



**Legacy Framework
Intellectual Output 8**

Acknowledgements and Disclaimer

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1. PURPOSE

This document represents the final Intellectual Output of the Job Broker Erasmus+ project – its Legacy Framework. The purpose of this Framework is to:

- Describe the main elements of the Job Broker Legacy strategy
- Outline the Legacy action plan for the Job Broker project and results, including the on-going development of the Job Broker network in the national context by the current partners in Austria, Cyprus, Germany, Greece, Iceland, Italy, Spain and the United Kingdom
- Describe the main elements of the informal European Job Broker network and new European-level infrastructural developments to support it

The preceding Intellectual Outputs of the Job Broker project have all been designed in order to ensure that they are sustainable and transferable, or where appropriate have identified unmet needs and action plans for succession development. In particular:

IO1 - *Transnational Research Study - Policies, Systems and Needs Analysis* – through which the underpinning issues, common themes, similarities and differences in a range of issues connected to the role of the Job Broker were systematically researched and specified to provide an authoritative basis against which subsequent developments have been built;

IO2 – *Job Broker Occupational Profile* - comprising of an agreed Person Specification and Role Description, defining the purpose and function of the Job Broker and a set of Occupational Standards that capture the competencies required to effectively carry out the Brokerage function, aligned to partner National Qualification Frameworks (NQFs) and the European Qualification Framework (EQF).

IO3 and IO4 – *Curriculum Programme* – designed in close cooperation with Job Brokers, including a thorough end-user pilot in each partner country. The Programme comprises a set of learning outcomes that are worked towards through an action-learning model in groups, supported by flexible learning

materials, produced in each partner language, which can be replicated and delivered in any transferable context in groups of peers, without the need for expensive resources.

IO5 - Assessment and validation leading to certification – including a Technical Competency Map that consolidates a set of Learning Outcomes and a set of Evidence Requirements to form the basis against which the finalised learning outcomes would be assessed in a future accreditation route; and a ‘road map’ as a feasibility study / options appraisal of the way forward to secure accreditation and certification at the European and national level. This includes a full review of national institutions and specifically the international frameworks available for future work in relation to the official accreditation of the curriculum, notably a University CPD route accredited via ECTS, a VET institution for ECVET, and an appropriate ISO standard (ISO/IEC 17024:2012 Conformity assessment – General requirements for bodies operating certification of person) .

IO6 - Job Broker Tool Kit and Self-Directed Learning Guide – designed specifically for Job Brokers in Europe who may find themselves in an isolated situation, lacking any appropriate peer group support (such as is required by IO3) or any professional training. The Self Directed Learning Guide comprises a series of tools, resources and learning exercises with feedback to support the learning through ‘autonomous learning’. It has been translated into each partner language, and designed specifically to be used by Job Brokers that are learning through it on their own – with no cost implications beyond their time, with maximum sustainability and application in mind.

This Legacy Framework begins by providing the overall context for European job brokerage in 2018. It then summarises the main elements of the Job Broker legacy strategy, including the approach that the project has implemented from the start to support its on-going adoption and networking.

The plans for sustainability in each partner country are then set out, including a summary of the main factors that will assist and hinder the on-going legacy at the national level.

Finally, the Legacy Framework describes the informal Job Broker European network that has been established, and this will be developed further to support a professional certification of the European Job Broker role and further European mobilities for Job Brokers.

2. CONTEXT: EUROPEAN JOB BROKERAGE IN 2018

The Job Broker project was designed in the early part of 2015. In 2018 there are signs of economic recovery in Europe following the long-term effects of the 2008 financial crisis; however high levels of unemployment remain a persistent and major challenge. The EU28 unemployment rate stands at 7.5% (18.2 million people) and the Euro area 8.8% (*Eurostat*, November 2017). Youth unemployment is even worse at 16.5% in the EU28 (18.6% in the Euro area). There are also striking unemployment differences between the partner countries in Northern and Southern regions. The highest rates are in Greece (20.6%) Spain (16.7%) and Cyprus (10.2%), where youth unemployment can be more than double these rates (e.g. 40.2% Greece and 38.3%, Spain). Iceland (2.8%) Germany (3.6%) and the UK (4.1%) have among the lowest rates. Therefore the unemployment context in which the Job Broker project was designed remains as relevant at its close as at its beginning.

The Job Broker project has also been designed and implemented in a context where publicly-led active labour market initiatives are being targeted towards the drive to reduce unemployment, on the one hand, and address labour market and skills shortages on the other.

The need for new solutions to address both of these aspects is also seen in accelerating public sector financing reform, including performance management regimes for Vocational Education and Training (VET) and Public Employment Service (PES) providers, who are increasingly assessed on their success in achieving – and sustaining – suitable job placements for young people, apprentices and unemployed job seekers by ensuring that their provision is relevant and customised to the needs of the employers who provide the jobs.

At the most pronounced end of these reforms there are 'payment by results' funding approaches which redefine the traditional intervention approaches. In such situations, either an element of public funding for active labour market measures – or indeed all of the public funding - is no longer granted for the running of courses or the provision of information, advice and guidance services to job-seekers. Instead, in such areas, successful qualification attainment, job entry – and even job retention for a period of time – has become more common.

This results-based 'output' funding formula has been present in the UK's public regeneration, VET & PES programmes for many years. However, one of the responses of public sector reform to the austerity crisis in this field has been to see, since 2011, and wider and more wholesale move towards 'payment by results' across the whole range of public provision in employment and training, as well as other areas of social and economic development. Therefore it is now the norm, rather than the exception, that elements of public funds are released only when job-seekers access and retain employment, in some cases for a minimum of 6 months and in some programmes up to 2 years.

This complex and accelerating situation has radically impacted upon the role of labour market advisers and intermediaries in the UK in particular, giving rise to an emerging occupational role of the 'Job Broker' - a professional who works in publicly-funded VET and labour market programmes that are aimed at unemployed, and typically disadvantaged, job seekers. This occupational role extends beyond, for instance, employment counsellors in that it involves direct and sustained engagement with employers to achieve the required outcomes (progression to VET or further VET, initial and sustained job placements). It differs from the work of private employment agencies in that it is concerned with the provision of in-depth support to unemployed job-seeking clients who are being supported in publicly-funded active labour market, social inclusion and VET programmes.

At the start of Job Broker, elements of this type of financing reform were beginning to appear in the management of public programmes in other European countries (e.g. Italy, Germany), or its feasibility was being discussed in public employment policy contexts in other European countries. However, public service reform in employment and training not only a question of financing, but also a question of service design (although the two can be closely linked). Therefore since the start of the Job Broker projects there have been developments in countries such as Austria, where an element of de-regulation and a change of licensing requirements have also impacted upon the roles of those that work with job-seekers or Iceland, where working closely with employers to 'bridge the gap' between their needs and the available labour supply is a priority for the national employment service.

These trends are also highlighted in European policy research. For instance, *'Anticipating and Matching Skills and Jobs: The role of Employment Service Providers'* (CEDEFOP, 2015) highlights how Europe's PESs must keep pace with ever-faster changes in the world of work, given their core mandate of bringing

together young people and jobseekers with job vacancies and apprenticeship opportunities has become a complex task. The occupational profile of the Job Broker has distinct considerations that need to be strengthened, with the need to offer formal recognition of an increasingly important professional occupation (*Professionalising Career Guidance*, CEDEFOP).

At the European transnational level, reducing unemployment and addressing skills shortages can also be addressed through fostering labour market mobility, and European instruments such as EURES (job mobility portal) and ESCO (multilingual classification of European Skills, Competences, Qualifications and Occupations, part of Europe 2020) have a critical part to play, particularly by those in the VET and the Public Employment Services (PES) systems who provide job vacancy advice and guidance.

3. LEGACY ACTION PLAN – NATIONAL LEVEL

One of the main challenges to the development of a common learning and training approach in Job Broker is the range of different policy and programme frameworks that exist in different countries, both in terms of the VET system and the approach taken to active labour market policies in the PES by different countries – and in some cases different regions (e.g. Italy).

Therefore the project has designed and published a number of common European outcomes to support Job Brokers. These include the commonalities and the use of the European Qualification Framework (EQF) as a benchmark as set out in the Job Broker Occupational Profile. They also include the use of the EQF and the approaches that are adopted to the design of learning content and learning implementation in the Curriculum Programme and the Self-Directed Learning Guide. The Job Broker project has also identified an appropriate qualification and certification strategy at the European level, in which common European tools and instruments to support European labour market mobility, such as ESCO and EURES are fully integrated.

Nonetheless, given the primacy of national policies in VET and PES provision, it remains the case as set out in the project's review and planning for accreditation (IO5) that the current professional training and qualification requirements for roles that are related to those that have been identified and aggregated at the present time are recognised within the National Qualifications Framework (NQF).

Therefore, alongside the European networking and certification plans that are set out in sections 5 and 6 below, this Legacy Framework considers, at the national level, the main results, or specific aspects of the results that will be sustained or developed at the national level, including considerations of:

- The Occupational Profile, Curriculum Programme and Self-directed Learning Guide
- Specific aspects such as the action learning approach to professional development
- The partner organisation's services and plans
- The local/national Job Broker network

(a) AUSTRIA

1. Specific Features of Legacy

As the needs analysis and feedback from the target group during the project has shown, there is one key element of the Job Broker role missing in many cases when it comes to job brokering in Austria: to act as an intermediary between job seekers and employers. Up till now supporting job seekers on their way into employment is more or less restricted to job application training (how to search for a Job, how to write a good resume, how to act in a job interview situation) and professionals working within Active Labour Market Programme (ALMP) measures do not get directly involved with potential employers. On the other hand, there is a trend towards payment by results in contracts between the PES and providers of ALMP measures. More and more providers are trying to adapt to this trend by implementing new elements of job brokering, especially to get more in touch with employers and to take the role of an intermediary agent between job seekers and employers. At the moment there seems to be a lack of training offers that help professionals to gain the necessary knowledge, skills and competencies to act in this role.

From this point of view abif is highly interested to use contents of the Job Broker Curriculum and Self-directed Learning Guide that are based on an action learning approach, to fine tune them for the Austrian labour market and ALMP context and to develop corresponding training offers for professionals working in the context of ALMP measures. This is already happening right now at abif. We developed a country specific chapter to the Curriculum and offer this as a four-day training programme for active professionals within ALMP measures (e.g. trainers, coaches, vocational counsellors). In addition to this a big provider of ALMP measures called “Job Transfair” (<https://www.jobtransfair.at>) has commissioned abif to provide an in-house training for its employees based on the Job Broker Occupational Profile and learning materials. Of course, abif will offer this kind of training on a regularly basis. Here we profit from our references on the training sector for professionals working within the area of ALMP measures.

When looking at a long-term perspective abif has another goal. In contracts between PES and providers of ALMP measures, providers must prove the qualification of their staff when bidding for a contract. Here the PES publishes a list with recognised qualifications and trainings that can be stated by the providers. The list represents qualifications and trainings the PES perceives as adequate for professionals working within ALMP measures. Abif will try to

persuade the PES to take up job broker related training offers in this list, which in turn would further stimulate the demand for job broker trainings and thereby will help to foster professionalism in the area of Job Brokering in Austria.

PES guidelines for contracting providers (e.g. Vorstandsrichtlinie zur Vergabe von Bildungsmaßnahmen, GZ BGS/AMF/0722/9934/2015) has provoked a stronger focus on the area of 'outplacement' activities'. Further, in October 2017 the Änderung der Gewerbeordnung 1994, [BGBl I 2017/94](#)) was amended which has de-regulated the mandatory requirements placed upon commercial job agencies, with a corresponding concern from the Austrian Chamber of Commerce to safeguard quality standards. Both developments have provoked the need for a recognised professional qualification to support appropriate 'licensing' for Job Brokers.

Although the Job Broker project aimed at Job Brokering in the area of ALMP representatives from the area of commercial employment agents also showed great interest in the project. One of the reasons for this interest is the legal changes in this occupational segment; specifically, an obligatory examination that was a prerequisite to receive a business license is no longer necessary since October 2017. In this situation the Austrian Chamber of Commerce, who represent the interests of this industry, is looking for options to implement a voluntary training and examination that should work as some kind of quality seal. Here they found the Job Broker Curriculum to be a good basis for the development of a training curriculum and examination procedure for the area of commercial Job Brokering. Although no concrete results came out of this cooperation so far, we are in regular contact with representatives and we will further discuss a future cooperation in developing a training and corresponding examination.

To reach above described objectives in the future, abif needs, beyond others (e.g. personnel resources), the following resources:

Access to the target group – As target group we see professionals already working with job seekers within ALMP measures as well as the organisations they work for (providers of ALMP measures). Here, abif already is in a good position. In recent years abif conducted many trainings and conferences aiming at exactly this target group. Currently abif has over 3.000 subscribers to its newsletters, most them are members of the above described target group.

Access to expert knowledge – Although the learning materials developed in the current project have a high quality a fine tuning for the Austrian context will be necessary. As explained above the biggest training need in Austria is the issue of directly working with employers. Since that is exactly what commercial employment agents do as their business we will also try to use our cooperation with the Chamber of Commerce to acquire additional expertise for development of training offers for this specific thematic area.

Access to decision makers – abif already has well established contacts to some departments of the PES. So far, we don't have contact to the department that is involved in the contracting of ALMP measures in the Vienna region and who is also responsible for the creation of a list that sets out recognised trainings and qualifications for professionals working within ALMP measures. Here we will try to use our existing contacts to get in touch with decision makers and to present our training offer to them.

Proven quality of Job Broker training – the success of the implementation of a new training offer for Job Brokers strongly relies on the perceived quality of the training by the target group and other stakeholders. The fact that the occupational profile, as well as the corresponding learning materials, was developed in frame of a transnational project with the support of professional Job Brokers and other experts from different countries and different fields represents for abif a quality feature. Therefore we plan to keep up the link between the job broker project and training offers abif develops on basis of the project. In concrete terms, that means that we will keep information about the project as well as the link to the project website in the respective section or our company website and that we will keep using the English term "Job Broker" for the name giving of such training offers. However, to be able to offer the training on a large scale it could only be helpful to have a formal quality feature. Therefore, abif is highly interested in any future collaborations aiming at a formalisation of the Job Broker learning materials for instance in form of an ISO certification.

2. Overall approach to legacy and sustainability – Force Field Analysis

As in many other occupational areas nowadays professionals working within ALMP measures are under a high pressure and it's not easy to obtain qualifications beside work. On the other hand, the work-based action learning approach of the Job Broker Curriculum that combines self-directed learning

elements with interactive activities could be regarded as a great training offer for those who have to work besides the training.

abif work closely on this agenda with the Austrian PES (AMS, Dep. for Labour Market Research and Vocational Information); Ministry of social affairs and health (public authority for activities of the Austrian PES) as well as providers currently commissioned by the PES (e.g. BFI, Abz Austria, Update training, Ibis acam Bildungs GmbH, Weidinger & partner, Ipcenter.at, Team4, Caritas Wien, FAB); the trade group of “ArbeitsvermittlerInnen” (Commercial Job Brokers).

Job Brokering in the area of ALMP is not a statutory or registered occupation which means that there is no obligatory training or qualifications and no obligatory CPD activities. On the other hand, there are also no specific trainings of formal qualifications available at the moment that are specifically aimed at Job Brokers.

Also, the upcoming trend towards payment by results in the area of ALMP measures creates more and more pressure for providers of such measures to improve their Job Brokering services. Especially concerning the intermediary role of the job broker between employers and job seekers there should be a high demand for training opportunities. On the other hand, many providers and professionals working for them are very sceptical towards the payment by result approach and have shown some reluctance to adapt to the new conditions. However, abif has good contacts to the target group which will help to convince more and more providers and professionals of the necessity to adapt to the trend towards payment by results.

Especially when looking at providers of ALMP measures as employers of Job Brokers we regard the prospect of further develop Job Broker training materials into a formal qualification (e.g. in form of an ISO certification) would be a great asset for the future success of Job Broker training offers in Austria.

Eventually, there was also big interest in the Job Broker project from side of commercial employment agents. Although this sector is not the main target group of the Job Broker project it could be only positive if other target groups could benefit from the results produced by Job Broker. In addition, the expertise of commercial employment agents in the work with employers could benefit a further development of Job Broker learning materials in the future.

<p>FACTORS THAT WILL ASSIST</p> 	<p>PROJECT SUSTAINABILITY AND LEGACY</p>	<p>FACTORS THAT WILL HINDER</p> 
<ul style="list-style-type: none"> • Flexible, action learning IO3 approach is a good solution for Job Brokers at work • Work-based Learning approach is highly relevant to those in the current changing workplace 	<p style="text-align: center;">ADOPTING, DEVELOPING AND SUSTAINING THE JOB BROKER RESULTS IN AUSTRIA</p>	<ul style="list-style-type: none"> • It can be difficult for Job Brokers who work in an area with great time pressure to find time for, or be allowed by their managers to be released for training and development
<ul style="list-style-type: none"> • The Job Broker role is not a statutory or registered occupation – so there is no formal training or qualifications for the role • Few CPD alternatives exist/are available for practising Job Brokers, and the project results help to meet that ‘gap’ 		<ul style="list-style-type: none"> • As the role is not a statutory or registered occupation, people can be appointed as Job Brokers who are not specifically trained or qualified for the role • There is no statutory requirement for Job Brokers to undertake CPD while in the job
<ul style="list-style-type: none"> • There is a big skill gap in Austria especially when it comes to the intermediary role between job seeker and employers and therefore a high demand for corresponding training offers • Well established contacts to the target group which makes it easier to convince the target group of the necessity to adapt to new trends (payment by results) 		<ul style="list-style-type: none"> • Providers of ALMP measures and especially professionals working for those are rather sceptical towards the upcoming trend for payment by results. As a result, many have been reluctant to adapt to this trend.
<ul style="list-style-type: none"> • The prospect of certification in the future is highly relevant for professionals working in a job broker role and even more for providers of job brokering services as well as decision makers (specifically the PES) 		<ul style="list-style-type: none"> • There is no statutory requirement for Job Brokers or their employers to invest time and resources in obtaining qualifications
<ul style="list-style-type: none"> • Interest in the project from the area of commercial job brokering 		

(b) CYPRUS

1. Specific Features of Legacy

Given the persistent high levels of youth unemployment in Cyprus, there are extensive public employment initiatives aimed at the problem. However MMC reports that programmes either fail or employment stops once the programme is finished, as the matching between positions and candidates is not always done appropriately. The Job Broker occupation is not yet registered or adopted in a systematised way but there is a growing recognition of the need for greater investment in job brokering as a strategy to overcome this situation.

MMC delivers several co-funded projects that either solely focus or contain an element of placements of job seekers in the labour market and coaching them during their induction. MMC is a member of the Cyprus HRD Association and KYSIEK (Cyprus Association of Vocational Training Institutions) with more than 150 VET institutions and works closely with the agenda to tackle youth unemployment promoted by the Ministry of Education and Culture, in cooperation with the Ministry of Labour and other stakeholders, the PES and VET provider association of Cyprus. In other words we implement projects where unemployed people are forwarded to us by the VET Policy Maker (Human Resources Development Authority) or the Public Employment Services for us to place them in an appropriate company in order to gain working experience.

At the same time we run other projects where we train people (usually disadvantaged groups) in specific vet programmes such as retailing or carers of paraplegic people. After the completion of the VET programme, learners are placed in working environment where they can practice the skills they have gained through the training programme.

As a consequence of the above, many of our trainers have the role of job broker in the sense that they need to identify the needs and well as skills and competences of the job seekers, identify appropriate company to match with the job seekers, begin the placement process, monitor and evaluate the process. We aim to use the job broker outputs (both materials to be used in the action learning process as well as the self directed guide) to train our own job brokers aiming to improve the evaluation results of the placement process.

At the same time MMC offers professional training services to other organisations. We work closely with the Cyprus Public Employment services as well as private employment services, career offices of universities and colleges etc. We will advertise Job Broker self directed guide and action learning set materials to them and if necessary we will provide the action learning materials in the form of facilitated learning.

If needed intellectual outputs will be updated in order to be maintained.

MMC will upload the results of the job broker to its own website so that they are always available to our clients, employees and associates.

On our website we always keep the main deliverables of all our European Projects. Therefore the self directed learning guide and the materials of the action learning sets will be available on our website.

As job brokerage is one of the main tasks that we implement, we will adapt and maintain the materials so that they remain timely and relevant.

We will submit the “facilitated learning” programme (i.e. we will transform the action learning programme to facilitated learning) to our national vet policy maker for approval and subsidization. If we manage to get it subsidized it will be much easier for us to promote it especially to private employment services. Our lead job broker will have the responsibility for this programme.

2. Overall approach to legacy and sustainability – Force Field Analysis

(See overleaf for Force Field Analysis Cyprus - summary diagnostic diagram)

<p>FACTORS THAT WILL ASSIST</p> 	<p>PROJECT SUSTAINABILITY AND LEGACY</p>	<p>FACTORS THAT WILL HINDER</p> 
<ul style="list-style-type: none"> • Work-based Learning approach is highly relevant to those in the current changing workplace • Flexible, action learning IO3 approach is a good solution for Job Brokers at work. • Self directed learning is a very good practice for experienced job broker. Once a qualification exists (see next point) experienced job brokers will be able to proceed to the assessment without attending any classes just through the use of self directed learning • The self directed learning guide could be uploaded on a more interactive web based platform. This could probably increase the motivation of the learners as well. 	<p style="text-align: center;">ADOPTING, DEVELOPING AND SUSTAINING THE JOB BROKER RESULTS IN CYPRUS</p>	<ul style="list-style-type: none"> • It can be difficult for Job Brokers who are under pressure of payment by results at work to find time for, or be allowed by their managers to be released for training and development. This is another reason for which the programme should be <ul style="list-style-type: none"> ○ Approved by the national policy maker ○ Subsidized ○ Be compulsory • However as in Cyprus people are used to participating in training programmes that are approved and subsidized by the Human Resource Development Authority, it will be helpful to develop a training programme in the form of facilitated learning and to submit it to the HRDA for subsidization.
<ul style="list-style-type: none"> • Development of a qualification based on the Job broker will definitely support its sustainability. ISO17024 works well in Cyprus 		<ul style="list-style-type: none"> • A significant amount of development is necessary to be able to certify people with ISO17024.
<ul style="list-style-type: none"> • Development of a legal framework indicating who can have the role of the job broker (because at the moment in co-funded projects there are some specifications for the people that do not actually guarantee quality). They are mostly input oriented factors such as years of study or working experiences but these do not prove what a person knows and is able to do. 		<ul style="list-style-type: none"> • The role of the job broker is often not recognised although it is a very important one especially in the era of economic crisis. A qualification will work towards the improvement of the role. • Relevant specifications are not currently supported by law so different managing authorities set their own standards

(c) GERMANY

1. Specific Features of Legacy

The profile of the Job Broker is based on a holistic approach. The job broker should be a ‘universalist’ who unites different requirements in one person. In this respect, this new approach is a good prerequisite for further developments.

In Germany, all the elements that contain the profile of the job broker are already present in the labour market policy. The innovation and the opportunity presented by the project experience and results is to unite each of these elements in one person and one role in certain contexts. While dependent upon the dynamics of wider reform in the execution of public employment service provision, this could reduce bureaucracy in the approach to setting up and managing job placements. The work with jobseekers and employers could become more individual and targeted. The job placement services could become more flexible and efficient.

The self-directed learning guide developed in the project is an important prerequisite for further development of the Job Broker concept in Germany. To interest potential partners for such a concept, it needs well-founded results. In that sense, the Guide is a good base for contacting the partners.

The Guide is a template with which can be address potential partners for the further development of this idea. gsub has a network of 4,500 companies, vocational education and employment agencies and co-operates with 410 Jobcentres across Germany which are organised through 77 employment pacts, working closely with the Jobcentre Tempelhof-Schöneberg in Berlin; the Berlin Senate, Department for Integration, Labour and Social Affairs; the Federal Employment Agency, and the Regional Department of the Federal Employment Agency.

There are some 1,000 employment and training providers in Berlin and the employment providers are represented by the BVAA – “Berliner Verband für Arbeit und Ausbildung” (<http://www.bvaa-berlin.de/>); 200 Job coaches who are working for many different training providers/ educational institutes as part of “Berlin job coaching for companies” - an offer that is funded by the

Berlin Senate Department for Employment, Integration and Social Affairs and for whom the Job Broker Certification offers the prospect of an officially recognized education; the "District Alliances for Business and Labour" (BBWA) Berlin in which the Senate Department for Labour, Integration and Women promotes the local approach of the European Employment Strategy.

In order for the Job Broker concept to be implemented in Germany, certification is a mandatory requirement. The issues are set out in IO5 at the national level. As a result, gsub is committed to working in new certification developments with partners as well as consultations with a range of local stakeholders, such on ideas how we could establish the job broker concept in wider provision the future.

In particular, gsub is working on a plan to certify the Job Broker Curriculum. At the same time, we will contact potential partners for this project. We are looking for partners with whom we can together realize the offer of the job broker training. Whilst the action learning approach adopted in IO3 and 4 was popular with practitioners, who found it of great value, the wider uptake of professional development in this field is contingent upon an offer of the Job Broker training with certification.

(See overleaf for Force Field Analysis Germany- summary diagnostic diagram)

2. Overall approach to legacy and sustainability – Force Field Analysis

<ul style="list-style-type: none"> The holistic approach is a good requirement for the work of the Job Brokers There is a great need in the labour market policy for such approach like the Job Broker concept 	<p>ADOPTING, DEVELOPING AND SUSTAINING THE JOB BROKER RESULTS IN GERMANY</p>	<ul style="list-style-type: none"> In Germany, the job placement of jobseekers is a legally regulated task of the Federal Employment Agency. The only officially recognized training of employment agents is the task of the Academy of the Federal Employment Agency.
<ul style="list-style-type: none"> The individual approach is very promising for work with both, with the job seekers and with the employers The profession of the Job Broker is not a statutory or registered occupation – so there is no formal training or qualifications for this profession 		<ul style="list-style-type: none"> The Federal Employment Agency sees the job broker concept as a competitive product. Collaboration with the Federal Employment Agency would be beneficial, but is currently not possible.
<ul style="list-style-type: none"> Many different people with different qualifications work in the labour market policy context. They all have no united and official title, which corresponds to their activity 		<ul style="list-style-type: none"> Many different people with different qualifications work in the labour market policy context in different roles. They are often isolated in their organisations or program contexts. All at all there is not enough cooperation between all of them
<ul style="list-style-type: none"> The prospect of a united certificated profession profile in the future is for all of this people highly relevant and attractive for their career development 		<ul style="list-style-type: none"> There is no united formal training or qualification for all this professionals

(d) GREECE

1. Specific Features of Legacy

In the country with Europe's highest unemployment rate the Job Broker concept was promoted at a consultation event in Larissa on the 12th July 2017 at which over 100 representatives from the Greek Manpower Employment Agency, the confederation of small and medium enterprises and private agencies called for a new certification to recognised the Job Broker occupation given the absence of alternatives (e.g. a MSc at Kapodestrian University of Athens includes courses in career and education consulting annually admits just 12 students, and an MSc by the offered by the School of pedagogical and technological education (ASPETE) with career guidance elements accepts just 35) .

As an Educational Organisation DIMITRA is cooperating with several Job Brokers, and as a VET organisation it employs in- house ones and provides training for them as well. DIMITRA has a database with more than 500 companies and more than 800 mentors. DIMITRA works closely on this agenda with the Greek Manpower Employment Organisation (OAED), the biggest employer of Job brokers in Greece; the University of Applied Sciences of Thessaly, and especially through their structures for employment and career advance; the National Organisation for the Certification of Qualifications & Vocational Guidance which is responsible for certifying VET providers in Greece; PASEKEK and ELSEKEK, the two main associations of VET providers who have also members that are active in Job Brokering; Chamber of Commerce of Larissa, Chamber of Commerce of Magnesia, Economic chamber regional department of Thessaly; Thessaly's Regional Government and Larissa's Municipality concerned with addressing high levels of unemployment in the region.

More specifically, as all the learning materials are in Greek, the Profile will be used to further promote the importance of the European Job Broker role and the development of skills of the Job brokers in order to comply with this profile. The curriculum will be disseminated and used to, potentially, train more Job Brokers at DIMITRA's training premises. Another very important and innovative tool that will used for and by the trainers is the TNA tool.

Furthermore, the action learning approach and the material developed will not only be used as a whole for Job Broker training but fragments of the material will be used whenever similar aspects should be offered for training. For an educational organisation like DIMITRA is really important to have well developed material of high quality that has also been tested by experienced professionals complemented with a targeted programme according to the individual results of the TNA. Moreover, the action learning approach that underpins the Curriculum Programme has been approved to be very interesting and well accepted by the Job Brokers, and by using this example we will proceed with developing more material in such a way.

Finally, the work done towards accreditation of the Job Broker skills will be included in future training as to ensure that when the certification has been developed the trained Job Brokers will have the chance to be successful at an assessment for certification procedure.

To begin with, all the material of the project will be available to the public via the educational organisation DIMITRA and more specifically the department of Development and European projects. Anyone who would like to get more information about the profile, curriculum and Self-directed Learning Guide and further use the material, will be able to communicate with our department in order to get the part of the materials that they would like to use at euprojects@dimitra.gr. One project coordinator of the department will be responsible for providing info about the outcomes to internal and external professionals that require further information.

Furthermore, DIMITRA will coordinate and participate in future actions for further developing the role of Job Broker as well as the development of the certification scheme for EU Job brokers, the initial work for which has taken place during the project. It will also provide assistance to private and public initiatives that enhance the role of the Job Broker and its further development and keep the information of the project to its website for at least 3 years after the end of the project.

2. Overall approach to legacy and sustainability – Force Field Analysis

The very good quality of the project outcomes and the innovative training material, platform and TNA tool are the main factors that will help us sustain and further develop the Job Broker project outcomes. Furthermore, it is very important that during the piloting of IO3 several Job Brokers from the regions

has gathered and got to meet the project, its material and create an informal network of Job Brokers in the region. Those participants are very eager to take part in any further actions that will take place on the basis of Job Broker. They are also interested in using and promoting the projects outcomes, as they believe that the results will improve the skills and competences that the Job Brokers need to have, along with the creation of a network that is very important in providing the best services possible. In addition, it is considered to be very important that the Self-directed Learning Guide, as well as the Development Curriculum can be used as a whole or combine parts of it with other programmes (for instance, training for case management).

The hindering factor could be that the Job Brokers in Greece have to first familiarise themselves with the specific aspects of the Job Broker profile, which will need further and continuous actions beyond the project, including further investment. Furthermore, since the unemployment rate in Greece is very high, it is obvious that there is the need of developing further the occupation of the Job Broker. However, there is considerable pressure and demand upon those that are working in employment services, making it difficult for individuals and authorities to justify the time required to invest in skills and professional development, despite all the evidence that this assists with productivity and capability. However, the flexibility of the Job Broker learning approach, and in particular the flexibility provided by the Self-directed Learning Guide, is a considerable asset to help overcome this challenge.

(See overleaf for Force Field Analysis Greece- summary diagnostic diagram)

<p>FACTORS THAT WILL ASSIST</p> 	<p>PROJECT SUSTAINABILITY AND LEGACY</p>	<p>FACTORS THAT WILL HINDER</p> 
<ul style="list-style-type: none"> The fact that the Job Brokers can decide the time to spend on the training and which part of the training is needed for them makes it more feasible for the Job Brokers to undertake training. 	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">ADOPTING, DEVELOPING AND SUSTAINING THE JOB BROKER RESULTS IN GREECE</p>	<ul style="list-style-type: none"> It can be difficult for Job Brokers who are under pressure due to their heavy workload to find time for further training and development
<ul style="list-style-type: none"> As the Job Brokers in Greece do not have a specific Occupational profile Job Broker has come to fill in a gap. Furthermore, the National Organisation for the certification of qualifications & Vocational guidance has developed 202 Occupational Profiles and is in the process of developing more as it is a national priority. 		<ul style="list-style-type: none"> Job Brokers have very different backgrounds, either educational or professional depending on if they are working with unemployed people, employers, VET etc.
<ul style="list-style-type: none"> During the pilot several Job Brokers from both private and public sector participated, it became salient that there is the need for networks and cooperation as not to lose time to acquire the same information about one person To have the chance to effectively help Job Seekers, is very important as at the moment Greece has the highest unemployment rate in EU. 		<ul style="list-style-type: none"> Job Brokers are not used to working in a network, and providing information about job seekers to other members of the network may require time that they don't have to spare. The role of the Job Broker is not institutionalised and the existing Job Brokers are not obliged to undertake training to proceed with successfully fulfilling their role. Therefore the training that they will receive does not currently contribute to job licence requirements.
<ul style="list-style-type: none"> The prospect of certification is highly relevant and attractive to Job Broker career development, as there is nothing similar in Greece. 		

(e) ICELAND

1. Specific Features of Legacy

From the start of the Job Broker project the HR team of Vinnumálastofnun (VMST) has been very interested in developing the Job Broker's profession within the institution.

Only 10 years ago, the Job Brokering occupation in VMST did not even require a University degree, but now we are focusing on at least BA/BS degree or even an MA degree in various subjects connected to the occupation and we also do focus on work experience. We have though not yet reached the standard here in Iceland to an accreditation of the profession. The NQF does not currently provide for the occupation as there is relevant education for the profession, aside from ad-hoc, one day and short-term courses on particular aspects. Furthermore, Job Brokers in Iceland are working side-by-side with Career Counsellors but are receiving less payment because despite the multi-faceted demands of their role, their profession is not accredited.

A large part of the staff of VMST has taken a part in the Job Broker project to some extent, in the Working Group, in the Multiplier event and in the piloting of the Self-directed Learning Guide. We have been working mostly with the English version, but now as we have already translated the Self-directed Learning Guide into Icelandic it is easier for the staff to take part and develop further in their profession. We have already taken a part out of the curriculum, the sales part, and thought specially in a two days course in May 2018. We do intend to keep on preparing two day courses like this next autumn and ongoing until we will have an certified course in the University of Iceland.

As well as being the national department of labour and 'internally' disseminating to employment service staff, VMST stakeholders include the University of Iceland, University of Reykjavík, University of Akureyri (with whom VMST have discussed diploma level/ECTS accreditation for Job Brokers); SN Rehabilitation Centre, VET provider (Akureyri); Virk, Vocational Rehabilitation fund; Capacent, Management consulting recruitment office; Nolta, leadership and training, Reykjavík.

We have been having meetings with the University of Iceland which is interested in offering in the near future a certified one year course, 60 ECTS in Job Brokering. They have already studied the Job Broker's Curriculum and do think they can adapt it to the ECTS credit system of the University. The VMST the Job Broker team and its stakeholders are fully committed to taking this forward, both domestically and within the context of establishing accredited transnational certification in Europe in the context of a new Key Action 3 project.

We have during the Job Broker project also been in close cooperation with the private market of Job Brokers in Iceland. Professionals from different private companies have taken part in the development of the curriculum by participating in the Working group, the Multiplier event and in the Pilot of the Self-directing Learning Guide. These companies are interested in offering a professional certified course for their staff in the future and will be following the progress of the project.

2. Overall approach to legacy and sustainability – Force Field Analysis

To further facilitate the project legacy in Iceland, Vinnumálastofnun (VMST) will commit to following resources:

- The Job Broker curriculum will be offered as a training programme for our professionals
- VMST will participate as a partner in future cooperation or mobility projects
- The HR team of VMST will be responsible for the future development of the curriculum in cooperation with the University of Iceland and other National and European stakeholders

(See overleaf for Force Field Analysis Iceland - summary diagnostic diagram)

<p>FACTORS THAT WILL ASSIST</p> 	<p>PROJECT SUSTAINABILITY AND LEGACY</p>	<p>FACTORS THAT WILL HINDER</p> 
<ul style="list-style-type: none"> • Flexible, action learning IO3 approach is a good solution for Job Brokers at work • Work-based Learning approach is highly relevant to those in the current changing workplace 	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">ADOPTING, DEVELOPING AND SUSTAINING THE JOB BROKER RESULTS IN ICELAND</p>	<ul style="list-style-type: none"> • It is crucial for Job brokers who are going to study concurrent to their profession that the training offer meets their needs considering the length and the requirements
<ul style="list-style-type: none"> • The Job Broker role is not a statutory or registered occupation – so there is no formal training or qualifications for the role • Few CPD alternatives exist/are available for practising Job Brokers, and the project results help to meet that ‘gap’ 		<ul style="list-style-type: none"> • As the role is not generally a statutory or registered occupation, people can be appointed as Job Brokers who are not specifically trained or qualified for the role • There is no statutory requirement for Job Brokers to undertake CPD while in the job
<ul style="list-style-type: none"> • There is a number of both private and public stakeholders in the profession of Job Brokers that are already waiting for an accreditation in the field 		<ul style="list-style-type: none"> • Within small organizations, like exist in Iceland, it can be difficult to give permission for more than 1 or 2 job brokers at a time to study concurrent to their job
<ul style="list-style-type: none"> • The prospect of certification in the future is highly relevant and attractive to Job Brokers and their career development 		<ul style="list-style-type: none"> • There is no statutory requirement for Job Brokers or their employers to invest time and resources in obtaining qualifications

(f) ITALY

1. Specific Features of Legacy

The main result that can be sustained by ERIFO is the Self-Directed Learning Guide. This product was the most appreciated by our working group and participants to the pilot. In addition, within the organisation at ERIFO at the internal level, the Guide and training course were the most attractive tools developed by the project. In fact, the users have appreciated the way in which they learnt about the skills and knowledge they already possess and perform every day at work but that they've never had the chance to prove. In fact, one of the main issues that the project has tackled is the absence of a specific training course that aims at training the professional figure of job brokers for Italian practitioners.

The professional figure of job broker is an emerging one in Italy. Furthermore, there is a high fragmentation of employment services that vary from region to region, thus the qualification framework for job brokers at national and European levels can produce a huge progress in the development and innovation of the vocational sector of our Region. The common Curriculum Programme that we developed, has been agreed among partners from different European countries, which constitutes a transnational added value to both the qualification framework potential and the curriculum.

The participants involved in the projects were enthusiast of the Job Broker initiatives and activities, which has witnessed an opening form the side of VET stakeholders to regulative measures towards the systematisation of the occupational profile of an already existing job. In fact, the job broker profile can intersect with other occupations such as career guidance advisor, social worker, private employment agency officer and human resource specialist, which means that a comprehensive and cohesive occupational profile is highly needed. In this manner, job brokers are increasingly substantial to fill the gap between the labour supply and demand; that is to say between job seekers and employers. The mediator role of the job brokers will help employers understanding the needs of their firms and the skills adapted to fill the gaps.

The role of job brokers is increasingly important for the Italian labour market. In Italy the focus has recently shifted towards a process of “payment by results” – something that is new, albeit a concept we became aware of in 2015

thanks to our participation in the project, which means that the payments of public funding to employment services and agencies is linked to effective results obtained. Only a professionalized figure such as the one of a job broker can guarantee the expected results. Thus the Curriculum Programme is a useful tool to support the development of a regional Qualification Framework to address the lack of the professional figure of Job Broker in the regional qualifications catalogue.

ERIFO can propose the materials proposed by the project as a tool for the internal staff and also for the future employees. The training course and learning materials are useful resources to update the skills of the staff. Additionally, ERIFO webpage will host a dedicated space to the project's outputs and thus guarantee to a wider public access to the e-learning course.

At internal level, we can use the Self-Directed learning guide to assess our internal staff and to evaluate their professional growth during a specific period of time. We can also propose the use of the Moodle course to our internal staff to upgrade and up-skill them as well as to participate in an ongoing way in the informal network. We will also share the link of the project Moodle training course in our webpage to reach a wider public. This will be done by assigning our European projects manager the task of proposing the projects' learning materials to the employees of the association each time there will be a suitable occasion.

One of the hoped results was to present the QF we developed to our Regional Agency in charge of the validation and recognition of QF and learning outcomes. However, analysing the tasks, the Qualification Profile developed by Job Broker covers them only partly, which makes it difficult for the Regional Agency to recognise the project QF. Most probably our QF will require further in-depth specific skills, competences and knowledge description in order to be validated. A better specification of the job broker professional profile and tasks will boost the recognition of this position and will increase the training offers of VET providers. In fact, the QF are tools for the enhancement of innovative and updated educational trainings.

2. Overall approach to legacy and sustainability – Force Field Analysis

Therefore whilst at the current moment, the QF of the project cannot be proposed for validation. However, ERIFO will start brainstorming and consider

the possibility of further defining the QF to propose it at the regional agency, considering the following points:

- The training course developed by the project partners has the potentiality to train future and present job brokers. In fact in our region there is only one professional profile that addresses some of the key competences of the job broker qualification framework we designed. The Curriculum Programme and the Self-directed Learning Guide have been received very positively by the users that have tested it in the piloting we conducted. Thus, the products target an urgent issue in our regional qualifications panorama; that is the lack of qualification that focuses on the need of the current labour market of job brokers oriented to match effectively job seekers to labour opportunities and employers.
- On the other side, while the qualification framework is very relevant for our regional panorama of qualifications, unfortunately the profile designed cannot be part of the regional catalogue of qualifications. The regional catalogue can only contain qualifications that point at specific skills, related to the profile addressed. The job broker qualification we outlined contain many transversal skills which make the validation and recognition process very unlikely at regional level.
- Job brokers who already perform this job without having a qualification, can undertake the training course to gain self awareness of the specific areas of work and competences they use everyday at work. The self-directed learning guide has been appreciated also because it gave users the chance to reflect on the daily actions and tasks they carry out.
- Unfortunately, the unlikelihood that the qualification framework can be validated and recognised at regional/national level, makes the training course less appealing to already working job brokers. These targets have interest in getting qualifications which are recognised and accredited by official authorities and although ERIFO is an accredited body, we can't propose it as a recognised course.
- Furthermore, the job brokers we engaged in the project, notwithstanding their interest in getting an official qualification, did not have sufficient time to do so because of work constraints. Thus, the only solution would be to offer a training course that awards an official

qualification to engage more (would be) job brokers and in the form of Self-directed learning Guide.

- Another aspect that will guarantee the sustainability of the project is the relevance of both the online training course and the self directed learning guide for our internal staff and the future ones. ERIFO will undoubtedly rely on the material developed to support the internal staff training needs. The Moodle link will be shared on our web page so that it'll be accessible by our internal staff and by the wider public.
- The European character of the training course conveys to the QF and the training course an added value that attracts users. Furthermore, a new detected qualification framework developed by different European partners has the advantage of presenting a final output that covers cross-border necessities and proposes shared solutions. These characteristics will facilitate the sustainability of the project, since the final qualification we will offer is recognised at European level.
- Even though the training course we are offering is relevant and innovative for the Italian labour market, the fact that to work as a job broker no qualification is required can discourage users from taking part to the training course.

(See overleaf for Force Field Analysis Italy - summary diagnostic diagram)

<p>FACTORS THAT WILL ASSIST</p> 	<p>PROJECT SUSTAINABILITY AND LEGACY</p>	<p>FACTORS THAT WILL HINDER</p> 
<ul style="list-style-type: none"> ERIFO can train future and present internal staff members using the training course developed and the e-learning platform 	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">ADOPTING, DEVELOPING AND SUSTAINING THE JOB BROKER RESULTS IN ITALY</p>	<ul style="list-style-type: none"> The QF designed cannot be part of the regional catalogue of qualifications. The regional catalogue can only contain qualifications that encompass specific skills, related to the profile addressed. The job broker QF outlined by the project contains many transversal skills which makes the validation and recognition process very unlikely at regional level.
<ul style="list-style-type: none"> The self-directed learning guide will be proposed to job brokers without qualifications as a resource to gain self awareness and a systematised knowledge of their tasks and competences 		<ul style="list-style-type: none"> The unlikelihood that the QF will be validated and recognised at regional/national level, makes the training course less appealing to already working job brokers. Due to work constraints, these targets don't have much time to spend in getting trained. For this reason they do not find training appealing without the award of an official qualification.
<ul style="list-style-type: none"> The Moodle link will be shared on our web page so that it'll be accessible by our internal staff and by the wider public 		<ul style="list-style-type: none"> The fact that to work as a job broker no qualification is required can discourage users from taking part to the training course
<ul style="list-style-type: none"> The European character of the training course conveys to the QF and the training course an added value that attracts users 		

(g) SPAIN

1. Specific features of legacy

In the case of Documenta we will try to adapt and use the different products, which are all in Spanish that have been elaborated in the Job Broker project, since we consider that all of them can be useful and are closely related: The Profile, Curriculum and Guide. To do this, there are a whole series of problems that we must solve given the (project) added value in Spain is scarce due to reasons of different both in the definition of the profile, and after the successive tests and validations; among them we will highlight:

- The negative connotations that the term Job Broker has in our country, both for the term BROKER, and for the relationship with temporary employment agencies.
- The long tradition and experience in Spain in training (university degrees, masters and VET courses) and professional profiles (counsellors, prospectors, etc.) very similar, widely tested, and appropriate to the working market of our country.
- The level of qualification required, which in the case of the Job Broker is level 5/6, and in Spain a minimum of 6 is required and in some cases 7 to be able to work as a Job Broker or similar.
- In all the tests and validations, in Spain the experts highlighted the excessive ambition and lack of realism, both in the great number and complexity of the functions assigned to the professional profile, and in the knowledge necessary for their performance; which would have to involve a sectoral specialization.
- The existing difficulties for the official certification and homologation of the profile and the curriculum, both due to the slowness of the certification process in Spain, and the aforementioned similarities with other existing curriculums.

Despite the difficulties mentioned, we consider that in the medium term we will be able to apply the products developed using the alliances and local and international networks in which Documenta usually works. The way to give viability to the products elaborated in the Job Broker will be through the alliances and long professional career of collaboration of Documenta in different work networks.

At local, regional and national levels, Documenta maintains numerous collaborative alliances with different public and private social agents (Cantabrian Employment Service, Town Halls, Local Development Agencies, Training Centres, etc.) with which it has been working for many years on issues related to training, employment, labour insertion of different groups, career guidance and job search. From Documenta we will incorporate the Job Broker products to work with these entities, adapt it to the reality of the Spanish labour market, mature it and make it sustainable by incorporating it into new projects.

Documenta has a long history and implantation in European networks, and has worked on the definition of numerous professional profiles and training curriculums directly or indirectly related to that of Job Broker, for which we consider that certain elements of the project may be incorporated and / or used for new projects. We will pay special attention to the definition of an own title with private training centres and we will participate in the Job Broker European Network actively in it and according to the characteristics of the Spanish labour market.

2. Overall approach to legacy and sustainability – Force Field Analysis

One of the biggest challenges to guarantee the future sustainability in Spain of Job Broker are the problems of accreditation, both in terms of the professional profile and in the training curriculum. As already discussed in the IO5 Exploratory report on the Accreditation of the Job Broker curriculum:

1. The accreditation of the Job Broker curriculum through a new Certificate of Professional Competence or a VET route, would need to follow a complex bureaucratic route before reaching its approval and publication as a royal decree law. Consequently Documenta does not believe it is a viable option.
2. The possibility of including the Job Broker curriculum through a quicker route established for updating qualifications already included in the NCPQ would be not valid, as the law that regulates this procedure does only apply in case of being non-relevant changes (excluded is the inclusion or elimination of new relevant work positions).

3. The organic Law 4/2011, 11th of March, leaves an open path to introduce complementary training into Certificates of Professional Competence and VET, which could complement the current existing training modules related to the Job Broker profile (see earlier) with contents from the Job Broker curriculum elaborated previously (IO3). This could be a medium-term option for a partial certification.
4. We have excluded from this report official Masters Degrees, as there is an existing Spanish official Master degree comparable to the Job Broker curriculum, mentioned already in the Job Broker Competency Framework Document (January 2015): Master Degree in Labour Orientation and Employment Mediation (Faculty of Labour Science).

For this reason we consider that the best option to guarantee future sustainability could be to prospect the universities own certifications:

FACTORS THAT WILL ASSIST 	PROJECT SUSTAINABILITY AND LEGACY	FACTORS THAT WILL HINDER 
<ul style="list-style-type: none"> • The universities certifications (postgraduate courses) are the most viable and practical route to validate the Job Broker curriculum, as the requirements are not very demanding and could be implemented in a short-term. 	<p>ADOPTING, DEVELOPING AND SUSTAINING THE Job Broker RESULTS IN SPAIN</p>	<ul style="list-style-type: none"> • The existing difficulties for the official certification and homologation of the profile and the curriculum, both due to the slowness of the certification process in Spain, and the aforementioned similarities with other existing curriculums.
<ul style="list-style-type: none"> • At local, regional and national levels, Documenta maintains numerous collaborative alliances with different public and private social agents (Cantabrian Employment Service, Town Halls, Local Development Agencies, Training Centres) with which it has been working for many years on 		<ul style="list-style-type: none"> • The negative connotations that the term Job Broker has in our country, both for the term BROKER, and for the relationship with temporary employment agencies.

<p>issues related to training, employment, labour insertion of different groups, career guidance and prospection, etc.</p>		
<ul style="list-style-type: none"> From Documenta we will try to incorporate the Job Broker products to work with these entities, adapt it to the reality of the Spanish labour market, mature it and make it sustainable by incorporating it into new projects 		<ul style="list-style-type: none"> The long tradition and experience in Spain in training (university degrees, masters and VET courses) and professional profiles (counsellors, prospectors, etc.) very similar, widely tested, and appropriate to the working market of our country.
<ul style="list-style-type: none"> Once the European Job Broker Network is clarified, defined and implemented, we will actively participate in it according to the characteristics of the Spanish labour market. In the medium term we will be able to apply the products developed using the alliances and local and international networks in which Documenta usually works. 		<ul style="list-style-type: none"> The level of qualification required, which in the case of the Job Broker is level 5/6, and in Spain a minimum of 6 is required and in some cases 7 to be able to work as a Job Broker or similar. In all the tests and validations, the experts highlighted the excessive ambition and lack of realism, both in the great number and complexity of the functions assigned to the professional profile, and in the knowledge necessary for their performance; which would have to involve a sectoral specialization.

UNITED KINGDOM

1. Specific features of legacy

The labour market is relatively unregulated compared to most in the EU, notably in terms of the requirements for registration and licensing of support occupations (OECD, 2010). As a result, occupations outside of the statutory sector are entirely designed by employers with relatively little required in terms of core stipulations or mandatory competences.

In this context, in the UK the term ‘Job Broker’ is widely advertised in VET and PES-related contexts. However the role can vary considerably, and can appear in a wide range of contexts where providers of employment and training services are contracted to deliver job-related outcomes to their learners and clients. One aspect which tends to be a universal feature in the UK, which appears in European contexts to a greater or lesser extent given their different approach to licensing occupations, is the requirement to work directly with employers with the objective of placing job-seekers – a function which frequently involves a considerable amount of ‘aftercare’ (continuing to work with both the employer and the former job-seeker for some time after the initial job outcome is secured).

Therefore all of the areas covered by the Curriculum Programme (and the Self Directed Learning Guide) are highly relevant, to one degree or another, for practitioners who find themselves working in this role.

Despite this, prior to the results of this project, there is no specific, customised Continuous Professional Development (CPD, or C-VET) programme or action learning programme that is available for induction or in-service development despite the fact that payment by results regimes in public funding have accelerated. Indeed, this situation provided the impetus for Rinova in the UK to design and develop the Erasmus+ KA2 application.

One of the features of payment by results is that financing and commissioning authorities place relatively few requirements or stipulations regarding the experience or qualification requirements for front-line staff. As a result it is left entirely to the provider as to how they secure the outputs and there are– the

philosophy being ‘if it is in the interests of the provider to invest in their staff to achieve the results, then they will do so’.

Nonetheless, there are major challenges in payment by results regimes for UK Job Brokers to be able to take time off for training or qualification attainment or for their employers to provide them with time to do so. This is in part due to the pressure they are under to meet targets that often have severe financial implications in payment by results contracts. It is also linked to the earlier point regarding the lack of regulation in this area regarding occupations, which can encourage providers to employ freelance or temporary contract workers, which again provides a disincentive for investment in personnel.

Therefore the flexibility of the learning approach that is embedded in both the Curriculum Programme and the Self Directed Learning Guide helps to overcome some of these factors. As a result of the Job Broker project, Rinova now has a set of customised, relevant CPD resources that it can share with its consortium partners and organise specific action learning sets as part of its coordination and quality assurance responsibilities.

Rinova co-ordinates a VET network of London-based providers – the Rinova Consortium. This consists of Further Education Colleges, local authorities, the voluntary and community sector, independent and private providers and enterprise agencies. This consortium has been extensively involved in the implementation of Education and Skills Funding Agency (ESFA) provision for some years, implementing skills and employment programmes aimed at young people NEET and adult unemployed learners, in payment by results contracts.

Rinova is also a member of the Association of Employment and Learning Providers in London (formerly the London Work-Based Learning Alliance). It cooperates with the Mayor of London’s Office and the Greater London Authority Youth Education team and the Partnership for Young London in youth empowerment and employment initiatives and operates the Talent Match Big Lottery youth employability programme with London Youth,. It also works with the National Careers Service provider network, Job Centres and social inclusion organisations that provide job brokerage (e.g. Wac Arts College, Collage Arts, 15billionebp, Camden and Islington NHS Foundation, Palace for Life, New Challenge, SCOPE, Peabody Housing Trust and the Refugee Council).

In terms of certification and qualifications, there is an absence of professional validation, certification of qualification the Job Broker role as it has emerged in VET and PES contexts. Many of those performing these roles are unqualified for it or have qualifications in other areas (IAG, careers, HR). The UK trade grouping ERSA (Employment Related Services Association) runs ad-hoc workshops and training seminars on aspects of job brokering but has not developed a sector qualification.

Therefore, in common with much of what happens in the UK labour market, and in particular in London where there is a high degree of labour mobility, there is little incentive for providers as employers to invest in staff beyond the argument that it is in their productive interests to do so. The incentive to become qualified or certificated is less because of a statutory or official requirement. Instead, the responsibility is placed on the individual practitioner to enhance their own career prospects by achieving qualifications and credentials that will provide with a competitive advantage.

However, skill shortages are a major issue in the UK and arise because there are not enough people with particular skills to meet demand. It is estimated (Open University) that skill shortages cost the UK £2bn a year, while the UK could boost its productivity by 5 per cent if it reduced the level of skill mismatch to OECD best practice levels (OECD). Skill mismatches may worsen because skills needs are changing, due to factors such as Brexit and trends such as automation. Therefore, according to NESTA (August 2018) *“More than ever, we need to create an informed labour market. Informed in the sense that education providers, workers, students, employers and policy makers know how skills are changing and are empowered to react to these changes, thereby countering skill mismatches”* – which is where qualified and networked Job Brokers could have a major role to play.

At the European level the uncertainties presented by Brexit, particularly in terms of the issue of the freedom of movement (or otherwise) of European workers make it extremely difficult to know exactly how to invest in the future in the use and application of EURES within the Job Broker occupational profile. The UK in general and London in particular is a net importer of labour by some margin; therefore if the approach to freedom of movement for work in the UK is similar to how it is now in the future, EURES offers UK Job Brokers an invaluable resource with which to become equipped in the future (awareness levels of EURES in the UK are low).

At the same time, whatever the Brexit outcome, ISO is a widely-recognised as an international standard in the UK and the accreditation pathway that will lead towards the Processional Certificate validated by ISO17024 does at least have the advantage of being aligned to an international standard that will not be affected by these uncertainties.

2. Overall approach to legacy and sustainability – Force Field Analysis

FACTORS THAT WILL ASSIST 	PROJECT SUSTAINABILITY AND LEGACY	FACTORS THAT WILL HINDER 
<ul style="list-style-type: none"> • Flexible, action learning IO3 approach is a good solution for Job Brokers at work • Work-based Learning approach is highly relevant to those in the current changing workplace 	<p>ADOPTING, DEVELOPING AND SUSTAINING THE JOB BROKER RESULTS IN THE UK</p>	<ul style="list-style-type: none"> • It can be difficult for Job Brokers who are under pressure of payment by results at work to find time for, or be allowed by their managers to be released for training and development
<ul style="list-style-type: none"> • The Job Broker role is not a statutory or registered occupation – so there is no formal training or qualifications for the role • Few CPD alternatives exist/are available for practising Job Brokers, and the project results help to meet that ‘gap’ 		<ul style="list-style-type: none"> • As the role is not generally a statutory or registered occupation, people can be appointed as Job Brokers who are not specifically trained or qualified for the role • There is no statutory requirement for Job Brokers to undertake CPD while in the job
<ul style="list-style-type: none"> • There are trade associations, such as ERSA and the AELP that advocate an enhanced status for the organisations and staff that work in employment-related services 		<ul style="list-style-type: none"> • Job Brokers are often isolated in UK organisations, finding themselves working on their own in terms of employer liaison, and can find it difficult to find out about opportunities and network with peers
<ul style="list-style-type: none"> • The prospect of certification in the future is highly relevant and attractive to Job Brokers and their career development 		<ul style="list-style-type: none"> • There is no statutory requirement for Job Brokers or their employers to invest time and resources in obtaining qualifications

4. THE JOB BROKER TRANSNATIONAL NETWORK

As part of the legacy planning of the project, the Job Broker partners have established an informal, transnational online network of Job Brokers from the partner countries participating in the Erasmus+ KA2 Job Broker programme.

The objective of the current network is to create an informal, online network through which Job Brokers can make transnational connections with their peers.

The benefits of the network are:

- to enable Job Brokers to ‘showcase’ to Job Brokers in other countries, by providing a more structured profile on the network of their skills, interests and languages
- to make new professional connections, which can act as a contact for when Job Brokers are managing clients who are looking to move to or from another European country to look for work
- to identify peers that are working with EURES and ESCO in other countries to support the European mobility of their clients and who are familiar with the Job Broker concept through having participated in the Job Broker Curriculum Programme or having used the Self-directed Learning Guide
- to identify Job Brokers in other countries who may be interested in taking part in future transnational mobilities, or in future training to gain new European Job Broker qualifications if the opportunity arises

The network has been set up through Job Broker online Moodle platform, which was initially established to provide access to the repository of learning materials in IO3 and has been extended through IO6 and IO8 to include additional Job Brokers. It therefore has the advantage of building upon the platform established by the partners, rather starting from scratch with, for instance, setting up a LinkedIn network, or a Facebook group – as not everyone has access to each specific form of social media .

The features of the network are:

- The network comprises of Job Brokers that are associated with the partners, and partner staff who have an involvement in Job Brokerage;
- All members of the network are provided with a username and password to the Moodle. Users can create their own accounts;
- Each participant registered by the partners has been contacted directly by MMC to introduce them to the network and to inform them that the finalised Curriculum Programme and the Self Directed Learning Guide can be accessed;
- Each participant has been encouraged to create and / or update their profile according to the model profile template that has been circulated (see separate document)

In the first instance, the network is ‘unmediated’ – in that an environment and a European platform has been created to encourage the Job Brokers to make their own bilateral and multilateral connections with their counterparts.

Thus the Moodle network platform has a blog and messaging facility – but we would expect most of them to make contacts with each other directly via email.

The network has been launched through a variety of channels, and will continue to be promoted following the close of the project, inviting new Job Brokers to contact us to apply to join the network. These channels include:

- the Job Broker website news facility
- direct messaging to registered Job Brokers
- announcements in partner social media
- articles in the final project e-zine

Finally, the informal network has been set up as an exploratory environment to provide a first, informal step towards the creation of a ‘network legacy’ – a subsequent and more formal approach to transnational networking amongst Job Broker practitioners and their organisations, such as through a certification quality seal and / or a European association (see section 5 below). By building on the links developed with EURES and using the partners current experience in mobilities) the informal network can provide a ‘bottom up’ ecology from which an infrastructure can be formalised that supports and foster mobilities across Europe both for Job Brokers wishing to work in other partner states but also eventually to encourage the mobility of the job seekers they support.

Such a more formal step could only happen with new projects and developments after the current project as there are no resources within the current project to do this in this. The creation of a formal Network or Association of qualified, competent Job Brokers across the partner countries and the rest of the EU will require the establishment of a formal certification programme, as outlined in the previous section.

Ultimately, with the adoption of a formal certification framework through ISO and ECTS, we can consider formalising the informal network into an Association, where Job Brokers that have obtained the formal certification as part of the Quality Seal. The ‘animation’ of the informal network will provide a group of European Job Brokers (65 are registered as at 10 June 2018) who have complied with the Competency Standards and undertaken the Curriculum Programme either directly as part of the Pilot Training or as a result of the ‘cascading’ down of the methodologies and core competencies produced by this programme.

Fortunately, many of the partners will be working together – with the addition of new partners from Sweden, Spain and Greece, through the framework of a new two-year Erasmus+ Key Action 3 Programme: ‘Certification and Qualification for Europe’s Job Brokers’. Developed in response to Call for Proposals EACEA 27/2017 KA3 – Joint Qualifications in Vocational Education and Training, this new project provides a work programme through which the informal network will be underpinned through the opportunity to become pathfinders in a new professional certification programme.

5. DEVELOPMENT OF A EUROPEAN QUALITY SEAL AND CERTIFICATION

One of the main strengths of the Curriculum Programme in particular as evidenced through the feedback from pilots is that it is a work-based, flexible and peer review-led action learning programme, enabling current practicing professional Job Brokers to network, share skills and review one another's practice, supported by structured learning and exercises.

Thus at the present time, each of the partners can continue to offer the current Job Broker programme, and issue a Certificate of Completion from their institutions to candidates who participate in or complete the Job Broker Curriculum Programme as an informal accreditation. This is also the case for other institutions that are able to offer CPD and VET provision to Job Brokers and who access the OER materials through the Job Broker website, the Erasmus+ results portal or other avenues such as partner websites.

This in itself can have some value, dependent in part on the credentials of the training organisation hosting and implementing the programme, as in some cases it can be used as evidence to demonstrate currency and annual commitment to participation in a certain number of hours of professional development (which can be a requirement of some professional institutes). Certificates of attendance or participation issued in this way can also be incorporated as supporting evidence and supplementary documentation for Europass CVs and as evidence towards portfolios towards learning outcomes in more formal certification programmes which allow non-formal learning and the validation of prior learning. However, this is not formally assessed, validated or certificated and is not subject to any external formal assessment standard or quality assurance.

Many of those pursuing the pilot programme articulated that they would welcome some form of externally- validated professional accreditation or certification. It is a widely shared belief that, while the Curriculum Programme and the Self-Directed Learning Guide are valuable learning resources, it will require a professional certification for the occupational role of Job Broker to support its full adaptation. It is also the case that a professional certification would assist the building of a professional association, which is discussed in the next section.

Although they are not mutually exclusive, it needs to be recognised that there is a ‘pay off’ between the flexibility and currency offered by an action learning set of professionals working together through peer review, and a professional certification. In particular, the latter requires some form of externally assessed and verified assessment as well as being developed and taught through a more formally structured learning CPD programme. As identified in IO5, this would require (depending upon the precise route chosen) a formal examination, or the presentation of material for assessment by an external assessor against agreed standards, and this would require an awarding or accrediting body to formally adopt a relevant qualification framework.

This was foreseen in the design of the Job Broker project design and most of these issues are addressed by IO5. This sets out the road map for the future certification of the Job Broker qualification at the European level in order to establish a comprehensive Certification Scheme - for instance a ‘European Professional Certificate for Job Brokers’.

In order to achieve this, a number of partners have worked together to attract further investment from the Erasmus+ programme to formally set up certification schemes that will be offered through both of these routes. This consists of two primary elements at EQF Level 6:

- *ISO/IEC 17024:2012 Conformity assessment – General requirements for bodies operating certification of persons*). This is established through a comprehensive specification of assessment standards to be met by candidates, together with a detailed scheme specification for operation. In order to establish this, the Job Broker partners that are taking forward the certification at the European level will be required to finance the fees to the relevant ISO authority in relation to the qualification establishment procedure. Alternatively, a further project investment will see an ISO accreditation agency acting as a partner to establish the European certification
- *The European Credit Transfer System (ECTS)* –for a University-based professional Diploma as CPD providers of VET provision at levels 5 to 8 of the EQF are encouraged to consider ECTS by the EC, integrating work-based learning and assessment for professions (EHEA, 2015). The University of Iceland is committed to working with VMST and other partners to adopt an ECTS-based certification for Job Brokers.

In response to the Erasmus+ Programme – Call for Proposals EACEA 27/2017 KA3 – Joint Qualifications in Vocational Education and Training, a new two year project – Certification and Qualification of Europe’s Job Brokers (CQJB) - reference number 597841-EPP-1-2018-1-EL-EPPKA3-VET-JQ has been approved to start on 1st October 2018. This includes most of the current partners, and is joined by a national technical university institution, Folkuniversitetet from Sweden as well as a ISO certification agency, ACTA from Greece, along with the Chamber of Commerce and Industry from Zaragoza in Spain to design, specify, validate and adopt a new European Professional Certificate of Practice for Europe’s Job Brokers, accredited across the two above pathways.

With the adoption and recognition of this professional accreditation, consideration will be given in the new project to the development of a new certification system for Job Brokers linked to progressing the current informal network to a stronger, more formal association or agency. This could be called for instance ‘Quality Seal Certified Job Broker’. Since the success of the new certification system will strongly depend on its social acceptance on local, regional and national training markets, marketing efforts of national certification agencies would be crucial. To facilitate the market entry one strategy could be to find powerful stakeholders (e.g. ministry, PES, chamber of commerce etc.) who are interested in supporting the practical use of the training and certification and are willing to promote the certification system.

In order to establish this quality seal and formal framework, the CQJB project will have a number of steps to take, including:

- Establishment of a European umbrella organisation or Association (e.g. in form of a European cooperative society or an EEIG)
- Development of a legal framework that defines rules, rights and obligations of all parties
- Development of ready to use training curriculum as well as examination procedures
- Licensing of national certification agencies
- Marketing on local, regional and national level

Alongside the accreditation and certification pathway set out for ECTS and ISO 17024 it is also possible to develop a new certification governance system for a ‘European Professional Certificate for Job Brokers’. One model that a number of the partners are committed to exploring can be illustrated thus:



The starting point for the governance of a new transnational/European certification system would be the establishment of some form of umbrella 'entity' or organisation. This system would consist of one European umbrella organisation, or Association, and national contact points that would work as certification agencies. Such an Association would be responsible for (further) development of the training curriculum, development of examination standards and procedures, specifically in relation to the external certification requirements. National contact points would be responsible to conduct training and examinations according to standards set out by the Association.

This would for instance be responsible for decisions concerning the further development of the training, defining training and examination standards and procedures, quality assurance, further development of contents (JB profile, JB curriculum) and also outreach work to potential new members of the agency. It could take the form of an informal cooperation under the aegis of management of one of its members, or it could for instance be organised more formally, in form of a European Cooperative Society or a European Economic interest Grouping (EEIG). A European Cooperative Society (SCE), for instance, is an optional legal form of a cooperative. It aims to facilitate cooperatives' cross-border and trans-national activities. The members of an SCE cannot all be based in one country. The SCE is required to unite residents from more than one EU country and requires a minimum capital of 30.000 Euro. In terms of an EEIG, two members of the Job Broker partnership are members of Metropolisnet, a long-standing EEIG whose office is based at that of gsub.

The counterpart to the European umbrella agency or Association would be national certification agencies that are licensed as such by the umbrella organisation. For a European wide job broker certificate it would be necessary to have at least one licensed national certification agency in all member countries. These national certification agencies would be responsible to conduct trainings and examinations according to standards set out by the umbrella organisation. In addition they would be responsible to implement quality assurance measures and feed the umbrella organisation with feedback on the further development of the curriculum. Further the national certification agencies would be responsible for marketing activities on national level which would be a crucial role since the necessary social acceptance of the certification system needs to be created before a practical use of the training and certification system can be realistic.

In order to reach the necessary social acceptance of the training it could be helpful to find powerful stakeholders that could facilitate the market entry. In addition, the national certification agencies would also be responsible to assign qualified Job

Brokers the right to use the 'Job Broker quality seal'. National Job Brokers can apply for the 'Job Broker quality seal' at their respective national certification agency. To obtain the quality seal they must go through a training and validation/examination process that leads to certification against a fee.

To introduce a new certification system would give those partners that are committed to seeking investment a considerable amount of room of manoeuvre concerning contents, quality standards etc. National certification agencies would have to put much effort into marketing activities in order to reach a level of social acceptance of the quality seal in order to have a marketable certification offer. One possibility would also be to find powerful stakeholders that help to reach the necessary level of social acceptance (e.g. PES, Economic Chamber, University, VET providers, ministries of education, work, employment etc).

Although the current Job Broker project already developed Job Broker profile and a curriculum with defined learning outcomes the introduction of a new certification system would involve substantial development resources (e.g. the elaboration of validation/examination procedures). The design of contractual relations between umbrella organisation and national certification agencies may need external legal advice which could involve substantial financial costs.

However, before realisation of this option a range of issues will need to be addressed through further investment and more detailed business planning, including:

- One European trademark 'Job Broker seal of quality' or a series of national trademarks?
- The licensing of a national certification agency may involve the payment of a small fee to the umbrella organisation or will require alternative means by which the activities of the umbrella organisation be financed.
- In the event of a set training programme to achieve the seal, it needs to be determined as to whether there would be a single common entry programme, or if programmes should exist at different levels (beginner, intermediate, expert/proficient).
- There is an option that set training be obligatory in order to achieve the seal. Alternatively, it may be possible to go through a validation and examination process without prior training.

6. Contacts and further information

Further information about the Job Broker KA2 Erasmus+ project is available at the project website. This can be accessed here: <http://www.projectsgallery.eu/job-broker>

In addition to information about the project, visitors to the website can download the Curriculum Programme and the Self-directed Learning Guide in English, German, Greek, Icelandic, Italian and Spanish.

The link to the project results is here: <http://www.projectsgallery.eu/job-broker/intellectual-outputs-new>

Job Brokers in Europe that are interested in joining the Job Broker network will be asked to register with the network via the website.

The official information regarding the project is as follows:

Project Title: Competency and learning development for Job Brokers in the EU

Project Acronym: Job Broker

Programme: Erasmus+ Key Action 2: Cooperation for innovation and the exchange of good practices

Action: Strategic Partnerships, Vocational Education and Training

Start Date: 01/09/2015

End Date: 01/09/2018

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