Guidance (ΕΛ.Ε.ΣΥ.Π - [www.elesyp.gr](http://www.elesyp.gr)) develops and implements training seminars and day conferences to provide guidance to company HR managers and to support employers who are committed to recruiting and retaining job-seekers.

Furthermore, the National Center for Vocational Orientation (ΕΚΕΠ - <http://www.ekep.gr>) provides a number of trainings and training courses for Vocational Guidance Counselors to support employers who are committed to recruiting and retaining job-seeker.

Last but not least, the Public Employment Organization (OAED) organizes and implements the **Re-engineering** project which provides trainings to OAED staff and specifically to employment advisors and counselors, in order to enhance their profiles and to upgrade their skills.

In Greece at the moment, there is not any specific, organized and systematized local network of organisations that supports job seekers. However, the Public Employment Organization - OAED maintains an internal communication network where the job brokers from different OAED departments in Greece, named as Employment Promotion Centers (K.P.A), communicate and exchange their expertise and knowledge.

The same situation is identified on the involvement of chamber of commerce and other private organisations working with organisations that support job seekers. Although in daily basis there is an exchange of knowledge and information among those organisations discussion various things about employability in Greece, there is not a formal and/or organized positioning addressed directly to job seekers.

## 5. The view from the Stakeholders

### (a) 'System' issues in terms of the organisation of services for job-seekers with companies

In the framework of Job Broker research, DIMITRA has conducted 12 research interviews particularly useful for getting the concept behind participants' views about Job brokering and Career Guidance services in Greece. The interviews took place between 10<sup>th</sup> of April to 10<sup>th</sup> of May. **Public Authorities** (*Public Employment Office-OAED, National Organisation for the Certification of Qualifications & Vocational Guidance-EOPPEP, Information Centre for Employed & Unemployed (KEPEA)*), **Public employment Services** (*University of Thessaly, National and Kapodistrian University of Athens*), **Private organisations/employers** (*BEE GROUP SA, Regional agent and wholesale trade of alcoholic spirits and soft drinks*), **Career Guidance Offices** (*Melina's Job, Education and Career Counselors "EMPLOY"*) and **Job Seekers** (young adult, aged 50+) participated in the research phase and added extra value to the Job Broker research process.

With regards to the Job Brokerage Agencies, their long experience in career guidance and counselling services was the main reason they have been chosen to participate in the research process. All of them provided valuable feedback to the research whereas due to their expertise and key roles to their organisations/institutions, were very positive and willing to help share and communicate the project to their personal and professional contacts and reaching new audiences.

Most of the interviews were conducted through telephone contact as a quick and easy way to conduct the interview and to engage in two-way dialogue, since many of the research participants are not placed in the city of Larissa. Furthermore, some of the interviews conducted through face to face meetings, which took place both in DIMITRA premises and stakeholders' professional work environments whereas, two interviews conducted through email contact, so the interviewees had time to respond at their first opportunity.

#### Level of Interest

Most of the participants in the research were positive towards the Job Brokers project and the idea of Job Brokering. Due to the high unemployment rates and to country's recession, they shown great interest on providing information about Job brokering. Although they emphasized on the difficulties they currently face due to lack of job openings, they stressed out that Job Brokering act as a bridge to support unemployed people, not only through job placements but also by providing career and counselling services (building skills, create a CV) etc.). According to what they said, their clients receive personalized advice and they are prepared for the recruitment process - i.e. the application and interview process - and what

the job entails. They stressed out that effective job brokerage services, can finally lead to the perfect match between a company and a job seeker.

On the other hand, the job seekers participants did not show the same level of interest. Although, they have already contacted with job brokering offices, and expressing their desire to get a job, little things occur due to the Greece current recession. No matter the fact that they are quite pleased with the services the job brokers provide, they seemed to be quite disappointed because of the current situation and the unemployment rates in Greece.

### **Good Networking examples**

A good example of networking is the **Hellenic Society of Counselling and Guidance** – [www.elesyp.gr](http://www.elesyp.gr). It is a scientific, non-profitable company, aiming at the reinforcement, promotion and establishment of counselling and guidance. Hellenic Society of Counselling and Guidance attempts to implement its aims with its scientific magazine edition, “Review of Counselling and Guidance”, with further education programs, with meetings and seminars, with conferences and research, with the cooperation with other carriers in Greece and abroad etc.

Among various other company activities, such as organizing seminars, workshops and information events, special interest is given to the annual scientific conference (national or international) at the beginning of each winter. The conference acts as a means to engage stakeholders. It brings together scientists, policy makers, industry professionals and stakeholders to provide a forum for diverse discussions and viewpoints on the challenges and opportunities of job brokering services, employability, career guidance etc.

Furthermore, the National Centre for Vocational Orientation (EKEP), supervised by the Ministry of Education Lifelong Learning and Religious Affairs and the Ministry of Labour and Social Security, organizes a national network the **“Forum of Guidance Institutions and Practitioners”**.

In order to support networking of institutions and providers offering counselling and vocational guidance services in secondary and tertiary education, vocational training and employment at national level, EKEP has launched “IRIDA”. IRIDA is an on-line platform that aims to facilitate communication and exchange among guidance practitioners. The platform is used exclusively by guidance practitioners and policy makers in secondary and higher education, vocational training and employment. It is designed to promote information sharing among experts and support networking via forums and discussion groups.

### **Type of services**

No matter the little of networking exist between organisations or job brokers, most of the interviewees stressed out that there are many good things in the types of services job brokers provide. Some of their responses are presented below:

- They have a full understanding of the local labour market.
- Provide a wide range of tailored supports to clients through one-to-one personalized support from committed staff.
- Preparing candidates appropriately for the job opportunities based on the recruitment needs and expectations of employers.
- Developing an effective and accurate job matching process to ensure that employers' expectation is met.
- In most of the cases it is built a strong relationship where the employer trusts the judgement of the job broker.

On the other hand, it is remarkable to mention that almost most of the interviewees agreed that many things still need to be done in terms of local networks where Job Brokers can meet others who work in a similar field. They stressed out that job brokers they should start work in partnership with other agencies to source additional specialist services for clients.

Last but not least, the current economic crisis is their main challenge. To be able to provide a full package of effective services, a wide range of jobs need to be secured which meet the diverse needs of clients. Different job types, contract hours/shift patterns and locations are needed that are attractive and practical for the pipeline's clients. However, according to what they said, the current recession brings lack of job-openings, leading to lack of job positioning and repositioning.

### **Different services for different groups of job seekers**

A kind of diversification of services is identified mainly on Public Authorities and Public Employment Services (such as in EOPEEP and OAED).

- a) The EOPPEP Interactive Guidance Portal for adolescents and youngsters [www.eoppep.gr/teens](http://www.eoppep.gr/teens) . This portal is widely used by secondary and upper secondary students, young people and guidance practitioners.
- b) The EOPPEP Lifelong Career Development Portal <http://e-stadiodromia.eoppep.gr/> . The specific portal provides innovating services for career development and mobility information targeted to adults of all ages.
- c) Employment Support and Information services for Tertiary Education Students. Education Career Liaison Offices, Internship Offices and Innovation and Entrepreneurship Units operate in Universities and Technological Educational

Institutions, aims to support students and graduates in the transition phase from education to employment.

Furthermore,

- d) Information Centre for the employed and unemployed established by the Greek Workers' Confederation (GSEE). It is subdivided into the following Offices: Immigrants' Office, Information Office for the Unemployed and Business and an Employment Office.
- e) K.E.TH.I.: The Research Center for the Equality of Sexes which provides counselling and advisory services to unemployed women with regard to issues of employment and social inclusion.
- f) Youth Information Centres which provide Guidance Counselling according to the interests of young people (young people up to 35 years old) and the needs of social society.
- g) Portal for the Interconnection of the unemployed and Business GSEVEE. This guidance service aims to assist the unemployed and/or those currently employed in finding appropriate positions and secondly to assist employers in finding the appropriate candidates.
- h) Employment & Enterprises Staffing Services Office ACCI (Athens Chamber of Commerce and Industry). It offers e-recruitment services through the new ACCI portal. In this portal enterprises interested in recruiting appropriate candidates can post job advertisements and job seekers can post relevant job applications and upload their CVs. This guidance service is addressed to Member-entrepreneurs of ACCI, who want to find staff for their businesses and to Unemployed, who are looking for job in corresponding fields.
- i) Second Chance Schools. Counselling Bureaus operate inside the Second Opportunity Schools all over Greece and their mission is to cover the needs of the students, graduates, their parents and families and help them to their personal, social, educational and professional development.

### **VET Organisations and Job Seekers**

According to participants' views, VET organisations provide high quality of guidance services to job seekers. As they stressed out, VET organisations reshape the established concept of education from 'terminal education' to 'lifelong learning' and provide flexible personalized learning pathways. VET research participants emphasized that VET organisations provide services that prepare job seekers for the world of work:

- Provide more work-based education and training programmes;
- Develop skills within the labour force, with support from business and the state, including the possibility of recognition and certification;

- Boost the development of new skills, such as problem-solving, communication, lifelong career management and entrepreneurship.

At this point, it is worth mentioned an example of good practice, named “Training voucher for people up to 29 years of age”. The «TRAINING VOUCHER» program aims to achieve a structured path for the entry of unemployed in the labor market, which will potentially lead to a placing in the private sector of the economy.

Additionally, as it has already been mentioned, in the period 2013-2014, VET organisations implemented the “Local Developments Plans for Social Inclusion & Employability” (LDPs). These projects are designed upon specific local needs & sector growth potentials with the aim to empower Employability, Entrepreneurship & Business Startup by bringing together companies and job seekers.

## (b) Preparing job-seekers for employment

### Job –Seekers views

In general, Job seekers were quite positive to take part in the Job Broker research, however, they did not show the same level of interest as the other research participants (VET organisations, Public authorities, Private organisations/employer, Career Guidance Offices).

Most of the people looking for a job, are familiar with the Job brokerage services and they have already contacted a number of guidance and counselling offices and received some sort of strategic advice.

However, no matter the fact that they are quite pleased with the services the job brokers provide, they seemed to be quite disappointed because of the current situation and the unemployment rates in Greece. This is the reason why the share of Greek job seekers (especially young adults) looking for opportunity outside of Greece doubled in the days following the announcement of a referendum on the European Union's proposed bailout package.

### Job-Seeker barriers

Many job seekers experience one or more barriers to employment during their careers. Although this makes finding or keeping a job more difficult, it's not impossible.

However, in Greece the main barrier that stops local job-seekers from accessing employment opportunities is the lack of job-openings/positions due to the current recession. Below is presented a number of identified barriers came up during the interviews:

- **High job expectations versus changed labour market requirements.** This occur with young adults since in many cases they are overeducated and over-qualified than the job positions requirements, whereas people aged 50+ may need coaching to better understand the impact of the recession and changing job roles in the current economy
- **Lack of required working experience**
- **Lack of self-confidence/low self esteem**
- **Age discrimination and negative stereotypes**

According to what the participants said, many 50+ jobseekers believe ageism is at the core of their difficulties. Not having job applications acknowledged, not being called to interviews, and being told they are too experienced or over-qualified by employers are frequently interpreted as evidence of ageist attitudes.

## **Success Factors**

According to participants' responses the main success factor for getting a job-seeker into work is the candidates to be able to prove their knowledge, training and experience to perform the job. Apart from the proof of trainings that employers would request from a prospect, they are also looking for the demonstrated ability to learn.

Furthermore, punctuality and reliability are high on the priority list of success factors. According to participant's views "*When employees are punctual and reliable, the workplace operates more smoothly as a whole*". Additionally, previous working experience provides many benefits, giving you skills and experience and helps you to differentiate yourself especially for competitive job positions.

Last but not least, the physical appearance plays an important role and can act as a success factor for getting a job. Physical appearance boosts self-confidence and self-esteem, enhances personality and gives the perception of being more aware of today's trends, whether in the area of business, technology, or finance.

## **Local Jobs & services provided**

No matter the age, the sex, the background of the interviews' participants, they all agreed to the importance of getting local people into local jobs. According to what they said, local people know better than everyone the local market and consider the local needs and trends. Local employees are getting involved in work that is of benefit to local community. They develop mutual goals for social and economic impact of the work for both the organisation they are working for and the local market. This ensures that important decisions are made locally by people who live in the community and who will feel the impacts of those decisions.

Furthermore, local people in local jobs develop strong networks. Networking plays an important role for local development, since it is "the single most powerful marketing tactic to accelerate and sustain success for any individual or organization" (Adam Small). Participants agreed that in local communities is much easier to develop personal networks and personal relationships which will finally enable employees and organizations to stand out.

In the years before the economic crisis, local services were quite effective on hiring and promoting local people into local jobs, since there were various job positions and openings at local level.

No matter the current recession, local services have strong relationships and big networks of local organisations and databases of local job seekers. They still provide announcements and information about local conferences, seminars, and even training sessions. These are often sponsored by a local professional/business organization, local government entity, local

school, or local charities. Furthermore, they make announcements about group meetings, often in a “happenings” or “business calendar” column of local daily newspaper.

What would be needed is a plan or a policy released by the government to secure local jobs, however these kind of policies appeared to be discouraged by the debt crisis.

### **What goes wrong on the first job?**

As it is generally claimed, and according to participant’s views, there are many things that could be wrong on the first job or apprenticeship. The **poor performance** due to lack of relevant experience and the **difficulties to be adapted in the new working environment**, are the main reasons for not being successful in the first job. Furthermore, in many cases new employees meet **difficulties to build good relationships** with their colleagues or the **working atmosphere is not the ideal one**, as a result to reduce the group productivity.

On the other hand, some companies do **not have adequate training and follow-up programs**, leaving employees to figure out their jobs and duties on their own.

### **Occupations that Greek Job seekers are favoured and rejected**

Universities most in demand in Greece prepared graduates for a limited range of qualifications: in particular, for liberal professions and the broader public sector which was large and offered better paid and protected jobs before economic adjustment programmes came into force. Shortages exist in Greece in ICT, wholesale and retail trade including for highly qualified posts, whilst recruiting difficulties in general were less pronounced in Greece, compared to other EU countries in 2013 as a result of the strong recession (“Employment and Social Affairs” European Parliament, 2015).

### **Incentives**

Of course in many cases, organisations and employers are making the use of many incentives in order to support, encourage and motivate their employees and provide them safety, wellness, years of service, productivity, recognition etc. Financial and remunerative incentives, such as bonuses can be a short-term motivator for employees, whereas, the flexibility in working hours can be worth a lot more than cash bonuses.

Last but not least, many companies developing employee skills with generous training incentives. Along with improving productivity and performance, training also strengthen recruitment and retention efforts.

### (c)The companies' perspective

According to our research, employers are looking to recruit and finally to hire qualified persons for the offered job position. According to what they said, young people tend to be “disadvantaged” when entering the labour market due to limited or no work experience for a long period of time. It is a mismatch between the skills young people possess and those demanded by the labour market, a lack of career management / job search skills or access to professional networks, as well as a higher share of temporary contracts (“Employment and Social Affairs” European Parliament, 2015).

In most of the cases, companies which are looking to recruit local young people, usually contact either the local employment offices/agencies or the Public employment Office – OAED. Local employment Offices and OAED, have big databases which provide companies with people who correspond to job position requirements and qualifications.

#### **Young people in the company: Positive & Negative sides**

It is important for a company to have the right mix between old and young, experienced and maybe less experienced employees. Some companies prefer to hire employees with a lot of know-how and experience, since they believe that is quite risky to hire young people with less experience that would need an intensive training programme. It is a process that might require a huge investment of money and time. Furthermore, young workers can be vulnerable due to lack of experience, maturity and awareness. This may happen because they might unaware of their rights and responsibilities, unfamiliar with appropriate workplace behaviours or over-confident of their capabilities.

However, based on our research and according to the views of companies' representatives, it is an advantage to invest and have young and motivated people in the company. Specifically:

- ✓ Young people characterised by an intense energy. They are eager to learn and to further develop themselves.
- ✓ Young people have new and fresh ideas. So, due to the enthusiasm of younger persons, team members can get highly motivated.
- ✓ Young people have a technological expertise. They grew up with the Internet, mobile phones and many more technological devices, so they are more experienced with modern technology than older team members. The same thing occurs with the use of social media channels (Facebook, twitter, LinkedIn etc.), where young people are more comfortable and keen to use them.

### **Workplace behavior/attitude/language of young people**

Young workers, especially those starting a job for the first time, are keen to please and make a good impression. However, they are usually unaware of how to deal with inappropriate workplace behaviours like discrimination.

Workplace policies should be implemented in relation to managing these kind of obstacles and it is important that young employees be aware of them. Moreover, young people are reluctant to make requests, ask questions or speak out about problems. In this case, it is important employers to create a working environment where the young employees feel more comfortable.

The employers' participants in the Job Broker survey told us that young people lack an insight into the working world. Indeed, there is a real mismatch between employers' expectations of young people during the recruitment process and young people's understanding of what is expected of them. Both sides they have unrealistic expectations about what they can offer each other. Employers find it difficult to assess young people with limited work experience. In order the employers to be as much realistic as possible about how work-ready, young people are, they should adapt their expectations of young people. Young people don't always know how to behave in the recruitment process, but employers should be encouraged to look beyond first impressions, such as the way people are dressed.

According to research participants, in most of the cases, employers need some extra advice on how to deal with young people. This kind of extra assistance and help may concern:

- Advice on how to assess young people with no work experience.
- Advice on how to bring young people into their organisation.
- A way to moderate their expectations especially during the recruitment process.
- Adoption of the necessary recruitment practices and methods to increase engagement with young people.

## (d) The needs of the Job Brokers

Based on participants' responses, a job Broker should:

### *In terms of **knowledge**:*

- To be aware of the theory and knowledge considered essential for professionals engaging in career counseling and development.
- To be aware of the current, labor market information (trends and needs) not only in local and national level, but also internationally.
- To be aware of the actual needs of people working with (e.g. youth, young adults, people aged 50+).
- To be aware of the individual differences related to gender, sexual orientation, ethnicity, and physical and mental capacities
- To be aware of the companies' backgrounds working for (job tasks, functions, salaries, requirements).

### *In terms of **skills**:*

- To be able to develop, plan, implement, and manage career development programs.
- To be to work with people of all races, ages and cultural backgrounds.
- To show empathy.
- To have IT skills, to know how to use technology to assist individuals with career planning.
- To be a good active listener.
- To have advanced social / networking skills (with relevant stakeholders, Chambers of Commerce, employments agencies, VET organisations etc.).

### *In terms of **attitudes**:*

- To have a passion for helping others.
- To be ethical, trustworthy and able to inspire confidence in their clients.
- To be positive.

No matter the fact that a job broker may have all the necessary knowledge, skills and attitudes, he/she should be able to make the "perfect matching" to the job requirements, between a company and a job seeker. The "perfect matching" should be based on the needs of both sides. Job Brokers should be able to cover company's needs and requirements with the most suitable for the position candidate.

On the other hand, Job Brokers, as in other different professions, they need an extra training and support. According to what participants' said, there is an extra need of further networking with Chambers of Commerce or representatives of employment Agencies and VET organisations. Networking and socializing help them exchange their experiences and expertise, keep information up-to-date and make a better contribution to the job brokerage process.

## 5. Case Studies

### A. Example of VET organisations employing some kind of Job Brokering function work directly with job-seekers to bring them closer to involvement with companies.

**Title of case study:** Training voucher for young people up to 29 years of age

**Year of development:** 2013-2014

**Author or founder:** Ministry of Labour, Social Security and Social Solidarity

**Contact details:** <http://voucher.gov.gr/project/view/id/6>

#### **Description of the organisation:**

The training vouchers are implemented by the VET providers in Greece. Their main target group is businesses, public entities, self-employed and unemployed individuals and the services which provide are education and training services, consulting services, e-learning services. The main aims are:

- Provide more work-based education and training programmes;
- Develop skills within the labour force, with support from business and the state, including the possibility of recognition and certification;
- Boost the development of new skills, such as problem-solving, communication, lifelong career management and entrepreneurship

#### **Description of the Initiative:**

The «TRAINING VOUCHER» program aims to achieve a structured path for the entry of unemployed in the labor market, which will potentially lead to a placing in the private sector of the economy.

**Target group:** - 35,000 unemployed young people aged 18 to 29,

- 15,000 of which are university graduates and
- 20,000 secondary and post-secondary education graduates

The objective of the action was to provide continuing vocational training services to 35,000 unemployed young people aged 18-29 years that include:

- 80 hours of theoretical training in both horizontal and specialized skills
- Placement of beneficiaries in private sector firms (500 working hours duration)
- Counseling and guidance services provided to the beneficiaries by the training provider before and during the internship and involve:
  - the diagnosis and appropriate coupling of educational needs / skills of trainees with business needs,

- the internship placement, monitoring and supervision of the beneficiary by the training provider
  - additional services for the conversion of the trainee internship in contract and placement at the firm.
- Funding of the company which will recruit the beneficiary immediately after the end of the internship.

35,000 young people aged 18 to 29 years benefited from the whole program, while the increased number of people who showed interest (more than 126.000) demonstrates the success of the action and also underlines the need for more programs which will "pave the way" of the labour market for young.

One of the many encouraging findings is that 40% had signed permanent contracts and continued the cooperation with the beneficiary company after the internship.

The validation results have shown that almost half of the companies are willing to hire the beneficiaries after the internship but the difficult economic situation constitutes the main obstacle. Overall, it is a good practice in a difficult era, meaning that the conditions for the job market need to be more positive.

The "Training Voucher" practice is still being implemented in Greece. To date, 14 calls have been implemented, with a total of 571.481 participation applications. The data center serves over 2.500 concurrent users in fairly long time periods. Overall, 974 training providers and 44.843 businesses have offered theoretical and practical training respectively, to 102.121 beneficiaries

Last but not least, the innovative character of the action was largely based upon the use of the VOUCHER informational system (<http://voucher.gov.gr>), which provides citizens, businesses and the public authorities' executives with online high-quality services regarding the overall management of training processes. The VOUCHER informational system is also interconnected and exchanging data online with other public informational systems such as the informational systems of Manpower Employment Organization (OAED), National Organization for the Certification of Qualifications and Vocational Guidance (EOPPEP), Loans and Consignments Fund, Technical Chamber of Greece and Journalists' Union of Athens Daily Newspapers. In this way citizens and training providers are allowed to participate and take advantage of the benefits provided through the training programs, thus minimizing the use of documents and bureaucracy.

**B. Example of a Government body employing some kind of Job Brokering function work directly with job-seekers to bring them closer to involvement with companies.**

**Title of case study:** Work experience programme for new labour market entrants aged 16-24 years

**Year of development:** 2010-2015

**Author or founder:** Manpower Employment Organisation (Public Employment Service) - OAED

**Contact**

**details:**

[http://www.oaed.gr/index.php?option=com\\_content&view=article&id=54:16-24&catid=20:2011-11-16-11-16-48&Itemid=132&lang=el](http://www.oaed.gr/index.php?option=com_content&view=article&id=54:16-24&catid=20:2011-11-16-11-16-48&Itemid=132&lang=el)

**Description of the organisation:**

The Manpower Employment Organization (OAED) is the public authority supervised by the Ministry of Labour, Social Security & Welfare managing Active Labour Market Policies (ALMPs) for halting unemployment, promoting employment, and vocational training for both unemployed and employed citizens. OAED is also responsible for the unemployment insurance measures (regular unemployment benefit) and other social security benefits and allowances as well as for the provision of initial vocational education combined with work practice/traineeship.

OAED offers counselling services aimed at mobilising the unemployed and helping them enter the labour market. These services include:

- a. counselling and vocational guidance – career management, for first-time jobseekers with no clear occupational goal and people obliged to change their occupation;
- b. counselling for people looking for work who have qualifications that are in demand in the labour market;
- c. business initiative counselling, to encourage the development of business skills and help unemployed persons start businesses with enhanced viability prospects.

OAED is also a member of the European job mobility portal (EURES) network, which provides information, advice and hiring/placement services to workers and job-seekers in other European countries, and to employers looking to hire people. In Greece there are 39 EURES points in various cities (43).

**Description of the Initiative:**

The program aimed to strengthen the skills and work experience of unemployed aged 16-24 years, new entrants to the labour market through employment in companies of the private sector for a 12-month period.

Target group: - Direct target group: Employers

- Indirect target group: unemployed youth

The beneficiaries were private businesses and in general private employers. The unemployed that were recruited by the companies:

- 16-24 years of age.
- Had the status of unemployed and issued an unemployment card
- Were Greek citizens or citizens of another EU Member State or are expatriates who had right of residence and employment in our country.
- Had completed the form of personalized approach and have agreed on an individual action plan.

The businesses that want to hire a new employee electronically submit a request for the Service and in the period of a month receive an approval decision.

Following the approval decision, the availability of unemployed youth will be controlled directly by the official "manager", under the conditions laid down for the position requested by the company. The "manager" matches the unemployed youth with the openings at the company, after getting a reference from the employment counsellors of the Service.

At the end of the first stage, companies could turn the work experience contract to a permanent contract, and can be subsidized for an additional twelve (12) months with the obligation to keep the young employee for an additional six (6) months (after the 12 months) without subsidy for that period.

Businesses are required to maintain all employees (new and old ones) throughout the duration of the second phase of the program, which amounts to a total of eighteen (18) months (twelve months and six-month commitment).

The activity was validated by on-the-spot checks. Checks were carried out both before and after the submission of the request for payment of the subsidy and in any case within the reporting period (first stage up to 12 months and second stage 12 months).

For the on-the-spot checks carried out during the implementation of the overall program, the auditors prepare relevant reports.

Apart from the direct benefit of 10.000 beneficiaries, many of them have signed permanent contracts with the companies they were placed at.

### C. Example of a company or group of companies are trying to offer opportunities to local job-seekers groups and retain them in the company

**Title of case study:** Youth Employment Initiative: Nestlé needs Youth

**Year of development:** 2014-2016

**Author or founder:** Nestlé

**Contact details:** <http://www.nestle.com/jobs/graduates-entry-level/youth-employment-initiative>

#### **Description of the organisation:**

Nestlé is a Swiss transnational food and beverage company headquartered in Vevey, Vaud, Switzerland Nestlé. It is a leading Nutrition, Health and Wellness Company. It enhances lives with science-based nutrition and health solutions for all stages of life, helping consumers care for themselves and their families. Nestlé has 64 brands, with a wide range of products across a number of markets, including coffee, bottled water, milkshakes and other beverages, breakfast cereals, infant foods, performance and healthcare nutrition, seasonings, soups and sauces, frozen and refrigerated foods, and pet food. In 2010, the International Union of Food Science and Technology (IUFOST) honoured Nestlé with the Global Food Industry Award.

#### **Description of the Initiative:**

To tackle Europe's youth unemployment crisis, Nestlé launched the 'Nestlé Needs Youth' initiative in November 2013. The company committed to create 20,000 jobs and training opportunities for young people under the age of 30 in Europe by 2016.

#### At National level:

For Greece, this means a creation of many employment opportunities (technical, production, management, sales, marketing, financial management and engineering sciences), for **500 young men and women up to 30 years old**, by 2016.

The initiative was characterised by four (4) pillars:

- 1. Get Hired:** Within 2014, Nestlé provided to 134 young men and women the opportunity to work in the company, either permanently or on a temporary contract. A number of them, were involved in specific projects whereas others joined in businesses, gaining experience and knowledge next to Nestlé colleagues who guided them and offered them valuable skills for their professional future.
- 2. Get Skilled:** During 2014, 57 young men and women had their practical training in Nestlé. Furthermore, through special programs, Nestlé offered international training opportunities in Denmark, England, the Netherlands and Switzerland.

3. **Get Support:** Through the counselling and career services, Nestlé supported young people to prepare themselves by using:

- *CV clinics:* Organisation of events and school/colleges-visits aiming to provide young people counselling services about their CVs (CV clinics), preparation for the job interview and advice for entering the labour market.
- *On-campus Nestlé days:* Through presentations in schools and colleges, Nestlé provide information about their culture and values, while gives the opportunity to young people to meet *Nestlé* executives and share their professional experiences.
- Cooperation with AIESEC: Nestlé is closely cooperated with AIESEC, the largest, international, non-governmental, student organization in the world, with presence in 124 countries, 2400 universities and over 90,000 members. AIESEC offers young people the opportunity to know how large multinational companies, such as Nestle, operate.
- Job Pairs: This is a faculty initiative of the Athens University of Economics in order to create opportunities in the modern business environment, bringing together job seekers with professional field of their choice.
- "Mock" interviews: Interviews with students, which then are videotaped and presented to them, in order to advise them on how they can improve their techniques.

4. **Get more Opportunities:** Nestlé is aiming to extend and exploit the multiplier effect of this initiative to additional companies in Greece, where Nestlé is closely working with.

At European level:

Nestlé has already created close to 12,000 opportunities for young people - including 10,700 jobs and 5,800 apprenticeships.

In addition, more than 2,800 readiness-for-work events were held since 2014, mobilising around 8,400 Nestlé employees.

In 2014, Nestlé also joined forces with around 200 other companies to launch the second stage of the initiative, the 'Alliance for Youth'. The companies have pledged to develop a number of joint and individual initiatives to give young people meaningful work experience and internships, generating more than 100,000 jobs, and training opportunities including CV clinics and interview preparation.

The 'Alliance for Youth' is the first pan-European business-driven movement pledging to help young people be better prepared to enter the professional world and improve their chances in a challenging job market.

## 6. Conclusions

Although in Greece, Job brokerage is a fairly recent term, the current country recession and the general economic crisis, created links between job seeker and employers through job brokers. Based on the research findings, it seems that Job Brokerage is of high importance, especially on those difficult days. Job Brokers make sure that give job seekers the best chance of finding the right job, identify where there are hidden jobs and make the interviewing process easy for both job Seekers and employers.

Moreover, Job seekers are in a continuous contact with employers to find out what skills and qualifications they need before setting up some work experience to guarantee the job seeker an interview. Besides trying to keep people in jobs and stressing on the process of creating new ones (in short term), more attention has to be paid to make the employment more attractive for the unemployed, actually to improve the match between the labour supply and demand (in mid and long term).

Last but not least, once someone get a job, Job Brokers are in a regular touch with the employer to help both sides overcome any difficulties someone faces when first start, provide support to stay in work.

For the above reasons, research participants were very positive for being part of this project and expressed the intense need of implementing such a project in Greece. They stressed out that, based on the current EU labour market, it is of great importance to create the Occupational Profile for Job Brokers to define the required knowledge, skills and aptitudes.

### **Knowledge of EU labour market**

Job Brokers should pay extra attention to the current EU labour market context, trends, and the key drivers of labour market dynamics in the European Union countries. Moreover, people will have to invest more in developing new competences and improving their productivity. In this respect, it can be expected that the education system plays a key role in the labour market recovery process. During this financial crisis labour market is going to be restructured in the entire European Union, the workforce having to fight against the increasing rate of unemployment (Dimian, Ileanu, Jablonsky, Fabry, 2013), and at this step, Job Brokers will act as a stepping stone.

### **Working Effectively with Employers**

On the other hand, Job Brokers should work effectively with employers. It is the employer that will have the final word in whether the job seeker gains employment, therefore shaping services to meet the employer's needs is critical. To do this, job brokerage agencies must understand the business sector of their target employers as well as the business environment they operate in.

Good Job Brokers should understand and meet the needs of the employers and start building a good relationship. To be able to understand the employers' needs, they should know the business they work in. They need to develop specific knowledge of different sectors such as, construction, IT, financial services etc. Knowing and identifying employers' needs, build a successful employer relationship and confidence.

Last but not least, Job Brokers should support employers with more services than just job placements, such as developing job descriptions / person specifications, work experience, customised training, post-employment support. Providing a full-package of services shows the employer why they should work with Job Brokerage agencies.

### **Working with Job-seekers**

Good job brokers are highly effective at finding out what a job Broker needs to help them into work. Understanding the barriers to work, demonstrate empathy with the jobseeker.

Job broker should be able to identify and assess the skills of a person who is looking for a job (basic skills, vocational skills, interview etc.) The needs analysis and the initial assessment may identify lack of skills. At this stage Job brokers should be able to match jobseeker's training needs with the appropriate high quality training.

Additionally, jobseekers to find work, they must know how to look for work. They need to know where to look, how to use the ICT tools (internet, online databases), how to speak to prospective employers and how to cope with rejection. They also need to understand how to write and develop a CV and how to write good job applications.

Furthermore, Job brokers, should be able to provide a range of resources such as, internet resources, newspapers, telephones to help jobseekers to find and apply for the right job. Having been invited for an interview, many jobseekers lack the confidence and sometimes even the language skills. Job seekers should therefore be trained to present themselves in a better way. For doing that, job brokers should organise Interview practice sessions with constructive feedback which will help to prepare the candidate for the interview process.

According to our research, job brokerage agencies keep supporting the jobseeker (and employer) once the job has started. Either through telephone calls and/or visits, Job brokers are in touch to see how they are getting on. In some occasions, job brokers provide on-going training support to ensure that the employee continues to develop their skills to meet the employer's needs.

## Effective Project Management

Critical to the success of Job brokers' full package services is the effective management of all the elements of service and support that a jobseeker and an employer receive. This often result from the initial assessment and review process to ensure that needs are identified and services are provided in an individual way around those needs. Both employers and jobseekers are looking for an efficient service, co-ordinated by a member of staff that they trust and that they know understands their needs.

To sum up, there is a range of factors produce the best outcomes for the job Brokers. Some examples includes:

- Understanding fully the clients (Employers & Job Seekers), their needs and how to work effectively with them.
- Ensuring that post-employment support which is provided, meets the needs of the jobseeker and employer to ensure effective retention.
- Developing effective partnerships and networks with other job brokerage agencies to enable to meet the range of needs of all of the clients.
- Maintaining internal systems and processes, such as good organisational planning, staff with appropriate skills, and effective use of information and communication technology, quality assurance programme with self-assessment to understand how well they operate.

## 7. Acknowledgements and references

We would like to thank the following people who agreed to be interviewed for this study:

Name	Position	Organisation
Melina Ntani	Job Broker	<i>Job Brokerage Agency: Melina's Job</i>
Anastasia Giannopoulou	Job Broker	<i>Job Brokerage Agency: Education and Career Counselors "EMPLOY"</i>
Stavroula Badouna	Job Broker	Information Centre for Employed & Unemployed (KEPEA)
Olga Tsiourva	Director	Greek Manpower Employment Organisation - OAED, Department of Thessaly
Kelly Gerostergiou	Job Broker	Greek Manpower Employment Organisation - OAED, Department of Thessaly
Reveka Kokkinakou	Career counselor	National Organisation for the Certification of Qualifications & Vocational Guidance
Charalabos Samantzis	Director	Career Services Office, University of Thessaly
Maria Papadopoulou	Director	Career Services Office, National and Kapodistrian University of Athens
Nikos Mandrekas	Director	BEE GROUP AE (Communication, Technology and Consulting Services)
Nikos Giamisis	Director / Owner	Regional agent and wholesale trade of alcoholic spirits and soft drinks
Eleni Sakka	Job Seeker	-
Nikos Feretzis	Job Seeker	-

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- Hellenic Statistical Authority (ELSTAT) <http://www.statistics.gr/>
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- CEDEFOP <http://www.cedefop.europa.eu/en>
- National Centre for Vocational Orientation (EKEP) <http://www.ekep.gr/english/Education/main.asp>
- Athens Chamber of Commerce and Industry (ACCI) [www.acci.gr/about/en\\_e3\\_53.htm](http://www.acci.gr/about/en_e3_53.htm)
- Hellenic Republic Ministry of Culture, Education and Religious Affairs <http://www.culture.gr/culture/eindex.jsp>
- Hellenic Society of Counselling and Guidance [www.elesyp.gr](http://www.elesyp.gr)

# SANTANDER – CANTABRIA - SPAIN

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# 1. Introduction

The aim of this study is to provide useful information about the region of Cantabria and its capital, Santander, to know their economic and employment situation. This region is located on the northern fringe of Spain, bathed by the Cantabrian Sea and just about 200 kilometres away from the French border. It is well connected by land, sea and air with the rest of Spain and many European destinations. Santander, its capital, is located in northern Cantabria, and is the most important communication and transportation node in the region.

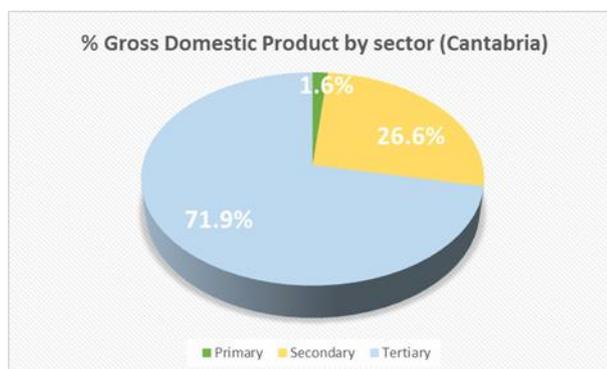
The population of Cantabria is 585,179 inhabitants, one of the least populated regions in Spain because of its small size. Santander, the capital, has 173,957 inhabitants, while its metropolitan area concentrate about 300,000 inhabitants, more than a half of the population of Cantabria.

The region of Cantabria has a high degree of self-government through the decentralized government system that actually works in Spain through 'autonomous communities'. Therefore, Cantabria has a lot of competencies and responsibilities by itself, like active employment policies, taxation, subsidies, government intervention, etc., complementary to the State although complying with national laws. Cantabria has the power to develop their own legislation, which is a lower rank legislation than the national one, although about those delegated competencies by central government it has virtually full powers. The legal framework from which Spanish autonomous communities are governed are the statutes of autonomy, which must comply with the Constitution but give high levels of self-government and self-management, as guarantors of a decentralized political system.

Cantabria is a mainly tertiary sector based region, although it has an important industry over other sectors. Therefore, the tertiary sector accounts for 71.9% of Cantabrian GDP, while the secondary sector, including construction, accounts for 26.6% and primary 1.5%. Since the second half of the 20th century, Cantabria has undergone a fundamental change in the production model, from being an industrial region with great importance of mining to a services-based community where the industry is gradually losing weight in the GDP and employment. This change and the advance of other communities in recent decades have gradually wane the weight of Cantabria in the national economy.

Cantabria's GDP represents 1.13% of Spain's total, a small figure that is mainly due to its small size. In addition, GDP per capita is currently below Spanish average, and is also bellow the European average, ranging between 75 and 90 percent of the EU-28 average. Historically, Cantabria's GDP evolution has been negative. While GDP has grown substantially in recent decades, the weight of the region in the national GDP has continued to decrease. In the middle part of the last century, Cantabria stood as one of the five regions with the highest GDP per capita in Spain, however today is in the middle of the list.

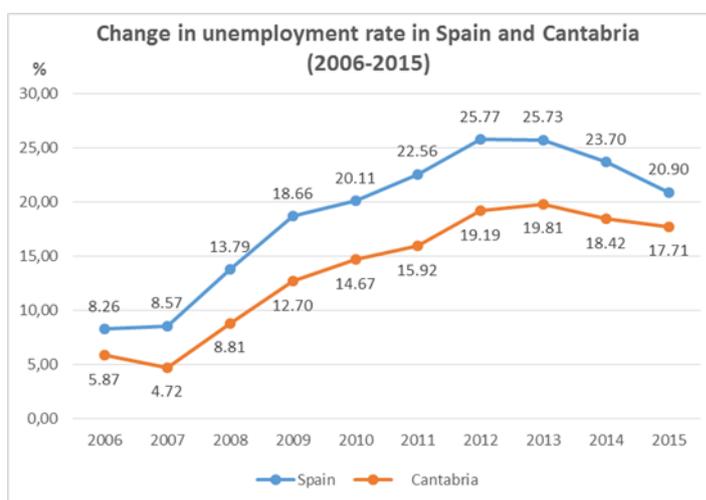
The regional unemployment closed 2015 at 17.7%, lower than the Spanish average, which stood at 20.8% of the active population. However, and like the rest of the state, the biggest challenge that Cantabria is facing about unemployment is youth unemployment, which reached 39.8% in 2015, well below the Spanish rate. This situation is being reversed gradually.



Source: ICANE. GDP by sectors

## 2. Unemployment and socio-economic factors of deprivation in Cantabria and Spain

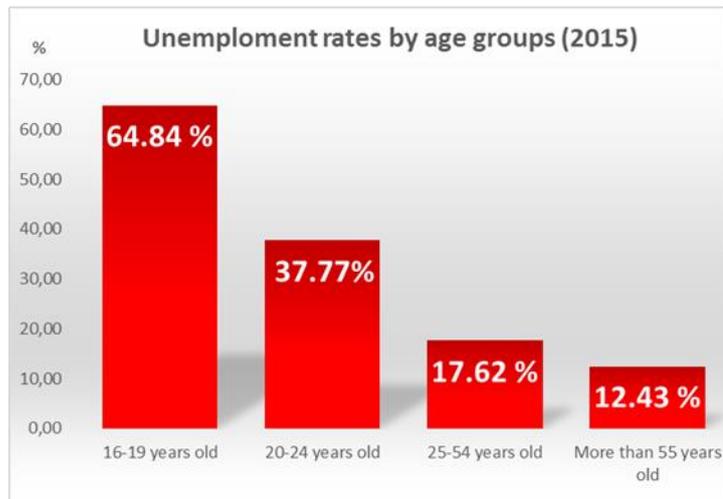
It is known that unemployment in Spain is a serious problem that destabilizes the whole national and European economy, and in the case of Cantabria this problem is also very serious. An unemployment rate of 17.7% as Cantabria has, highlights the need to undertake measures to promote investment, without



Source: INE. Active Population Survey

forgetting the assistance for the unemployed people to find a job, for which the figure of the job broker should be basic. In the case of the capital, Santander, the registered unemployment is 20.78%, higher than Cantabria and similar to the national average, despite of being the economic centre of the region.

Unemployment also shows differences by gender. State-wide, unemployment among men stood at 19.49% while among women stood at 22.52%. This difference that is quite noticeable, more than three percentage points, is not that pronounced in Cantabria. Cantabria men's unemployment stands at 17.16% while women's amounts to 18.36%, which is slightly more than one percentage point difference. The biggest problem that is actually facing Spain, and also Cantabria and Santander, is youth unemployment.

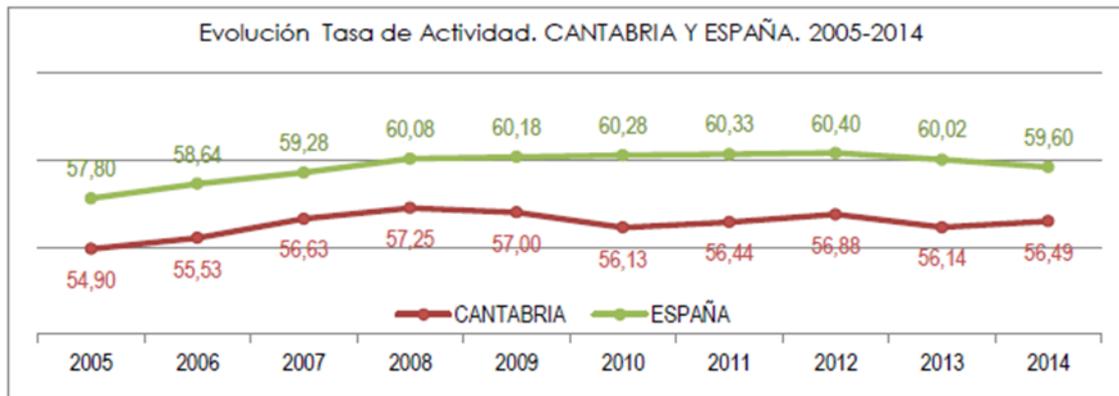


Source. INE. Active Population Survey

In Cantabria, youth unemployment rate stands at 39.8%, which is considerably lower than Spain's average of 46%, but that is not a reason to understand this fact as a good fact. Unemployment in Cantabria is much higher than the average of the European Union (9.3%) and the Eurozone (10.3%), and we can say the same about youth unemployment, that stands at 19.4% in the European Union. Therefore, labour market situation in Cantabria and Santander is very delicate, although in recent years the situation is improving and the forecast is that this improvement will remain in the future.

Despite the big problem of youth unemployment, we cannot ignore the situation of older unemployed adults. Many of them once they lose their job they also lose the ability to get a job again due to the handicap of having a much shorter remaining working life than young people. That is why long-term unemployment in Cantabria is much higher in people over 45 year old, being this the age group with a higher risk of not becoming employed again.

Due to the economic crisis, in recent years Cantabria has experienced a significant reduction in the immigrant population. In 2010, foreign population peak was recorded, standing at 6.6%, however in 2015 this rate dropped to 5.4%, registering its lowest value since 2007. The return of immigrants to their countries or other parts of Spain or Europe, low birth rates, population aging and youth migration have made the active population in Cantabria to be reduced to 275,000 people, compared with 288,000 that were registered in 2009. Similarly, the activity rate fell below 60% in 2014 for the first time since 2007, and the trend is downward since 2012 after rising between 2005 and 2012.

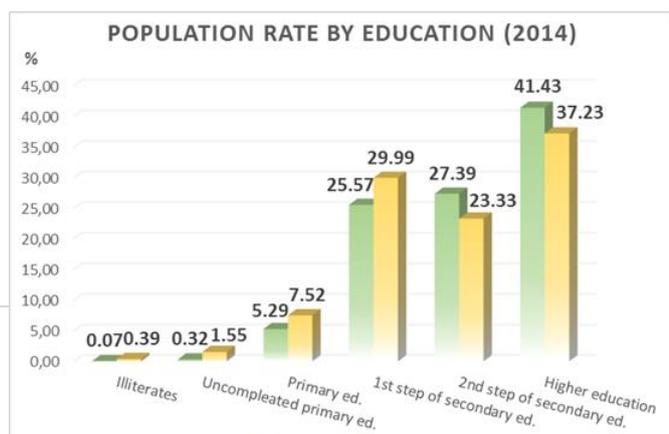


Fuente: INE. Encuesta de Población Activa.

The employment situation in Cantabria and Santander is very delicate, as also happens in the rest of Spain, with high unemployment and long-term unemployed. According to available data, in Cantabria there are more than 7,000 long-term unemployed, namely active population over 45 years old who does not have a job and have been enrolled for more than 12 months in the employment offices. It is precisely this group of unemployed people who have the most difficulty in finding jobs, mainly because of their age but also by the fact that the education level of this group is usually lower than young people. In addition, there is the problem that an important part of this type of unemployed people have no unemployment benefit, and some of them receive a small benefit for being long-term unemployed after getting the whole ordinary unemployment benefit that is not enough amount to cover monthly basic needs. Other part of this type of unemployed whose situation presents a higher risk, are those who do not receive any benefit, and are exposed to serious economic difficulties to survive. The group is the one that deserves more attention and for which is required to take active actions in order to find a job, although the ideal is that all unemployed people could find a job in order to avoid the dependency of allowances and subsidies from the state.

Another big problem of unemployment in Cantabria is the situation that unemployed people have to face because of the limitations of unemployment coverage. In the case of Cantabria, only 23.43% of registered unemployed receive a contributory benefit, in contrast to the maximum of 46% that was reached in 2009. Between 2014 and 2015, the number of beneficiaries of a contributory benefit fell in 23%. As for the rest of services the situation is not much better, since 51.04% of Cantabrian unemployed people did not have any unemployment benefit as of 2015. By gender, the male unemployed without a benefit reach 46.7% of unemployed men and in the case of women this rate increases to 55.08%, so is also possible to notice differences about gender that should be remedied or reduced.

Unemployment is closely related to the educational level of the population. In



Source: INE. Education

Cantabria, the percentage of population with compulsory secondary education was 36.1% in 2014, while those with non-compulsory secondary education registered 26.5% and higher education 37.4%. Therefore, percentage of people with higher education in Cantabria is high compared to the national average of 34.7%. This is one of the key reasons why unemployment is lower in Cantabria than in the whole of Spain, as the level of education is closely related to the easiness of finding employment. Furthermore, Cantabria has the lowest early school dropout rate of Spain, which is 9.2%, while Spanish average stands at 21.2%. School dropout in Cantabria is even lower than European Union average (11.1%).

Regarding economic sectors, some of them went into decline in Cantabria in recent years, also in line with the economic situation in the whole of Spain. The industry is a good example, which despite the significant percentage of the Cantabrian GDP, its importance as a sector has declined in recent decades, and especially the number of employed people in the industry has fallen considerably, with less 36,000 occupied for the first time since 1996 after losing more than 15,000 since the explosion of the crisis in 2008.

Nationwide slowdown in construction was also experienced in Cantabria and Santander, although it experienced a slight recovery. However, one of the sectors that has suffered a major decline in the region has been the animal husbandry, which since the entry into the European Union and the implementation of European regulations because of the adoption of the Common Agricultural Policy, it has seen that production has been forced to be decreased with maximum production quotas and also profit margins have been reduced, favoring the disappearance of small farms and giving priority to the sector's concentration in large farms, rare in Cantabria because of the type of traditional activity in the sector.

### **3. Publicly-funded employment services in Cantabria and Spain**

In Cantabria there are several public employment services as well as associations whose operation they act as such. These associations also work thanks to grants and public support, which actually works as public employment services themselves in many cases.

The main one is the Cantabrian Employment Service, which is the public employment service of Cantabria's Government. This service is used by both unemployed and companies and serves to put in touch workers with possible job offers that fit their profile. In addition, training courses are also taught, and sometimes they are mandatory to get an unemployment benefit.

The main task of this service, however, is to manage unemployment benefits so that, although it does help to seek employment, it is not doing enough for it because it has been conceived as an administrative institution to manage benefits for the unemployed. Job seeking and labor guidance services exists but is malnourished and inefficient compared to the concept that takes place in other European countries.

Local development agencies are also essential services to seek employment. Their task is not only to offer an employment service, but have a department dedicated to it. In Cantabria, a number of municipalities have a local development agency with this and other functions. In the case of Santander, the agency has a labor guidance department which aims to facilitate job seeking and act as an intermediary between the plaintiffs and the offeror.

The main associations and organizations not directly dependent of the regional government or the council that works as approved centers by the Cantabrian Employment Service are, for example, the Chamber of Commerce, AMICA, AMPROS, the CEOE, the COIE and unions like UGT and CCOO.

In the case of AMICA, this association is dedicated to promoting social welfare through equal rights and opportunities for the weakest groups, including those who are unemployed, disabled or elderly. It was declared a public utility organization in 1993 and since then has institutional support and European assessment to perform their social function. It is maintained with public funds through grants and helps, and donations from private entities, in addition to the contributions of associated persons.

AMPROS is an association whose mission is to improve the quality of life of people with intellectual disabilities and their families, and promulgate, defend, claim and promote rights and support, creating opportunities that allow that people to achieve their life projects and full citizenship, based on principles of management efficiency, innovation and ethical commitment. To meet these objectives, AMPROS also has a team that promotes inclusion of these people in the labor market, also acting as an employment service in this regard. To accomplish this objective, it has a job bank run by the association.

The Chamber of Commerce is defined, as imposed by law, as a public-law corporation that recognizes the importance of their work as intermediate institution in representing, promoting and defending the general interests of commerce, industry and navigation, and in strengthening the economic fabric of the country. The Chamber of Commerce offers training courses for the unemployed and workers as well as a job bank and a team of labor guidance to help the integration of different working profiles in the labor market.

The CEOE-CEPYME (Spanish Confederation of Business Associations) has as its main priority defend the interests of entrepreneurs in society, government and unions. It has a job bank

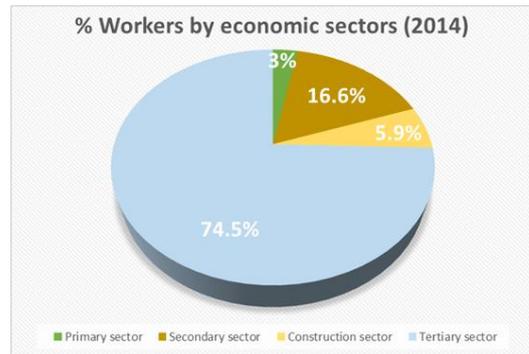
and a dedicated team to manage it, which is also likely to be featured as one of the main instruments of job placement.

The COIE is the Center for Employment Guidance and Information of the University of Cantabria. Is a service which aims to incorporate to the education plan of the university student the work experience and inform, guide and support graduates to continue their education and enter the labor market. Actually it works as the own labor guidance service and job placement of the University of Cantabria, which operates independently of any other public employment service and depends both financially and operatively on the university. The COIE is a mediator between students and recent graduates with companies to facilitate their entry into labor market.

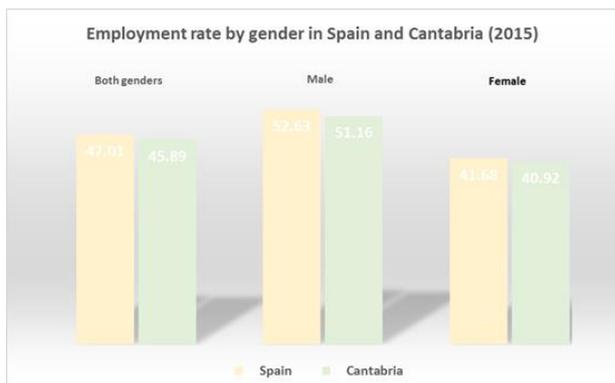
Trade unions, as UGT and CCOO, also have a key role in labor mediation between the job seeker and the offeror. They have a large job bank and a large team of people dedicated to the task of labor mediation and guidance. In addition, they also offer a big amount of training courses to improve the skills of the unemployed people in order to facilitate access to employment. Its funding comes from grants and economic agreements with the state as well as the membership fees and other private donations.

## 4. Employment in Cantabria and Spain

Like the whole of Spain, Cantabria is a region with an economy based on the tertiary economic sector, but with an important share of industry in regional GDP. We can asseverate the same about employment, since most of the working population is employed in the tertiary sector (74.5%), to a lesser extent in the secondary (16.6%), construction (5.9%) and finally in the primary sector (3%). In the last two decades, there has been a fall in the importance of primary and secondary sectors in the employment and a significant increase of employees in the tertiary sector, due to the process of economic economic tertiarisation that exists in all modern economies and tends to be supported by the European institutions.



Source: Chamber of Commerce of Cantabria

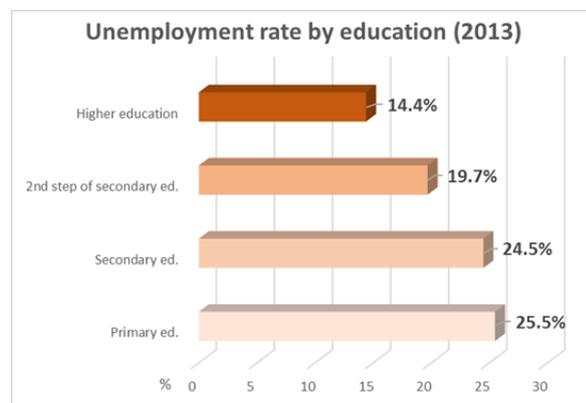


Source: INE. Active Population Survey

The occupation or employment rate in Cantabria is lower than the national average. As the chart shows, there is a significant difference in gender, since the employment rate of women remains today much lower than that of men in both cases, in the whole of Spain and in Cantabria. This situation has dragged on for decades because of traditional and cultural behaviors in terms of willingness to work, but gradually these differences have

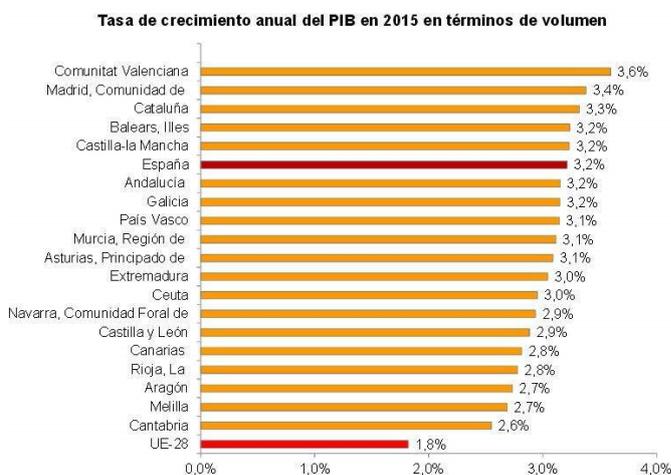
tended to decline.

A good education level facilitates access to employment, and that is something that data shows clearly. University graduates have a level of employability considerably higher than people who have only reached the school graduate. In this regard, unemployment rate in Cantabria of people with primary education is 25.5%, with secondary education is 24.5%, with second stage of secondary education is 19.7% and with higher education is 14.4% (2013).



Source: INE

These data corroborate the importance of training and education in finding employment because the fact that each individual's employability will increase the greater and better your education level is.

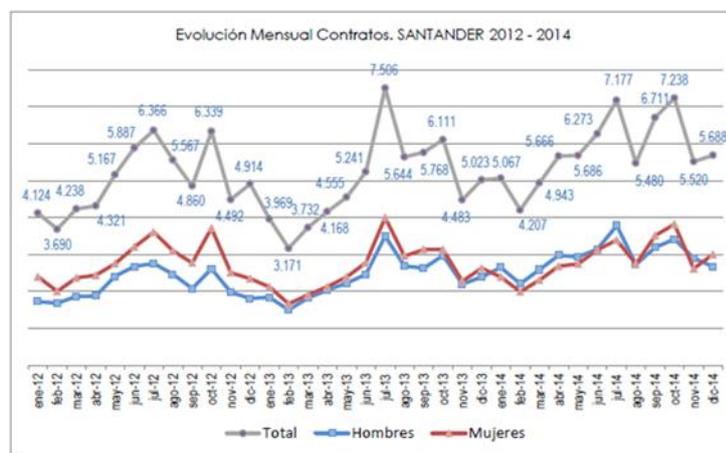


Spain is currently recovering from a major economic crisis, and has achieved a growth of GDP of 3.2%, while Cantabria stood in the same period of 2015 at 2.6%, being the autonomous community in Spain with the slowest growth. The growth of the GDP per capita, closely linked to the GDP, has also undergone changes over time. Cantabria became one of the first five regions

in GDP per capita, but now with €20,847 is not even reaching the Spanish average of €23,290 €. Moreover, the tendency is not to improve this situation, but the importance of Cantabria in Spain will continue declining due to a slower GDP growth than the national average and also than those communities that currently have a higher GDP per capita.

In Cantabria there are some sectors with better job prospects or that are improving in recent years. For example, tourism industry in Cantabria has experienced a significant improvement exceeding in 2013 the 10% of regional GDP and 11% of total employment in the region. This sector is also very dynamic because it requires lots of professional profiles with what is currently driving notoriously the tertiary sector. The growth in tourism has increased employability in the hospitality industry, usually linked to average or low-skilled worker profile, as well as in the hotel sector, which has need for workers of diverse qualifications. Also other jobs are benefiting from the improvement of tourism.

The main problem of tourism in Cantabria and Spain is the seasonality, and that's the reason why permanent jobs related to tourism are not as numerous as in other sectors. It is therefore a sector that stands out



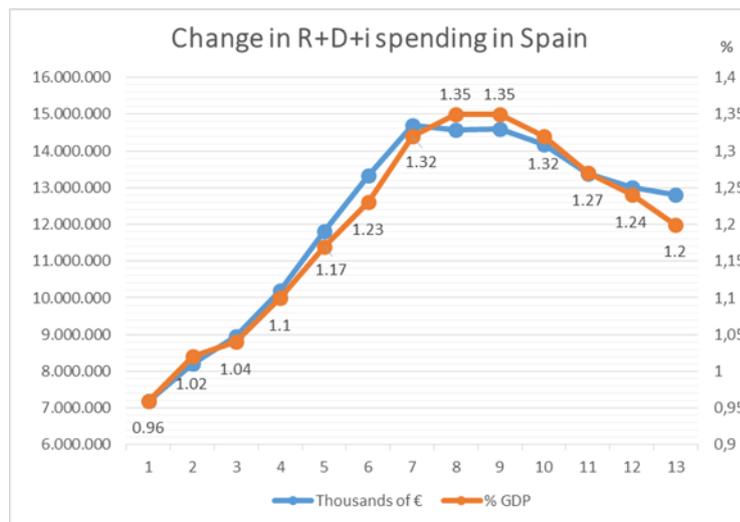
Fuente: Observatorio del Empleo y la Formación. SPEE.

because of the large number of temporary contracts, especially in summer and very specific festivities. Despite this, the number of registered contracts has grown in the last two years

both in Cantabria and Santander, being this one of the most effective indicators to determine the gradual labor market recovery following the deep employment crisis that is still going on.

In addition, there are some sectors that regional government aims to promote, but does not represents yet a significant importance in the economy of Cantabria. This is the case for example of companies related to technology and research. After the urge of the Scientific and Technological Park of Cantabria by the regional government, various Cantabria, domestic and foreign companies have been established in the region generating highly qualified employment. One

the government's objectives with this project to prevent the need of skilled workers trained in Cantabria to leave to other regions or countries due to lack of opportunities. However, due to the lack of public and private investment to R&D+i, these measures remain incomplete. In Spain there glaring lack of investment in



Source: INE. R&D+i relates statistics and Eurostat

R&D+i, being very small public and almost nonexistent private investment. In Cantabria, spending on R&D+i in 2014 was €101,828,000, while in Spain this expenditure amounted to €12,820,756,400. National spending accounts for 1.2% of GDP, while in Cantabria amounts to only 0.86%, well below the national average. In Cantabria only 0.79% of the total expenditure on R&D+i across the country is invested, a tiny amount that hampers the future of this sector in our region. Nationwide spending on R&D+i grew substantially during the years of economic boom but stalled and currently is being reduced, which negatively affects the sector.

What Cantabrian regional government is doing with limited success is to try to reactivate the industry by offering free industrial land, administrative facilities and, most recently, the designation the of Santander port and the productive areas around as a free economic zone, becoming the sixth free economic zone of Spain, which is generating interest in international companies because of tax benefits that this entails.

## 5. Job Brokers in Cantabria and Spain

Job broker profile does not exist like just as it is in Spain. However, there are different kinds of professionals who develop most of the tasks a job broker do, both in public and private fields. In addition, there are publicly-funded programmes at regional level which are very close to “job brokering principles”.

### **Professionals developing a job similar to job broker profile works in different fields.**

It can be said that the majority of these professionals work in public sector, both at local and regional level, at least these services are the ones which are aimed to the general public. Likewise, many VET centres are public although some of them are private too but in both cases there are guidance practitioners working therein and developing similar tasks.

In public field, there are guidance practitioners who work at local level in the Local Development Agencies. They provide a free guidance service to users and also they are in contact with enterprises and help them to recruit employees. Guidance practitioners from the Development Agencies send CVs to the employers but they don't have to find the candidate. This service does not include support or monitoring once the person has been hired either.

In some occasions, the Local Development Agencies have temporary agreements with enterprises to implement internship programmes. They are aimed to youngsters under 30 years old with high education background. They work for the company between 3 and 6 months and the guidance practitioners monitor the internship. However, the employers are the ones who choose the candidates.

Universities, Chambers of Commerce and Business organizations have job banks and jobs services with the aim to match supply and demand for labour.

In private sector, there are recruitment agencies and temporary employment agencies. Both look for candidates to the companies they work with. These agencies do a pre-selection of the candidates but the employer of the company is the one who makes the final decision. The companies pay certain amount of money to the agency for this service. The temporary employment agencies are in charge of doing the payroll, the contract and the legal aspects of the recruitment. They don't support so that the employee stay in the job place.

They do not do activities related to training or training guidance.

In the third sector, there are NGO and organizations which provide services to some specific target groups (migrants, people with disabilities...). Among different services, this organizations count with counsellors who guide the users and tried to match offer and demand.

Guidance practitioners in VET centres guide students regarding further training they can enroll after finishing their current studies and regarding working opportunities related to their educational background. VET centres don't usually have contact with companies regarding recruitment and job opportunities.

VET centres only have contact with enterprises when students have to do mandatory internships as part of the curriculum. In case the company wants to hire the student after the internship period, the guidance practitioners from the VET centre remain outside.

At regional level, there are some programmes launched to address the unemployment rate very close to job broker role.

Regional government gives grants to municipalities or non-profit organizations to guide unemployment people. Users are trained and oriented. The coaches help them to look for a job which matches their profile.

The final amount of money paid by the government to the entities which implement the programme is related to the number of people who finally gets a job.

The difference from a job broker is that, in this case, there is not a supporting of the users after they have been recruited although the programme aims to create 3-month working contracts (minimum).

## 5. The view from the Stakeholders

We collect here the feedback received from the different interviews made in Cantabria.

### **(a) 'System' issues in terms of the organisation of services for job-seekers with companies**

The name Job Broker was new for all stakeholders who have been interviewed. However they all “found” a profile –which was a different one depending if the interviewee was from public or private sector, politician or educational centre- which in their opinion was the same with a different name. They were actually much more interested in telling us what they considered was positive and not that positive in the actual profiles than in the idea of a “new name”.

In any case it seems that, at least in Cantabria, there is a network which allows those profiles to get in touch and exchange. It is an official network and they also have a platform which was developed by Regional Government three years ago –for public sector of Job Brokers- where they can find legal information, exchange and get in contact. They have also organized some events and workshops. In any case it still has space for improvement.

For exchange between “Job Brokers”, VET organizations and enterprises, apart from the daily contact they have, there are also some regional events as employment fairs that allow all of them to get in direct touch and exchange. In those unemployed people can also participate.

When talking about how good were the VET organizations at helping job-seekers be well-prepared for what employers expect of them, and how the contact between VET organizations and enterprises is, they all agreed in a positive thing and in a negative one:

- the positive was that in Spain it is compulsory to do practical work in an enterprise for all VET students, in their last training year, to be able to get the certification and in our stakeholders that was really positive mainly because of two reasons: first it was the way to strength the contact between VET organizations and enterprises since the VET organization has to find enterprises for them to do that practical part of the training, and second it was a good way to prepare the students for the labour market through real experience
- the negative was much more focus in training contents since in their opinion should be much more updated, much more focused in market needs and there are still a lot of fields that are demanded by the enterprises and not enough covered by VET such as new technologies, languages... it takes too long to define and develop a new official training.

They also mentioned a new measure which was implemented in Santander a couple years ago that allowed young unemployed with VET certification less than 2 years old to access an internship for a period of maximum one year (which is something that up to that moment it was only available to people from university).

If we leave VET organizations out now and analyse the work done by our “Job Brokers” there are two different “kinds”:

- those working in the public sector, who make stronger differences when working with one group or another and have specific services, trainings and orientation activities for the different groups, because in their opinion to the lack of employment those groups add extra difficulties
- and those working for the private one who are much more focus in what the enterprises directly demand (which in opinion of our stakeholders and according to some studies, makes them much more efficient) and even though they make also differences those ones are not that clear

In their opinion there are different things which work well when helping unemployed people to find a job:

- knowledge of the business environment
- knowledge of the labour market in general
- technological tools available to do the matching
- services to improve qualification of unemployed people according to what enterprises are looking for (training and tools to improve their skills)
- fostering entrepreneurship as an alternative
- personal coaching for each of those unemployed
- labour intermediation with enterprises

And what works when helping them to find a job is:

- training, experience, personal and social skills, but it depends also on the sector, activity, time of the year and existing opportunities in each region or municipality
- specialized search, generic one doesn’t work anymore
- attitude of the unemployed person: proactivity and versatility

Regarding local ‘culture clash’ between what companies are looking for in job-seekers and what job-seekers are looking for in companies the opinion varies from one to another stakeholder but resuming:

- “Job Brokers” thought that in many cases the enterprises asked for too much
- Enterprises thought that the only problem is a bad description of the profile they are looking for and that: neither all people are for all enterprises nor all enterprises are for all people.

## **(b) Preparing job-seekers for employment**

In their opinion barriers that stop local job seekers from accessing employment opportunities is a wide question with a too wide answer and depends very much on the group of people or the person you are working with. It depends on whether they could be include under one of the groups with less employability (disable people, long term unemployed ones...) and on which are their skills in terms of new technologies, educational background, abilities when looking for a job, since we are in a society which is actually global and changes really fast.

It is also a barrier for long term unemployed for example that, in many cases the enterprises consider “bad” someone who has been without work for a long time, they usually prefer someone who is even working. But in their opinion this has change a little bit with the crisis.

It seems that they also thing that enterprises in many cases wants 1€ but paying 50 cents which is not shared by the enterprises who said that they know very well what they need and want, that there are qualified people out there but the problem is to find the right person that matches all requirements and fit in the enterprise. It also seems that young people (in general terms) want to be paid 1€ for working 50 cents.

According to “Job Brokers” the main problem directly link to job seekers is that it seems that the job seekers think the Job Brokers must find them a job, as if it were their only duty, and don’t realize that it is actually the job of the unemployed and they just try to help. And this makes everything much more difficult because it causes frustration with regard to the service and to the professional doing the career guidance.

And from the point of view of the job seekers it is in many cases tiring the number of papers they have to prepare, the time everything takes, the huge number of places where they can try to find a job, etc.

Other factors that were mentioned are:

- the age of the job seeker
- lack of training and qualification
- maladjustment between demanded profiles and offered ones

Regarding how effective are local services in doing this it seems that private ones (which has a lower focus on specific personal characteristics of the job seeker) are much more efficient than the public ones which in many cases works too much with people who are difficult to send to the labour market due to their personal situation.

All of them agree that more marketing to be better known is needed.

In this regard what they mentioned as things that could be improved was:

- management of training courses
- tailor made labour orientation (huge cost in their opinion because either there are more people doing it or the number of people attended is too low), make it less rigid
- better adjustment between offer and demand

When talking about first job or apprenticeship it seems that the main factor of success is the attitude of the person working for the first time, the initiative, interest, how eager to learn and improve that person is and the illusion apart from having being selected for the right work, which means having needed knowledges, skills and competences of course.

What usually goes wrong in the first apprenticeship is the attitude since in many cases it seems they go there thinking that it is just another subject they have to do in order to get the certificate or degree and their real motivation for the work is none from the point of

view of the unemployed person, and same for the enterprises who in some cases just take them because they have a good relationship with the VET organization but either don't need them or use them just for specific things thinking that it will end in a couple months.

In general enterprises demand job seekers with less experience in new areas or enterprises which are growing and look for qualified young people, and with bigger experience when the vacancy they want to cover is a very specialized one.

New people in an enterprise have both positive and negative things according to the enterprises:

- positive ones because they bring a new way of thinking and facing the job and, in many cases, a critical thinking and the future value
- and negative ones because of the time they need to adapt themselves to the new enterprises which in some cases is too long and lack of productivity until they get experience and needed knowledge for the job

To turn the apprenticeship into a job or the first job into a more stable one, apart from the attitude already mentioned, they said that because of the times and changes we are facing right now they need them to be flexible and able to adapt themselves to the change on needs of the enterprise they are working in apart from lifelong learning. It also helps to receive specific incentives to employ job-seekers, which there actually are, but in the enterprises opinion these are much more focus in SMEs than for big companies.

It is important to highlight that when talking about measuring success they said that for the first time evaluation system implemented (in public ones because in private ones there already were there) are linked to success and financing to a better efficiency of the services. There is an Employment Plan at national level where objectives, indicators and evaluations system are defined.

All job seekers interviewed didn't know what a Job Broker is, they said that usually use web sites and newspapers to search for a job and try to know their own skills, write a good curriculum and presentation letter and bring the CV themselves directly to the enterprise.

### **(c) The companies' perspective**

When employers need to recruit someone, in general, they don't feel the need to recruit anyone from any group. They need a specific profile with defined knowledges and skills and that's what they look for.

To do so they usually do different things depending on the size of the enterprise:

- if it is one which has its own human resources department they do it directly by posting and advertising what they are looking for, interviewing the candidates and choosing the one they consider better for the post. The advertisement can be done directly in their website, through local development agencies (which acts as Job Brokers from the public sector), internet or other entities.

- if it is one that doesn't have its own human resources department they use local development agencies, ETTs (temporary work agencies) or, in many cases when it is a small one, the mouth to ear system.

In any cases all enterprises interviewed said that they don't use the Job Broker services.

When they hire someone new they don't receive specific training and in their opinion there is no need for it. What they need (the supervisor) is to have very clear what they expect from the new person who has been just hired and time to be with that person.

What they value about hiring local people is that in many cases (especially smaller enterprises) the person is known and they consider it as an added value for success.

They think that the social value of hiring local people is strong since in many cases it allows the worker to know the company and its local environment and this makes the worker to value the job in a different way.

And all negative experiences related to hiring new people are related to not fulfilling what they expected in terms of expectations or adaptation to the culture of the enterprise. In some cases the negative experience has been because the candidate said that knew much more things that the person finally did or demonstrated (n terms of knowledges and skills).

## **(d) The needs of the Job Brokers**

What makes good a Job Broker is:

- empathize with workers, job seekers and employers
- knowing weaknesses and strengths of the environment and labour market
- adequate training and lifelong learning
- capacity of adaptation
- methodology used
- being a coacher and having capacity to motivate the job seeker
- flexibility and working tailor made which each person
- understanding what the enterprise is looking for

And for that they need to have next knowledges and skills:

- specific training for the job
- knowledges and skills needed to understand the complex and dynamic character of the work and of the human resources management of the enterprises
- knowledge and management of interdisciplinary theoretical foundations on which labour phenomenon is based
- competences and capacity of analysis of problems related to social contents, searching for information to understand them and to explain them
- motivation for studying and learning
- being able to manage technological tools
- capacity to acquire a vision of equal employment opportunities

- information about the enterprises, which go well and which don't
- knowing how read between lines
- being able to listen
- being able to explain existing possibilities but allowing the user to decide
- able to communicate
- social skills such as empathy, active listening and sensibility

First answer was specific training for the job and here they mentioned psychology, labour relations, economic with human resources or social workers as ideal academic profiles.

Social integration is VET education, the rest of them are university degrees or even post degrees.

There is no formal requirement to work as Job Broker but the master in employment coaching accredited by AECOP is more than recommendable. Actually they consider that there are many areas for which they haven't received enough training such as:

- get in touch with enterprises and sell them your work and the candidates
- immigration
- labour orientation
- how to detect new sources of employment
- methodologies of analysis of work
- human resources management by competences
- innovation in team management
- training of trainers
- Emotional Intelligence
- Coaching (this one was pointed to several times)
- Specific ICT tools such as blog, social media, community managers...

And actually they look for most of the training they need by themselves since there is not a lot of free training in their area.

Finally skills needed to meet the needs of both job-seekers and companies / employers in their opinion are:

- Practical competences to analyze economic, social and cultural resources of the area in which we work.
- Practical competences and stimulate the creation of activity opportunities among the unemployed, promoters, entrepreneurs.
- Information, counseling for self-employment and accompanying at technical level when starting a business.
- Training and competences in the field of training people.
- Identification and knowledge and detection of business needs.
- Promote cooperation and participation of companies and institutions in joint projects.
- Development of actions to promote employment and vocational training: market research, orientation and advice for job seekers and active workers.
- Design and management of social and labor insertion itineraries.

- Design and management of specific training programmes.
- Competences for participation in the drafting and implementation of municipal policies and projects.
- Empathize with both groups and to put oneself in the situation of each to understand the different point of views
- Active listening, empathy, assertiveness.
- Communication skills
- Resilience and initiative

## 5. Case Studies

### STUDY CASE 1

Title of Case study

PROFEMPRESA PROYECT

Name of organisation:

It was implemented by different vet centres and other organizations in 3 regions of Spain: País Vasco, Andalucía and Cataluña

Description:

Profempresa project invited to enhance professional collaboration and exchange of information between public administration, VET centres, education providers and teachers with companies.

The project proposed actions, practices and pilot experiences aimed at promoting and encouraging the temporary incorporation of teachers to companies to get VET students with skills profiles more adapted to the reality of the companies in which they will work.

It is based on 80% of Vocational Training has no experience in business: their approach to the context and conditions in which working people must exercise their functions (stress, pressure, competitiveness, etc.) it is not the result of a learning process based on real experiences.

Therefore, it is very difficult for a teacher to teach something they don't know, and almost impossible to facilitate their students acquire a competent profile for successful integration into employment -not so much with regard to the acquisition of theoretical knowledge and technical skills, but especially in transversal skills which are every day of increased value by companies.

That's why the project wants to generate processes through which teachers know and internalize the business contexts in which future workers (current students) should perform their functions, and establish channels of communication and exchange between VET system and productive - business environment.

For that they worked in two main lines:

- AWARENESS of VET professionals of the need to know the context and values of the companies in which the students will perform their professional development, and deploy them and transmit them in their training activities.
- GENERATE a value proposition that facilitates and fosters processes of migration to new learning scenarios and skills improvement of teachers through their active participation in learning processes in companies, and maintenance of an extended conversation between the educational and productive system.

For the implementation of this project a community of cooperation comprising VET centres, public organizations and companies that cover much of the universe of agents with presence and leadership in the field of Vocational Training and in the business world: an ecosystem able to generate a conversation and collective intelligence about how to improve teaching and learning

processes and learning outcomes, and how to improve the employability of students through the improvement of teachers' skills.

#### OBJECTIVES OF TRAINING PROGRAMMES IN COMPANIES

##### General aim:

To increase the efficiency of ongoing training service of VET teachers through the promotion and development of training projects for teachers in enterprises, to improve learning outcomes and quality of skills of students, to develop Knowledge and Innovation communities within the framework of vocational education and training in a competitive environment based on criteria of rationality, building value and sustainability.

##### Strategic objectives:

1. To promote the alignment of education and training (initial and ongoing) with the labor market through cooperation between training centers and enterprises;
2. To promote the development of training projects in companies for teachers and trainers of VET and also projects of innovation in VET centres and enterprises to improve teachers' professional qualifications;
3. To consolidate, expand and display the programs developed, giving explicit recognition.

##### HOW IT WAS DEFINED:

- Standardization of processes, appointment of VET centre responsibilities, methodology, project organization, key processes, means of support and support, cooperation protocols and relationship between centres and enterprises, optimization of communication channels and performance indicators, support units and advice to all relevant actors;
- Constitution and deployment of actions Profempresa Equipment: knowledge, methodological training, planning, deployment and distribution of responsibilities;
- Joint sessions or initial meetings, at local and provincial levels, with representatives of training centers and enterprises for knowledge, project support, contributions and action planning;
- Joint sessions or initial meetings, at regional level, with representatives of public administration and regional leaders from business for knowledge, project support, contributions and action planning;
- Integration of Profempresa in public administration, VET centers and enterprises Strategic Plans;
- Organization of the Regional Meeting to present Profempresa Project;
- Joint sessions or initial meetings, at provincial and regional levels, with representatives of VET centres, companies, research centers and universities for the creation of strategic networks in "Knowledge Communities Innovation ICC", whether at the local, regional, national or European level;
- Organization of Profempresa regional events
- Follow up, evaluation and final report

##### IMPLEMENTATION:

- Training Projects in Centres: TIC, e-learning, innovation and technological research, training centres' management and scientific and technical training;

- Training projects in companies and workplaces of teachers of vocational training courses;
- Lifelong learning courses: in-class, mixed and on-line (in transfer devices as elements of multiplier effects)
- Working groups
- Congresses
- Professional networks

## CONCLUSIONS AND RECOMMENDATIONS

The four key areas in which the conclusions and recommendations of the project were located are:

- To VET centres
  - To include programs of practices as an element of value in the Strategic Plan of the centre and manage it from the point of view of professional development of teachers.
  - Visualizing of programs and participants in work experience programs, giving explicit recognition.
  - To consolidate a culture of work oriented to the creation of collaborative work networks with companies in their environment, actively working to bring Centres and Companies nearer.
  - To manage programs of teachers learning from a project strategy, shared in the department, which is oriented towards the consolidation of a network of both outward and inward of the centre itself.
- To public administration
  - To work for an adaptation of the legal framework giving it greater administrative flexibility.
  - To raise the possibility of generating profits (returns) to companies involved in teachers' internship programs.
  - To promote a formal recognition of the work experience, valuing them as training programs and generating visibility to projects and participants.
  - To strongly support those centers that are committed to a working strategy linked to companies from their environment.
  - To rate placements in enterprises as a key element in the professional profile for the new additions.
- To business sector
  - To create the conditions to host and manage proactively teacher stays in the company, ensuring mutual benefit.
  - To establish and consolidate networks and channels of communication with VET centres in their environment / area.
  - To work on the development / adaptation of competences of those company workers working on projects related to VET.
  - To ensure clear communication between VET centres and enterprises.
- To VET teachers
  - To work for the development of technical and transversal skills as the core of professional medium-term development by ensuring their transfer in the centre and to the students.

- To generate and consolidate a dialogue with the company working for the generation of added value.
- To contextualize the internships under centre programs developed in collaboration with the companies.

<https://sites.google.com/a/ieshlanz.com/fp/profempresa>

## STUDY CASE 2

Title of Case study

RED CROSS EMPLOYMENT PLAN FOR VULNERABLE PEOPLE

Name of organisation:

SPANISH CRUZ ROJA

Rafael Villa, s/n

Vuelta Ginés Navarro

28023 El Plantio – Madrid (SPAIN)

Legal Basis:

1864: Spanish Red Cross founded

1893: Spanish RC recognised by the ICRC, and joins the League in 1919

1997: update of the statutes, and the rules of procedure in 1998

Mission:

The objectives of the Spanish Red Cross are defined in its statutes, while the general assembly updates the mission and operational objectives of the society every four years. The updated objectives are relayed to the local, provincial and regional committees, so that they can adapt their work plans accordingly. Relations between the society and the Spanish government are conducted through the protection board, chaired by the Minister for Labour and Social Affairs and with representatives of the ministerial departments concerned with the objectives and activities of the society.

Challenges:

- High unemployment: Despite strong economic growth since its accession to the EU, Spain has the highest unemployment rate in the Union.
- Ageing of the population: Spain's birth rate has slowed over the past two decades, with the result that the country's population growth has slipped from being one of the highest in Europe to one of the lowest.
- Immigration: Over 1.7 million people come to Spain from abroad.

Description:

It is a set of actions, programs and integrated projects to improve employment opportunities for people with more difficulties, helping them to stand in a better position in the labor market, reinforcing its capabilities, reducing personal obstacles and the environment, promoting their autonomy and providing them with the necessary resources for their social and labour integration.

Mission and aims:

Contribute to the employability of people and vulnerable groups to facilitate their integration.

#### Aims:

- To increase employability through guidance and vocational training, acquisition of work habits, and orientation for employment
- To facilitate employment through the intermediation between people and the effective labor market (enterprises) and support entrepreneurship, promoting networking through social and professional mediation
- To promote proposals and agreements to improve the social and labor situation of the most vulnerable groups with governments, social partners, enterprises, other organizations, the institution itself and the population in general
- To strength policies of equal opportunities for men and women in employment.

#### Target Group:

- Difficulties of people in vulnerable situation with regards to employment
- Difficulties of the environment to access and keep jobs

#### Principles:

- Person in the centre.
- Participation.
- Equal Opportunities.
- Quality and Innovation.
- Social and Institutional Cooperaion.
- Proximity.
- Employability.
- Flexibility.
- Research and Development.

#### Actions included:

The work is developed through the establishment of personalized insertion itineraries through the following programs:

- Training and research;
- Socio-laboural insertion;
- Entrepreneurship.

These actions are complemented with:

- Research;
- Awareness;
- Cooperation.

These programs are divided into operational projects focused on the following actions:

Operational projects: pre-employment Training

Program: TRAINING AND RESEARCH

**Aims:**

- Develop personal resources to build self-confidence.
- Acquire skills to master social situations and labor.
- Develop the acquisition of skills and techniques for work.
- Acquire the language skills to succeed in the labor market and the social environment.

**Actions:**

**A.- Basic training in language and social skills.**

- Communication;
- Decisions taking;
- Conflict resolutions;
- Labour market environment;
- Spanish language.

**B.- Pre-employment workshops.**

- Initiation to a profession;
- Strengthening the basic knowledge;
- Complementary activities;
- Knowledge of the work environment;
- Introduction to new technologies.

**Operational projects: Professional Training and research**

Program: TRAINING AND RESEARCH

**Aims:**

- Acquire specific vocational skills;
- Develop habits and capacities to participate in the work effectively.

**Actions:**

- Training courses for/in employment;
- Social Guarantee Programmes;
- Internships;
- Studies on the labor market, the situation of the groups.

Operational projects: Training - Employment

Program: TRAINING AND RESEARCH

**Aims:**

- Acquire specific vocational skills;
- Develop habits and capacities to participate in the work effectively;
- Acquire labour experience;

Actions:

- Craft schools, especially in new sources of employment;
- Training and work experience in the company.

Operational projects: Actions professional guidance

Program: SOCIO-LABORAL INSERTION

Aims:

- Accompany people in the labor market in order to help people find a job;
- Training in the domain of active search strategies;
- Orientate in the active job search.

Description:

- Information on the characteristics and the labor market;
- Definition of itineraries and professional objective;
- Job search techniques;
- Individualized tutorings;
- Individualized monitoring.

Operational projects: labor intermediation services

Programme: SOCIO-LABOURAL INSERTION

Aims:

- Help find a job through mediation.
- Facilitate the connection between people and the labor market through individualized strategies.
- Optimize selection processes between people and the best offer
- Helping companies define positions and profiles.
- Report on grants for employers to hire people to incorporate regular employment for vulnerable people.

Description:

1. Recruitment agencies

- Information on jobs vacancies;
- Inputs and analysis of supply and demand;
- Performing curriculums;
- Agreements with companies;
- Definition of jobs and profiles;
- Personalized monitoring;
- Validation and intermediation process.

## 2. Consulting and business awareness

Operational projects: self-employment service

Programme: ENTREPRENEURSHIP

Description:

- Micro credits;
- Grants for for the implementation of business projects;
- Business training;
- Information and advice in business start up.

Awareness and cooperation

Target:

- General population;
- Enterprises and social agents;
- Public and private institutions;
- Technical and voluntary people.

Description:

### 1. Awareness

- Awareness campaigns;
- Dissemination materials;
- Research;
- Competitions of of ideas for employment;
- Talks to public and private entities on the reality of immigrants in Spain.

### 2. Cooperation

- Agreements;
- Institutional Representation;
- Best Practices.

### 3. Communication

- Websites;
- Publications;
- Workshops;
- Informatitive materials.

<http://www.cruzroja.es/>

### STUDY CASE 3

Title of Case study:

INTEGRATED EMPLOYMENT PROJECTS WITH JOB PLACEMENT.

Name of organisation:

GOVERNMENT OF CANTABRIA  
C/Peña Herbosa 29  
39003 - Santander, Cantabria

Public Organization at Regional Level. Cantabria, SPAIN

Description:

These integrated employment projects aim at improving efficiency and collaboration between stakeholders in labour intermediation processes and implementation of active employment policies, in order to reduce the duration of unemployment situations in the one hand.

In the other hand, the Integrated Employment Projects with Job Placement aim also to improve efficiency and collaboration between the three main instruments of employment policy: job placement, active policies of employment and coordination of these last ones and the economic protection against unemployment, trying to reduce the duration of unemployment situations and at the same time developing actions to improve employability of unemployed people.

What is new also is that the success of the project is measure in terms of final indicators regarding insertion in the labour market of people participating in the project.

They are subsidized by the Cantabrian Employment Service of the Ministry of Economy, Finance and Employment, Government of Cantabria and co-financed 50% by the European Social Fund.

Projects can be submitted in two categories accordingly to the type of entity, by city councils or non-profit organizations.

Integrated Employment Projects with Job Placement has as main objective the design and implementation of integral plans of employment combining different actions and measures to help people unemployed with resources and tools to improve their employability and increase their chances of employability in the labour market.

The ultimate goal is that people who are part of the project get a job and for that, organizations developing an Integrated Employment Projects with Job Placement works directly both with the unemployed person and with the local enterprises to let those enterprises know the professional profile of the people for them to be able to include those profiles in their selection processes.

Funded projects combine measures of various kinds including individual actions and transversal training. Among other, information, guidance and counselling; cross training in new technologies and / or languages; techniques of coaching, emotional intelligence and motivation for seeking employment; social and labour skills and interview workshops; promoting entrepreneurship; business survey; matching job offers; and all actions aimed at increasing employment opportunities for job seekers.

They may also include internships accordingly with the theoretical and practical content of the training.

Each project defines their target group among those prioritized by the Operative Programme of ESF for Cantabria 2014-2020 which are young people, over 45 years old, long term unemployed, women, immigrants, people with disabilities and people at risk of exclusion. The projects can focused in just one of those groups or can include two of them (what is called mixed projects under the programme)

The program is economical sector oriented.

The aim is to achieve employability of minimum 25% of total participants, both employed and self-employed for at least three months and monitor if they continue working three months after that. This aim of employability to be achieved is reduced for those groups with more difficulties to enter the labour market, where the indicator decreases to minimum of 20%.

The Government of Cantabria provides funding regarding this ratio of 25% - 20%.

The project duration is between 6 and 12 months for each call.

## 6. Conclusions

- All job seekers interviewed didn't know what a Job Broker is, they said that usually use web sites and newspapers to search for a job and try to know their own skills, write a good curriculum and presentation letter and bring the CV themselves directly to the enterprise.
- When employers need to recruit someone, in general, they don't feel the need to recruit anyone from any group. They need a specific profile with defined knowledges and skills and that's what they look for.
- In any cases all enterprises interviewed said that they don't use the Job Broker services. What they value about hiring local people is that in many cases (especially smaller enterprises) the person is known and they consider it as an added value for success.
- What makes good a Job Broker is:
  - empathize with workers, job seekers and employers
  - knowing weaknesses and strengths of the environment and labour market
  - adequate training and lifelong learning
  - capacity of adaptation
  - methodology used
  - being a coacher and having capacity to motivate the job seeker
  - flexibility and working tailor made which each person
  - understanding what the enterprise is looking for
- There are many areas for which Job Brokers haven't received enough training such as:
  - get in touch with enterprises and sell them your work and the candidates
  - immigration
  - labour orientation
  - how to detect new sources of employment
  - methodologies of analysis of work
  - human resources management by competences
  - innovation in team management
  - training of trainers
  - Emotional Intelligence
  - Coaching (this one was pointed to several times)
  - Specific ICT tools such as blog, social media, community managers...

The last two ones were pointed out by all of them

- Main skills needed are:
  - Identification and knowledge and detection of business needs.
  - Promote cooperation and participation of companies and institutions in joint projects.
  - Development of actions to promote employment and vocational training: market research, orientation and advice for job seekers and active workers.
  - Design and management of social and labor insertion itineraries.

- Design and management of specific training programmes.
- Competences for participation in the drafting and implementation of municipal policies and projects.
- Empathize with both groups and to put oneself in the situation of each to understand the different point of views
- Active listening, empathy, assertiveness.
- Communication skills
- Resilience and initiative

## 7. Acknowledgements and references

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Maria Luisa Melón		Ayto Santander
Ángeles Sopeña		Ex GD Employment Service of Cantabria
Elena López-Alonso		COPSESA
Elena San Emeterio		Red Lisera
Rodrigo Álvarez Purón		Unemployed
Lucía San Emeterio Puras		Unemployed
Manuel Gómez González		Unemployed
David Galdós		Armando Álvarez

**Not all of interviewees allowed their information in this publication in any way**