



# Work Package Report 2

Draft Version, June 2005

This report contains an analysis of the current situation of labour office advisers and counsellors in the partners' countries. Special regard has been given to the different situations in the work organisation for these activities. There are various organisational models in the European countries: In some countries, there is a division between job mediator, counsellor and the person dealing with employers, in other countries these activities are not separated so clearly.

We have analysed the conditions of the labour market administrations and services: their work organisation, the profile of labour office staff (educational background, career prospects etc.), the proportion between job mediation and counselling activities etc. Our research yielded a wide variety of training programmes and their current focus, both for national job mediation activities in the various countries and for transnational activities (EURES).

The work for this report has been carried out between November 2004 and June 2005 and will serve as a basis for the elaboration of the project's main deliverables, i.e. the curriculum and handbook "Better counselling and communication skills for labour office advisers and job mediators".

## Preface

The EU has set itself an ambitious agenda for Employment. By the Year 2010 overall employment should be 70 per cent of the population of working age, female employment should be at least 60 per cent and the employment of the 55-64 age group should be 55 per cent.

But with an exception of a small number of countries, both old and new members of the Union are at risk of not achieving these objectives. The European Union Employment taskforce which reported in November 2003 identified a number of reforms and improvements to current practice that need to be made.

Public Employment Services have a key role to play in the pursuit of Europe's ambitious objectives. They can help along three broadly defined dimensions in the modern labour market.

In a world of less employment protection Public Employment services need to take on a more active role in the provision of income support for those who lose their jobs. A second dimension in which Public Employment Services provide an essential service is active employment policies.

Finally PES are responsible for bringing together employers and employees and their success should be judged both on the speed with which they match the two parties but also on the quality of the matches they achieve.

Lifelong learning for public administration staff represents one of the innovations, accompanying and characterising PES modernising process, started at the end of 90's.

By dismissing a bureaucratic and self-righteous logic - ruling the functioning of the previous system - strictly connected with the end of public monopoly in placement procedures, and decentralising functions to carry out active labour policies, it has been highlighted the necessity both to act out new services, in compliance with EU trends, and to define the relations between public offices and their customers/users.

This resulted, on one side, in the necessity to educate users through initiatives, that have made job seekers to assume the responsibility to seek a job on their own account. On the other side, there has been pointed out the consequent necessity to adequate competences and skills of PES Human Resources, in order to cope with an ever increasing demand for a wide variety of services, that Employment centers have been committed to supply, further to PES reform.

The institutional change has been matched by specific initiatives to elicit the knowledge of the new culture and the themes relative to modernise PES procedures.

Later on - by consolidating new operational measures and a more advanced approach of administrations to new PES - there's been the attempt to link measures and initiatives to specific competences, in order to make up institutional networks and shape up and refine managing skills.

## ANALYSIS OF THE CURRENT SITUATION IN AUSTRIA

### Models of Work Organizations:

The Austrian Employment Service (*Arbeitsmarktservice/AMS*) is structured into three operative levels:

- Local level (*Regionale Geschäftsstelle/RGS*)
- Regional level (*Landesgeschäftsstelle/LGS*)
- National level (*Bundesgeschäftsstelle/BGS*)

Direct contact to clients (job seekers and companies) takes place - with few exceptions - on local level only. Within this, there are the following operational fields (apart from management and administration):

- Information at the *Infostelle* (information area) and in the *BerufsInfoZentrum* (centre for vocational information)
- Counselling in the *Servicezone* (service zone)
- Counselling in the *Beratungszone* (counselling zone)
- Work in the *Service für Unternehmen* (service for companies)

In Austria there is no strict differentiation between the role of a job mediator and a counsellor. In both the *Servicezone* and *Beratungszone* there is counselling and mediation, i.e. people are supported on their way to (re-)integration into the labour market.

Guidance and counselling in the *Beratungszone*, however, is definitely more intensive. This zone offers service to people who have been registered as unemployed for at least three months, who want to undergo qualification, who have not found proper solutions concerning their child care duties, who have health problems etc. Most funding issues are dealt with in the *Beratungszone*. People working in the *Servicezone*, apart from counselling and mediation, also deal with issues of how to establish and ensure people's costs of living.

In all local offices there have always been special centres for managing vacancies. Since 1997 employees of the *Service für Unternehmen (SfU)* deal with vacancies, mediate job seekers, visit companies, find agreements on company fundings etc.

The Austrian Employment Service (*AMS*) has moved towards process organization recently. In the course of this, three main/core processes have been defined:

- Service for job seekers
- Service for companies
- Information (the public, respective institutions are informed about labour market and vocational issues)

## Profile of Labour Office Staff

Within the Austrian Employment Service there are national guidelines of the personnel department (BGS) for recruiting and integrating new employees. These include job descriptions, profiles of required qualifications and skills for new employees and managers, as well as a list of recommended test procedures for selecting personnel. There is also a checklist for integration of new employees into the AMS. It is obligatory for new members of staff to attend internal courses for a duration of about one year before they actually start their job.

These internal courses are held within the so-called Interne Personalausbildung/IPA (internal qualification of staff) in Linz. There are in-between trainee phases in different departments of respective local offices, in some cases in the ServiceLine (the call center of the AMS) or also in regional or national offices (LGS, BGS) of the Austrian Employment Service.

Before any new employee gets a contract for an indefinite period, his/her respective superior submits a report ("probation report") in which not only subject-related qualifications but also soft skills are assessed: communication skills, social attitude and behaviour, flexibility, ability to take stress, ability to make decisions, self-confident appearance.

A special "Gender Mainstreaming Checklist" serves to guarantee that there is no exclusion for gender reasons, that there is transparency by publication of vacancies via the intranet and that women are particularly asked to apply for jobs in managerial positions.

There are different profiles of requested qualifications and skills for counsellors in the different zones and work areas of the Employment Service mentioned above. These profiles include respectively

- job experience
- IT-knowledge
- personal characteristics

Correspondingly, there are different job descriptions for the counselling zone, information zone, the Service Ausländerbeschäftigung (occupation of migrants service), the service zone and service for companies.

For all job interviews, there are structured guidelines offering a range of questions that refer to aspects essential for managers who decide on contracts for new employees. These questions are on family and social background of the applicant, his/her self-assessment, motivation to learn, involvement and engagement, willingness and ability to take responsibility, social and communicative competence, multi-dimensional thinking, customer-orientation, self-esteem, managerial skills and efficiency.

This shows that soft skills are a very important criterion already at the stage of recruiting new employees for the Austrian Employment Service.

## Soft Skills in Training for Labour Office Staff

### Basic Qualification

- centrally organized as a course model
- duration between 7 and 42 weeks depending on qualification mode
- consists of 3 phases
- dual system: trainee phases in local offices are obligatory within the qualification curriculum
- also offered as a telelearning course and in individualised form
- comprises qualification coaching (by the IPA, internal qualification of staff) and specific subject coaching (by a colleague of the respective local office)

In the course of this basic qualification, both subject-related and social-communicative competences are improved and enhanced. New employees are trained to do their job in a responsible, self-organized and independent way.

In the 6th week of the course all participants are taught basic soft skills and communication by external trainers. These include

- verbal communication
- non-verbal communication
- distribution of roles in communication
- sensitizing one's perception
- how to deal with (one's own) prejudices
- needs of business partners
- improving one's self-esteem
- self-confidence in communication

External communication trainers also particularly focus on customer-related communication (15th, 25th, 30th week of the course). In these modules participants are trained how to realize specific needs of their customers, how to react properly to different communicative patterns of behaviour (special needs, inhibitions, complaints, aggression etc.).

A catalogue of further and continuing education offers for AMS-employees is published every year by the Austrian Employment Office. It covers the following areas:

- AMS-service and specific seminars
- seminars for employees in managerial roles
- Gender-Seminars
- working techniques
- pedagogical qualification

Subject-related seminars for counsellors include combined training of soft skills. This is particularly true for courses on counselling customers who show psychological problems and illnesses, seminars focusing on the development of intercultural competences, courses on how to cope with customers showing aggressive behav-

our and telephone communication-training for callcenter staff.

Course offers for employees in managerial positions are as follows:

- Conflict Management and Cooperation Development
- Moderation Techniques
- Professional Presentation
- Self Performance - How to Convince
- Making Decisions
- Equality Management
- Change Management
- Leadership

In some seminars the Gender Mainstreaming subject is combined with soft skills training:

- Having Voice - Showing Leading Voice
- Power Talking
- Gender MEN Stream

There are also seminars on working techniques that include elements of soft skills:

- Conflict Management
- Creative Stress Management
- Body Language - Efficient Communication
- How to Win for Yourself
- How to Convince
- Life Balance
- Self Management

#### **Employer's Aspects of Human Resource Management in Training for Labour Office Staff**

In week 32 of the IPA (internal qualification of staff) course curriculum there is a main focus on service for companies. Apart from specific, subject-related contents, this module deals with the acquisition of vacancies and customers, issues of how to deal with specific needs of customers, offering special services (e.g. pre-selection for jobs) and coping with difficult situations. The course plan also includes a workshop on "Communication with Companies" (week 33).

The seminar "Contact to Customers" is part of the AMS-internal offer of continuing education. Participants of this seminar are motivated to reflect on their attitudes and approaches within their role as a representant of a service institution. Standards of customer-orientation are dealt with, there is intensive training of corresponding ways of behaviour.

Employees of the service for companies can also attend seminars on communication and telephone training, marketing and presentation, sales techniques, acquisition management and a course called "Easy Business", in

which participants put themselves in the role of a company owner.

Within the EURES (EUROpean Employment Services) basic qualification, there is half a day on the issue of “How can EURES assist employers”. Within their basic qualification, EURES employees generally deal with soft skills:

- intercultural environment
- project management skills (identifying needs and issues of a given context, managing teams and time)
- project management for recruitment projects
- marketing EURES

EURES-advanced training has been designed to support the development of 'business thinking' and increase commercial awareness. It deals with questions of how to advise employers, and wants to create a business mind-set towards employers.

## ANALYSIS OF THE CURRENT SITUATION IN THE CZECH REPUBLIC

### Detailed analysis of labour office work organization, specially counselling department

Service of all labour offices are in Czech Republic aimed to counselling and they are free (gratis). All labour offices have a similar structure: Counselling department (COU), Mediation (job-search) activities depart. (MED), Labour market analysis depart. (LM), Control inspection depart. (CI) and Economy department (EC).

#### Labour Market department (LM):

LM make database of employers and vacancies. LM dep. use written and personal contact. The most important employers monitors each labour office from the viewpoint of increase and decrease.

Evidence, distribution and advertising of vacancies are free (gratis) for all firms.

Employers are motivated to a making of vacancies by special tools of "Active policy of employment" (LM dep.)

LM dep. staff do the Active policy and also various analysis and statistics of their district labour market.

Education of LM staff: secondary (5per.) and university education (2per.), with various specialization. But they have a many opportunities to add their education in special labour office staff courses. (LM staff: 7 persons)

#### Mediation (job-search) department (MED):

Staff of MED department are making database of job-seekers. Med staff offer them vacancies from LM department database.

Education of MED staff: secondary (2per.) and university education (21). All advisers have "An entry workshop for new employers" (V-O), "Basic social-psychological training for job mediators" (S-2A), "Action with clients in a problem situations" (DK-1), "Vocational counselling" (S-11), "Group work" P-S and other courses (A list: Labour Office staff training )

#### Counselling department (COU):

COU department provide information service to job-seekers, disadvantaged people ( A list: The Guidance at Labour Office). Methods: interviews, special psycholog. tests, group work activities, PC job search programs and other PC programs (curriculum vitae, various applications,...)

MED and COU departments cooperate intensively. When a mediator have a client, witch can not find a job or is passive, offers him some of the counselling programs (A list: The Guidance at L.O.)

MED and COU departments cooperate with respect to employer`s requirements - selections of competent clients with participation of employer. There are employer/client interviews realised at the Labour Office.

Education of COU dep. staff: secondary (2per.), university education (4) plus special training courses (A list: Labour Office staff training) of Ministry of Labour.

Principal differences between MED and COU is from the viewpoint of time for an individual work with client. Mediators have 300-400 clients. It is on average 15 minutes for client. But it is very individual. The mediator discuss with a client sometimes only several minutes, sometimes more then 30 minutes. MED department offer

to client only basic information and do mainly administrative ( database of clients, calculation of unemployment benefit ...)

COU department do none administrative and work intensively and individually with client to weigh up the all options and circumstances of his/her life situation - health, education, personal competences...

It is an individual work with using all information resources ( databases, flyers, EURES and other PC programs,...).

Vacancies database - use mediators and counsellors. 3 times a week is realized a special work meeting (about 30 minutes), where a person from Labour market (LM) informs mediators (MED dep.) about vacancies.

### EURES

From 1.1.2004 we have in Czech republic EURES service with 12 Eures advisers. These Eures advisers communicate with contact persons from all Czech labour offices. We keep the standard rules for Eures service. With Austria we have a special contract, witch helps to easier and quicker enter of Czech clients to Austrian labour market in the transitional period.

We have a special PC for Eures service. Our contact person works individually with client and offers him every necessary information (work load of our contact person for this service is 0,25).

Contact persons communicate regularly (personal meetings and e-mail contacts) with his/her Eures advisers.

### Best practice

All Labour Office staff is compulsory trained at a special training courses at three Education centers in Czech Republic ( town: Písek, Olomouc and Bohdaneč)

The list of actual courses “ Labour Office staff training” is in attached file.

The courses are different with respect to specialization of person (department).

#### Organization of training:

L.O. staff have an actual list of the courses of the ed. centers (Písek, Olomouc and Bohdaneč)

for the semester. Department managers of all czech labour offices inform the ed. centers about their interests in training courses.

The centers organize the training, witch is financed by our Ministry of Labour (accommodations, wages of lecturers and other expenditures . Only travel and food costs pay the Labour Office.

**Kay factors for successful job mediation and for successful communication between labour office and employers:**

**Job mediation key factors:** personal competences of mediators/advisers - professional approach to client, soft skills, know-how, communication skills, cooperative skills (team work)...

Technical equipment of adviser/mediator - PC, copier, ... and also a building of a labour office. Specially architectonic form of the building - place for an individual work is usually good at the counselling departments, but not so good for mediators.

**Key factors for communication with employer:** employers require mainly to make public the vacancy and find a suitable client for it. The service of vacancy making public keep very good level. Employer has a specific requirements, witch we want to meet. But any time is necessary to eliminate discrimination from employer side.

We often organize a special meeting, where employer meet our clients, witch are interested in his vacancy. It is a very soon clear, who really wants the job and who only simulate the interest because it is a condition (the law) of registration at Labour office.

In other case employer communicate with our clients in his firm and many days (very often) fill only their paper, witch confirm their activity (visiting of the employer), but nobody wants the job.

There is another important reality - many of interesting vacancy, witch exist at labour marker never "come" to labour office (managers,...). Even so it is legislative duty to make public the vacancy.

Labour office communicate with employers intensively and want to keep the service on a good level. But there is a problem ,when the vacancy are overrun. Employer do not inform a labour office, so we presume, that the vacancy is still free.

The feed back from employers is a real problem and we have no tool, how to solute it.

### **A term fitting job**

A fitting job (the employment law): work on minimally 80% of working week, work contract on minimally 3 month. Adequate job with respect to state of health, qualification, skills and transport to the working place (isolated villages in Znojmo region).

### **Labour Office staff training**

Education center in Písek, Czech republic, 2. semester 2005

V-O Entry workshop for new employers

S-1 Basic managerial skills

M-1 Managerial skills - conflicts solving

M- 2 Managerial skills - staff management

M- 3 Managerial skills - Staff assessment and development

S-2A Basic social-psychologist training for job mediators

S-2B Basic social-psychologist training for counsellors  
S-2D Basic social-psychologist training for controllers  
DK-1 Action with client in a problem situation  
S-5 Legal minimum  
SP Administrative law - administration  
S-6 Economic minimum  
S-10 Group counselling in Job clubs  
S- 11 Vocational counselling  
S- 15 Basic labour market course  
ETP Labour market economy  
SV Burn-up syndrome - action in stress situations  
P-S Group work  
IAP Training for an individual action plan advisers  
KD Communication skills for a work with client  
COMBI B Basic ICT training - work diagnostics COMBI B for advisers and job mediators  
LD Basic lector skills

4 English courses

## ANALYSIS OF THE CURRENT SITUATION IN GERMANY

### Labor market policy - actual situation

"Kein alter Wein in neuen Schläuchen..."<sup>1</sup>

Introduction, Structure, New Approach

*To make the labor market more flexible,*

*to reduce the level of unemployment among young people and*

*to improve the economical basis of start-ups and SME -*

*these are the main tasks of the Agenda 2010 in the field of labor market and economics, which we set out rapidly to enable sustained economic growth and to increase employment.*<sup>2</sup>

In Spring 2002, when the Federal Audit Court detected that the former central employment agency (Bundesanstalt für Arbeit) had sugarcoated the statistics of their placement services, a reorganisation of the authority was announced. It was to become a modern, efficient provider offering state-of-the-art services. The restructuring process as stated by the responsible parties, is in full swing. It is represented by such legal changes as "Arbeitsförderungsgesetz", "Job - Aktiv-Gesetz", SGB III and SGB II.

It is accompanied by large-scale-changes within the organisational structures.

The Hartz IV labor market reform and Agenda 2010 have affected these legal alterations to a great extent. The "new" labor market policy is based on the four laws of "Modern Services at Labor Market" (Gesetzen für moderne Dienstleistungen am Arbeitsmarkt) which are effective as of 01/01/2003 (Hartz I,II) and 01/01/2004 (HartzIII/IV) and the law on Labor Market Reforms (Gesetz zu Reformen am Arbeitsmarkt):

- First law - Framework Conditions for Rapid and Sustainable Job Placement Activities
- Second law - Regulations on Wage Cost Subsidies ("Minijobs") and One-Man-Business Models ("Ich-AG")
- Third law - Reorganisation of the Central Employment Agency to become a Capable and Customer-oriented Service Provider
- Fourth law - Merger of Unemployment Benefits and Welfare Benefits under a Single Administration

"Still the labor market agencies deal with resources on job placement to an extent which is not useful..." - this is one of the the resumes of the Institute on German Economics in its actual research (IW-Studie<sup>3</sup>). The companies would only report every third job vacancy to the authority and the majority of unemployed would prefer to find re-employment on their own account.

In 2002 a key subject of the critique had been, that the labor offices would mainly administer unemployment - and not bother bringing their clientele into payed labor.

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<sup>1</sup> Übersicht - Moderne Dienstleistungen am Arbeitsmarkt [www.bmwa.bund.de/Navigation/Arbeit/Arbeitsmarktpolitik/moderne-dienstleistungen-am-arbeitsmarkt.html](http://www.bmwa.bund.de/Navigation/Arbeit/Arbeitsmarktpolitik/moderne-dienstleistungen-am-arbeitsmarkt.html)

<sup>2</sup> "Hartz IV", BMWA 12/2004

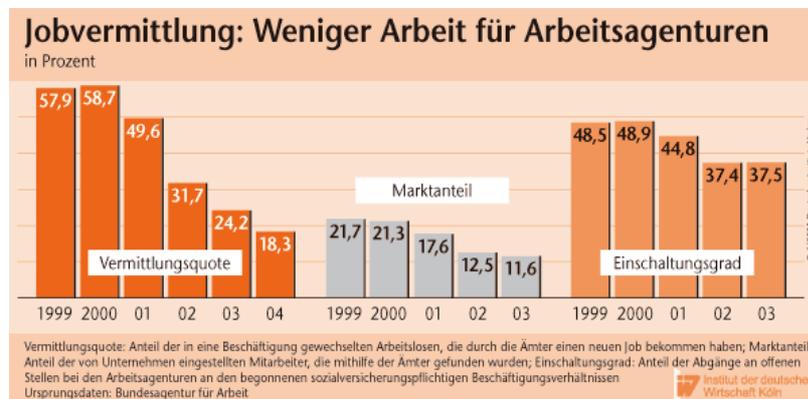
Only 10 percent of the employees were in charge of job placement services. In 2003 the central employment agency tried to thwart this critique by starting a job placement push ("Vermittlungsoffensive") to speed up and improve the process of finding employment for the unemployed:

- The regional agencies enlarged their personnel capacities and hired about 4000 people for job placement services between 2002 and 2003.
- New instruments were set up such as job profiling (matching the specific qualifications of individual unemployed persons), screening tests and interviews in which an agreement is reached on personal objectives, i.e. job placement, placement in an on-the-job training position, or placement in another type of career training program ("Eingliederungsvereinbarung").
- The employment agencies were urged to get in contact with regional employers to acquire additional openings.

It is now evident that all these activities don't seem to be successful - this is at least the conclusion of the job placement statistic figure, published by the central employment agency, below.

"Less Work for Employment Agencies"

- placing rates - market share - service demand -



1 iwd - Informationsdienst des Instituts der deutschen Wirtschaft Köln Nr. 6 vom 11. Februar 2005

The placement rate has nearly halved within the last two years: Only 18 percent of the re-employed were successfully supported by the classical job placement service of their employment agency.

The market share of the employment agencies in the field of staffing declines to a single-digit direction.

Lastly, only one of ten employees was placed by the employment agency.

3 iwd - Informationsdienst des Instituts der deutschen Wirtschaft Köln Nr. 6 vom 11. Februar 2005

Also the service demand has been reduced - to a declining extend new hire corresponds to vacancies reported by companies as well as to jobs placed by employment agencies. This fact seems to indicate a loss of importance of the employment agencies in the field of staffing.

As the IW study states, the failure of the employment agencies in the field are not only home made. It identified two developments which could not have been countered:

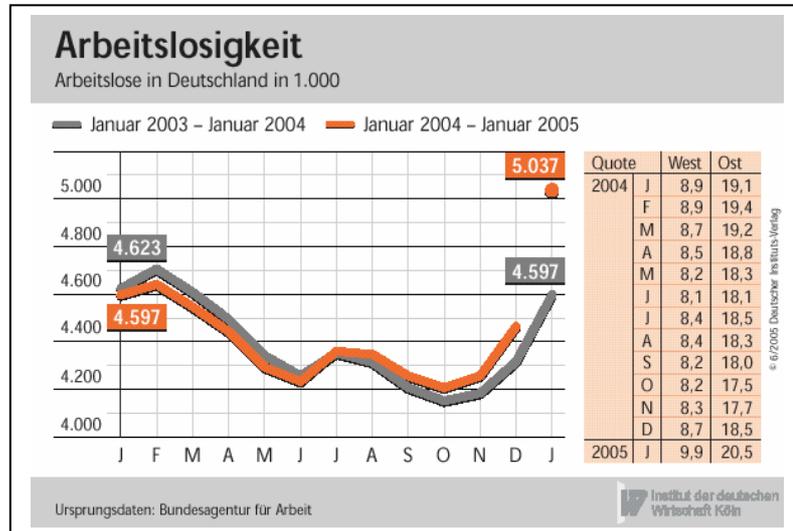
- More and more jobs require highly trained employees. Formerly these kinds of jobs have not been placed with the employment office, but rather via headhunters or third parties
- The progress of information technologies enables the unemployed to manage their job search with good success. Last year 58 percent managed their re-employment this way.
- The central employment agency also counts on the progress of information technologies with its internet job service. But if someone unemployed finds a job this way, it is not counted as a classical job placement.
- Another fact might support the increasing loss of work for the labor consultants: Under the Hartz IV scheme the unemployment benefits (Unemployment Compensation II) have been shortened. Now - first impressions often lead to the opinion that people seem to be more motivated to find a new job. Before Hartz the responsibility was left to the employment agency more often than not.

The benefits paid out on the basis of SGB III are divided in "active" and "passive" benefits. Active benefits are designated to avoid or put an end to unemployment. Passive benefits provide the means of subsistence for a limited time.

The active benefits have priority, since labor market integration is the main objective. In consequence, e.g. a training course needs 70 percent integration rate to be formed.

Job placement activities are being personalized. Target group oriented measures are disposed of. Case managers at the employment agencies are providing job offers tailored to match the specific qualifications of the individual.

In Germany the unemployment figure rose to over five million (5,037,000) in January 2005, bringing the national average to 12.1 percent (20.5 percent in the East and 9.9 percent in the West). Economics Minister Wolfgang Clement said, that the main reason for the sharp rise in the unemployment figure is the statistical effect of the Hartz IV labor market reform. Approximately 230,000 welfare recipients considered capable of working were added to the overall unemployment figure.



- Risk to revitalize a traditional picture: womens income = additional family income ("Frauen als Zuverdienerinnen")

#### Focus: Equal opportunities of women and men

Reducing the gender gap between women and men in participation and employment - as the EU country report expressly states - is one of the priorities for Germany. Germany still doesn't match the majority of the European countries in reference to female labor market participation<sup>4</sup>.

Part-time work remains a predominant feature of female employment. 84 percent of part-time contracts affect women. The last years growth of the female employment rate has been due to an increase of part-time contracts only. The volume of female employment remains static.

Job segregation: To promote equal opportunity in the labor market the vocational guidance should focus on it, early. But young German women still aim mainly for the 10 occupational fields traditionally considered female.

In Germany the gender gap does not appear in unemployment figures, it affects 18% of women 17% of men in the new federal states and 7,8% women and 8,6% men.<sup>5</sup>

<sup>4</sup> Gender equality report, European Kommission 2005, [http://europa.eu.int/comm/employment\\_social/news/2005/feb/gender\\_equ\\_rep\\_2005\\_en.html](http://europa.eu.int/comm/employment_social/news/2005/feb/gender_equ_rep_2005_en.html)

The legal title for Unemployment Compensation II deduces on short-term unemployment benefits "ALG" (Unemployment Compensation I). It is not an insurance benefit but rather a welfare benefit paid for out of tax revenues. The amount of the benefit is based on the recipient's needs and the total family ("Bedarfsgemeinschaft") income. Since it is not longer based on the last net salary received, the risk to be disqualified for women - 2/3 to 3/4 is expected - is over proportionally high <sup>6</sup>

The new labor market policy acts on the basis of "co-existence of shared needs" ("Bedarfsgemeinschaft") and therefore women are referred back to the structures of familial support. At the same time they are excluded from the instruments of the active employment policy, since without a legal title for unemployment benefits, there is no legal claim for the active services.

In the very last second of the legislative process, at least a "could"- benefit was integrated into the Hartz IV regulations, for those who would have no legal title on active service benefits. This, however, is no reason for optimism, since at the same time the strict economical demands seem to put a high priority on those who have a legal title for unemployment benefits<sup>7</sup>. In addition the "activation quota" ("Aktivierungsquote"), which defines how many unemployed individuals should actually receive any active service benefit is set at 20 percent.

Accordingly this applies to the target group of "returners" (§ 8b SGBII), 98,6 percent female, who should experience preferential treatment and affirmative action after they have finished parental or family leave.

What will be needed to meet the requirements of gender mainstreaming<sup>8</sup> is a gender analysis, a careful monitoring of implementation, instruments and resources, of access to activating services and benefits as well as gender oriented development of training offers and gender impact assessment of Hartz IV.

To overcome barriers to job placement, child care facility should be part of the service as well (reconciliation of work and family).

The situation of many young people will improve, since they will have a legal right to regular employment or a job training for the first time. With Hartz IV, young people below the age of twenty-five have a legal title to either job placement, placement in on-the-job training, or placement in another type of career training program. Discrimination of young women - as e.g. reported by the central employment agency in projects like JUMP - should be dismissed .

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5 s.u.

6 vergl. "Frauen Macht Arbeitsmarktpolitik..." Arbeitsgemeinschaft Sozialdemokratischer Frauen 12/2004

7 vergl. Beschluss des DGB Bundesfrauenausschusses, DGB-Bundesvorstand 24.11.2004

8 Für die Bundesagentur für Arbeit ist die Chancengleichheit von Frauen und Männern am Arbeitsmarkt seit 1998 Leitlinie der Geschäftspolitik. „Bei allen gesellschaftlichen Vorhaben sind die unterschiedlichen Lebenssituationen und Interessen von Frauen und Männern von vorneherein und regelmäßig zu berücksichtigen, da es keine geschlechtsneutrale Wirklichkeit gibt.“ (Bundesregierung)

Gender competence should be a prerequisite for all individuals in charge of counseling, job placement and training.

On the local level<sup>9</sup> the participation rate should be monitored to guarantee the balanced participation of both sexes on each level. The equality of women and men should be documented by the parity democracy in the steering committee and the *gremia* (gender proofing/gender audit/gender impact assessment).

#### Principle of providing assistance and "encouraging employment "

##### Employment and Placement Services and Structures ("ARGE", "Option", Third parties)

*The most important objective behind the provision of a basic minimum income and intensive advisory services for the unemployed is that of overcoming long-term unemployment and, with it, the need for welfare. Those who need assistance are to be enabled as soon as possible to earn their own living, entirely or in part. The new system should both encourage and promote employment. Those who accept some kind of employment will be able to keep more of what they earn than has been the case thus far for recipients of welfare assistance....<sup>10</sup>*

While at the beginning of the reconstructional process of the central labor agency an average of 800 unemployed people was attended by one job placing servant, at last the average had been reduced to 400. Now the employment agencies announce an average of 350 short-term unemployed per service agent at the beginning of the Hartz IV labor market reform.

The long-term unemployed people and welfare recipients capable of working, who are eligible for Unemployment Compensation II ("Leistung", see fig. below) are attended by a personal counsellor as well. They offer "assistance and encouragement" to the young below the age of twenty-five at a ratio of 1:75 and to adults at a ratio of 1:150 - these quotas are forecast to be implemented successively as of January 2005.

The counsellors ("Persönliche Ansprechpartner" - see fig. below) should pilot their assigned unemployed clients ("Kunden bzw. Kundinnen"), they are in charge of coaching and job placement, arrange training ("Qualifizierung"), job counselling ("Berufsberatung"), rehabilitation ("Rehabilitation") and, if needed psychological or medical services ("Psychologischer und Ärztlicher Dienst").

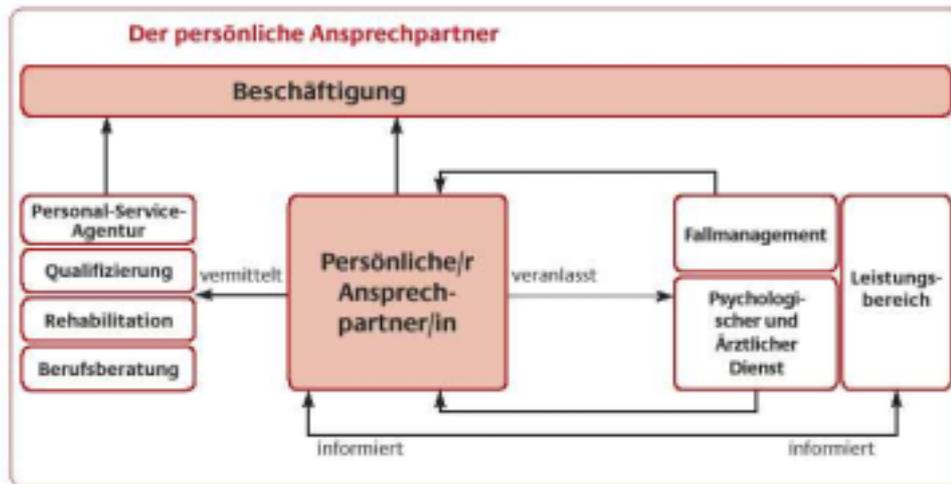
In cases where the unemployed need more intense attendance, the counselling is considered "case management" ("Fallmanagement").

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<sup>9</sup> Die Mehrheit der 15 Kommissionsmitglieder um Volkswagen-Vorstand Peter Hartz stellten Manager und unternehmensnahe Beratungsfirmen. Frauen, als Gruppe, mit besonderen Zugangsschwierigkeiten auf den Arbeitsmarkt, waren lediglich durch eine der beiden GewerkschafterInnen vertreten. Diejenigen, die die Arbeitslosenversicherung mit ihren Lohnabzügen speisen und von den Vorschlägen betroffen sind, waren dementsprechend in der Minderheit, Erwerbslosen- und Sozialhilfeorganisationen - waren gar nicht beteiligt.

<sup>10</sup> Economics Minister Wolfgang Clement's speech on Fri, 07/02/2004, [www.bundesregierung.de](http://www.bundesregierung.de)

The job placement process starts with profiling, and matching the specific qualifications of the individual unemployed persons, followed by an agreement on personal objectives ("Eingliederungsvereinbarung", see fig. below).



coaching and job placement, arrange training ("Qualifizierung"), job counselling ("Berufsberatung"), rehabilitation ("Rehabilitation") and, if needed psychological or medical services ("Psychologischer und Ärztlicher Dienst").

In cases where the unemployed need more intense attendance, the counselling is considered "case management" ("Fallmanagement").

The job placement process starts with profiling, and matching the specific qualifications of the individual unemployed persons, followed by an agreement on personal objectives ("Eingliederungsvereinbarung", see fig. below).

The profiling is defined as an analysis ("Bestandsaufnahme") for all personal skills of the unemployed individual which might affect the chances of the job search. Together personal strengths and weaknesses are explored and problem areas defined. Vocational and personal skills should come into consideration, which could open the way to find a new job. The profiling includes the state of health and fitness, motivation, appearance, mobility and family ties. The results should demonstrate the risk of long-term unemployment and which support is needed to optimize the chances of successful placement.<sup>11</sup>

The heart of the 'Agreement on Personal Objectives' ("Eingliederungsvereinbarung" - see above) is defined by the activities and measures the unemployed ("Arbeitssuchende/r") will start on their own ("Eigenleistung") to

get a job. Single steps should be set in advance. The compliance with these binding provisions, as well as the progress are to be monitored continuously. This way it will soon be clear, which measures are successful and which kind of activities miss the target. In addition, these audits will show whether the client makes a serious effort. If not, the personal coach ("Persönlicher Ansprechpartner") may reduce or cancel the 'Unemployment Compensation II'.



Additionally the 'Agreement on Personal Objectives' incorporates active benefits ("Förderleistungen") as training courses for the unemployed or measures for labor market integration, which the personal coach might deem useful. This is left to decide to the individual. It could be a short training, an occupational retraining, an in-dept counselling or a drivers school, and could also mean some help in organizing child care if necessary to get a job.

For individuals depending on public assistance, the new system wants to improve both the support and counseling services they get, as well as their chances for rapid job placement.

In January 2005 local governments (former welfare offices, responsible for welfare benefit recipients) and regional employment agencies (employment offices, responsible for unemployment compensation recipients) have started to work together as a consortium ("Arbeitsgemeinschaft", short: "ARGE"). The new structures are based upon mixed teams: The employees of the employment offices and the employees of the former welfare offices.

The employees of the former welfare offices earn a higher salary than the employees of the employment of-fices and also earn additional plus work allowance. The new ARGEs are said to be very difficult to administrate. In some cases, the staffing of the ARGE management wasn't finished in time. 12 13

11 HARTZ IV

12 "Bei uns gibt es keine Verschnaufspause" Frank-Jürgen Weise, Vorstandschef der Bundesagentur für Arbeit, DIE ZEIT Interview 31.12.04

Since some of the local welfare and employment offices could not reach an agreement on developing a joint ARGE, they established an unforeseen model by partitioning the tasks ("in getrennter Aufgabenwahrnehmung"). This affects 30 regional administrations of the Federal Republic.

A total of 69 cities and municipalities have chosen the so-called local government "option model", i.e. they opted to pay out benefits themselves and not to turn this function over to the Central Employment Agency. This model is considered an experimental approach ("Experimentierklausel") which is limited to 6 years.<sup>14</sup>

In addition, third parties are also mandated by the employment offices, as well as by the optioning local governments and ARGE's to perform job counselling and job placement.

The legal basis and financial conditions for these mandates differ, there are models such as a fixed job placement bonus for single cases ("Vermittlungsgutschein")<sup>15</sup> or a 40 percent success rate for groups (SGB III). The vocational prerequisites in the field of third party's service providers are multifaceted.

*" offering state-of-the-art services ..."*

#### **Prerequisites and Vocational Training in the Field of Placement Services and Case Management**

##### **Job Demands and Tasks Profiles**

The reorganisation of the authority is reflected by specific terms. The former "Dienstpostenbeschreibung" (job description) has changed to "Jobprofil".

The main functions are defined as follows<sup>16</sup>:

- Job placement, job counseling and integration of job-seekers ("Arbeitnehmer-Kundschaft")
- Job acceptance, job placement, job counseling for employers ("Arbeitgeber-Kundschaft")
- Assignment of job-seekers into specific action programmes, such as placement in an on-the-job training position, or another type of career training program
- Motivation of job-seekers (eg. 'Agreement on Personal Objectives' / "Eingliederungsvereinbarung")

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<sup>13</sup> "Gefördert wird erst übermorgen", DIE ZEIT vom 31.12.04

<sup>14</sup> Pressemitteilungen des Kreises zum Thema SGB II 288/2004 vom 08.12.04

<sup>15</sup> vergl. [www.bmwa-bund.de](http://www.bmwa-bund.de)

## "Typical" Education, Recruiting Approaches

The classic- three year training of the labor office personnel, in charge of job placement services is an administrative education for the so called "Gehobenen nicht-technischen Verwaltungsdienst". It has been offered at the Mannheim University (FH) since 1979, leading to double-tracked job placement competencies, as well as processing of unemployment benefits qualifications. The content of SGB III (social law) is an inherent part of the training.

As of 2002 the labor office recruitment process was opened to external applicants. ("We do need vocational experience from outside: The Mix is Best / der Mix macht's"17). Their vocational adjustment is defined as "learning by doing" and accompanied by a personal coach, who offers support and guidance within a process of specified learning steps (Einarbeitungsplan der BA18).

## Vocational Training

Vocational training - apart from business policy directives, decisions or new regulations on workflow management - have lost much of their importance and the scale of courses has been reduced during the process of labor market reforms.

The training institute of the Federal Labor Office ("Bildungsinstitut der BA") is a central organisation. Before the labor market reforms were started, the scope of training offers had been added / modified to a quite large extend by the hierarchially lower State - Labor Offices ("Landesarbeitsämter"). The local and regional labor offices ("Regionaldirektionen") had organized additional training defined and selected by their specific wants and needs, as well.

Nowadays training in the following fields is offered 19:

- IT training
- Co-operation of processing and labor market inspection
- Controlling
- Processing of unemployment benefits
- Basic Competencies on Consulting - 7 modules  
(consulting tasks of the labor office, decision-making and responsibility, dealing with problems, basic communication skills, basic psychological and methodical consulting skills, planning and managing group events)
- Training modules for job placement
- Customers Relations
- ARGE training

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16 Quelle BA

17 Pers. Gespräch Gerhard Wenz, Bereichsleiter Vermittlung, Marburger Arbeitsagentur

18 siehe Anlage: AuF, Aus- und Fortbildung in der Bundesagentur für Arbeit

19 Quelle BA, 17.03.2005

## ANALYSIS OF THE CURRENT SITUATION IN FRANCE

### ANPE National Employment Agency ( LABOUR OFFICE)

ANPE civil servants are organized according to a classification frame that has been « up-dated » in 2003 through a new status. (Annexe 1).

The adviser or reference adviser will fulfil as any other ANPE agent (technician, financial manager, operational executive, in charge of « employment project and general manager of the agency), a unique mission « the placement of unemployed clients , bring employment solutions for unemployed.

#### 2 types of sectors:

- Management support
- Adviser towards employment (the type of job we're focusing on)
  - The definition of contents for each job identified in the « advising sector » is reported on « activity reference books ». (Annexe 2)
  - The jobs of employment advisers and reference advisers » are composed of 26 activities. Among them a certain number are at the « heart » of polycompetences required for the majority of jobs
    - Offers recollection
    - Job and working situation analyse
    - The advising interview
    - Services proposal
  - Some specializations can be developed such as:
    - Accompaniment of clients with particular difficulties
    - Recruitment by simulation
    - Partnership animation
    - Personalised placement (new formula for job placement after redundancy for economical reasons. ;Advisers recruited from July 2005 will ensure their come back into the labour market within 8 months.

#### the Employment Adviser

Activities are grouped around 2 main fields:

1. To help job seekers to find a job
2. To answer enterprises demands

## To help job seekers to find a job

### The first welcoming

- Welcoming: first information, appointment, and registration on job searching workshops.
- Information: OD services, internet access, CV implementation, trainings

Guidance :Interviews with advisers, enterprise creation AFPA , CAP EMPLOI

The first interview (duration ½ an hour):

- Diagnose: Frame tool on computer and shared analysis towards proposal.
- Prescription of services and activities : workshops, assessments, accompaniment : , accompaniment, for job searching or professional project designing , individualised social accompaniment, making appointments with specific organisations such as for example with a psychologist AFPA( Association for Vocational training of employment service , COTOREP or CAP EMPLOI for disabled workers.  
or
- To be put in relation with job offers in accordance with the person's professional profile
- Designing of the personalized action project ( PAP) , signature and validation with the unemployed and agreement for a « following on » appointment between 2 and 6 months .

### Organisation to answer to job demand

Unemployed clients are followed and supported by teams built around professional sectors (ex : logistic and transports, commerce and trade, , health and care)

Each single demand is transferred to Job portfolio ROME (Jobs and offices Operative guide) corresponding to NAF codes (enterprises economical reference guide)

According to the number of staff, 1 or 4 teams are organised where advisers are working by pair. Advisers and reference advisers have folders of unemployed persons they will receive and interview in order to follow and support them in their job research.

They can develop themselves this task consisting in-group or individual accompaniment offering specific services such as assessment in the workplace or vocational training or he research of targeted job offers. .

- *External professionals agreed and accredited at regional level can also implement these tasks. Then a contract is signed with local agency to achieve these missions.*

In order to check the impact of these activities, each adviser or reference adviser must pay attention to his folder evolution (with the software« Management of the demand »).

### Qualification:

- For each unemployed client registered in a specific job ( ROME) for which he has got the competences (accredited qualification
- He s still looking for a job
- He his registered in the right category (full time, part-time, temporary work)
- Evaluations

- Questionnaires for needs survey
- Group information about employment measures,
- Recruitment for job offers and vocational training
- He also has to deal with administration tasks of his folder (changes of categories for employment demands, cancelling of registration, trainee's wages if the person enters a training course, any other information.

The aim is to be working on a « live folder » .The adviser is helped in this task by the 3Management and support team »

Three levels of services are offered to unemployed clients:

- Free access services for those who seems to be autonomous in their job research
- Punctual support for those who need support through an assessment of their capacities or a workshop for a specific point as for example to know how to make a CV
- Accompaniment for a regular and targeted support (employment, project, balance of competence...) in relation with the starting diagnoses or the following made by the adviser.

#### **A database « information » on the labour market**

Advisers gather information from enterprises they visit and collect them in a labour market, that is accessible to advisers and partly to job seekers.

#### **Answer enterprises expectations**

The adviser and reference adviser dedicate at least 20% of their working time to enterprises visits and share them by professional sectors). Each pair team can also share, within the professional field, enterprises by geographical territory.

The relationship with enterprises can be mainly developed through visits in companies or phone contacts or employers meeting in local labour office agency. .

In each team an adviser is everyday in charge of welcoming enterprises, collect and find answer to job offers. .

The relationship toward enterprises.

- To analyse and anticipate enterprise needs
- To analyse job contents
- To build the proposal from a shared analysis,
- To have a good knowledge of their job seekers files and recruitment policies.
- To counsel employers offering services to facilitate recruitment: recruitment by simulations, assessment in workplaces before recruitment, employment measures.

- To gather job offers, put in relation with or without pre-selection, negotiate the diffusion with employer, organize applicants reception (candidates, CV) warn the company manager in case of recruitment difficulties. .
- To take part to new employee integration offering jobs adaptation (involvement of funders such as ASSEDIC (Insurance for dole pension) or Regional Council (Vocational training) or OPCA (Organisation that collects funds from companies in order to finance continuous training for persons employed).
- To design action plans in accordance with companies needs or professional branches, ASSEDIC , Regional Council in order to reduce recruitment difficulties in some professional fields (for example: lack of qualification, bad image of the profession or bad knowledge of the jobs

#### **An adviser's typical working week organisation**

1, 5 days to 2 days dedicated to clients reception

1 day for enterprise relationship.

For the other days left it one's self individual organization, daily checking of job offers, control of the unemployed folder, administrative tasks, specific folders, following of companies action plans.

The organisation is just the same for a reference adviser. Who also have to develop transversal activities such as partnership actions, quality control; specific missions.

#### **Staff profile**

- 85 % are in Employment advisers section  
Over 86% are in contact with clients
- 71,2% of women in ANPE
- 75 % as employment advisers  
and 42% of women are executives
- Average Age: around 42 years old and 48 for executives.
- Average duration in the organisation is about 12,è years and 19 for executive categories.
- About 30% of employees work part-time. l

#### **Profile of persons recruited (2003 report)**

- Bac +2 to Bac + 6
- Recruitment through exams

#### **Internal promotion and progress**

- Through exams until 2004
- Through work experience validation, completed by specific exercises or exams to access different jobs (oral and written).

### Possibilities to obtain specific competence certificates

- Insertion and public with difficulties accompaniment
- Recruitment through simulation on computers
- Management control etc...

### Key factors for mediation between demand and offer (relation between enterprises and unemployed client)

- **The knowledge of the professional field**  
The adviser must improve his knowledge of the professional sector meeting professionals (enterprises, professional branches or unions, vocational training centres specialised in this professions qualifications.) or by taking part to forums or exhibitions or organising events in Labour office agency or outside involving other partners such as local authorities, cities or community of cities, or territories public institutions.
- **The knowledge of his own unemployed clients folder**  
He has to know perfectly his own folder identifying the clients he will be able to bring back to work in a short time by offering them job offers or adapted support services and those who will need a stronger support in their job research with more means and resources.
- **The organisation that allows autonomy, competences development and technical provisions (job offers on line, vocational platform) provided to advisers should enable their specialisation towards expertise.**

Unfortunately the increasing number of unemployed people, the permanent changes of employment measures, the lack of autonomy of some advisers , the different educational level and the differences in learning capacities of advisers must be considered as a barrier to their evolution.

### Continuous training for labour office personnel ( anpe - advising sector)

A course post -recruitment in order to support in recruitment and adviser promotion (long duration training)

#### Organisation and duration

It's divided into two parts

1. Learning and experimentations of the job in itself and assessment of professional knowledge
2. Reinforcing of knowledge

The training is developed for 9 months in 3 periods

10 week seminar (didactic courses provided by internal or external experts

10 weeks in working situation in a local labour office agency supported by a tutor  
1 week work placement in a company

The adviser should acquire two types of knowledge:

1. Techniques and process targeting « how to act »: procedures, pedagogic materials, know how to do
2. Professional culture, professional knowledge that will help him to:
  - Understand labour market functioning, social economic environment, employment policies, and human resources management.
  - Be able to explain actions and activities that must be implemented in his local labour market together with his pilot team

Training contents are organised around 4 thematic

1. Tasks of the adviser and referent adviser, the labour office orientations and its internal organisation

The active intermediation role of the adviser: employer/unemployed person.

2. The relation with unemployed clients and enterprises.
  - Knowledge of the social-economic environment.
  - Methods and tools for analysing
  - Communication
  - Interview
  - R.O.M.E
  - Discrimination et professional equality
  - Work legislation l

Services offer

- Management and following up the list of unemployed clients (Rights and duties of unemployed clients)
- Diagnose interview (establishment of a personalized action plan)
- Service offer towards unemployed. (Free access, temporary support, accompaniment)
- TIC tools (job seekers, services, collecting and diffusion of job offers, selection of unemployed clients)
- Advising interview towards companies.
- Services offered to enterprises.

3. Employment policies and vocational training

- Policies

- Measures
- Continue vocational training ( Training providers and partners, vocational training centres , programs, trainees allowances and payment rules, vocational training funders and process.

### The validation

At the end of the first six months (end of the trial period for the newly recruited) employment advisers are assessed according to their professional knowledge.

If the assessment is good they pass to attend the second module « reinforcement and development for a three month period.

- Psychological approach of unemployed clients.
- How to help and guide a job searcher in his research.
- Accompaniment towards employment
- Approaches in vocational guidance
- Accompaniment towards the professional project
- Reinforcement on service provision towards companies.

### Funding of the training course

The funding of the training is made by Labour office internal funds regarding initial training and also in the frame of competence development.

Internal social promotion is based on a professional knowledge ( know- how, and how to be) validation and on some exercises or questions mainly oral.

**Other short duration training courses for already employed staff**  
Computers, human resources, job analysis, advising for recruitment

Duration: from 1 to 4 days

Organisation:

- Resource and competence development centre ( CRDC) dedicated to 2 or 3 regions
- Small centres for specific short duration trainings
- On the work place according to the local labour office agencies needs.

The trainers who deliver the course can be permanent ( CRDC) or occasional but agreed as trainers in local agencies.

**Contents:**

Regional Human resources managers departments design contents, by permanent CRDC trainers from the Local Progress Plans ( PPL) and the Competence development local plan ( PLDC) established each year by local Labour office agencies and centralised by Regional ANPE directions.

**Funding Budget** provided by year by the State

**ANALYSIS OF THE CURRENT SITUATION IN HUNGARY**

## ANALYSIS OF THE CURRENT SITUATION IN ITALY

### The reform of Employment Services

The reform of the Employment Services in Italy, is a process that was begun in the late Nineties, one that is still undergoing transformations and new changes aimed at increasing the role played by the Public Employment Services within the context of a “job placement” system that involves an ever greater coexistence on the part of public and private players.

The reform of these services, which began as previously mentioned in the late Nineties, must be seen in the larger context of the general process of reform in the area of public administration in Italy inspired by a new culture of efficiency and effectiveness in order to better serve the citizens - users.

Under the current laws the various Public Employment Service offices, like the rest of the services provided by the public administration, are to be organized and considered as customer-oriented services by means of which it is possible to support professional choices, reduce waiting time when seeking employment or workers, promote access to training courses, upgrade the resources / skills of disadvantaged individuals and foster the process of integration and cooperation between the training system and the business community.

Moreover, the progressive liberalization of hiring procedures, a process begun in 1991, has involved a significant redefinition of its activities for the Public Employment Service due to the failure of what for over forty years had represented its central function, i.e. satisfying requests for personnel “in numerical terms by category and according to professional qualifications” as communicated by employers.

Recently Italy has witnessed the introduction of a sort of second thoroughgoing reform, one that has substantially changed the overall picture in the world of employment services, upgrading among other things, the role of privately provided services.

The overall scenario defined by the work reform legislation, the so-called Biagi Law, makes it quite clear that a process of coordination and regulation has begun in regard to both the public and private operators in the job market; Law 30/03 (the Biagi Law) and the implementing decrees confirm an opening up vis-à-vis new and different subjects, both public and private, who may work in the field of employment and job placement for various categories of users.

This law, in addition to changing many job contracts and introducing new ones, is intended to address the new job-placement services.

An open system in which public, private and private-social structures operate, connected together in a network that constitutes a sort of continuous national job exchange .

The new services model that is beginning to emerge represents the realization of a concept of “active coexistence” in which the public and private sectors operate with a clear knowledge of both their own role and that of the other, getting beyond the paradigm of two systems based on the role of supremacy and control of the public over the private, and a role of a subsidiary nature, in which the public system transfers to the private one those parts of the market that are commercially exploitable and keeps for itself the parts of no interest to the private sector.

The desire to overhaul the job placement market, to promote training policies and to focus on integrated services, underlies the determination on the part of the public sector to be actively present in the job market in order to offer a complete service to both the people seeking employment as well as the business community and, by extension, the local economy.

One could say that modernization of the employment services sector in Italy, at least from a legislative point of view, has been achieved in three “historical” stages and has been pursued in order to achieve three quite distinct but complementary objectives:

- between 1997 and 1999 they formalized the structural reform of the public bodies that controlled the job market. Legislative Decree No. 469/97, the DPCM’s (presidential decrees of the council of ministers) regarding transferring the human and structural resources and regional laws designed to implement the law defined the new organizational set-up, i.e. the “regional job placement systems”;
- beginning in 2000 the functional reforms of the employment services were set into motion. Legislative Decree No. 181/00, including subsequent modifications and amendments, Presidential Decree 442/2000 and, finally, the regional implementation regulations undertaking the redefinition of job placement from an “administrative function” to a “public service”
- Law 30/2003 (the Biagi Law) confirmed and promoted the opening up to “private job placement” services, fostering a system in which there coexist public job placement and employment services side by side with private ones.

The Biagi Reform defines an employment market in which authorized public and private operators carry out their activities in a spirit of healthy competition and rivalry.

Legislative Decree No. 276/2003 renders operative the employment services reform, expanding the ranks of the traditional public operators (the Employment Centers) to include the new **Employment agencies** and the other authorized operators. The goal is to create a coherent system of tools in order to guarantee the transparency and efficiency of the employment market, thanks also to the intercession of the National job exchange. The employment agencies are entities that have been authorized by the state to carry out the following activities:

- provision of jobs
- mediation
- finding and selecting personnel
- fostering professional reassignment

A process of accreditation on the part of the regions is also called for, one which will enable the agencies to operate on a regional level and participate in the network of the employment services.

The employment agencies that are authorized or accredited must be registered in a special professional registry at the Ministry of Labor and Social Policies.

## The Employment Centers

The Employment Centers (Services for public employment) operate on a provincial level according to guidelines dictated by the regions. They have the mission of improving the possibilities of access on the part of the unemployed to the world of work and of assisting the business community, fostering a convergence between supply and demand in terms of jobs. The employment centers offer a series of services catering to both workers and businesses:

- registration
- orientation
- fostering a convergence between supply and demand in terms of jobs
- pre-selection
- consulting with the businesses
- assistance for disabled and disadvantaged people

Legislative Decree No. 181/2000 and the subsequent modifications to Legislative Decree No. 297/02 establishes the first “General guidelines for the employment services with the goal of preventing long-term unemployment”. Based on the first two EU guidelines, it is incumbent upon Public Employment Service offices to offer:

- 1) an “orientation interview” to the young people and adolescents within six months of when they became unemployed,
- 2) a “proposal for participating in initiatives promoting reinsertion into the job market or training and/or professional retraining”, catering to
  - a) women trying to get back into the workplace, not more than six months from the beginning of their unemployment,
  - b) long-term unemployed and jobless people, but out of work no more than twelve months,
  - c) unemployed people receiving social-security benefits, out of work no more than six months.

It must be remembered that, whereas refusing to accept a job distinguished by certain characteristics leads to loss of the previously referred to status seniority, failure to even show up for the “orientation interview” will lead to a person completely losing his classification as unemployed.

## The organizational model

The number of people working in the area of the Public Employment Services has significantly increased in recent years, reaching a total of around 15,000 as of December 2003. This development reflects, at least in part, the needs that have come to light and the necessity to be able to dispose of a more appropriate number of professionals and workers. The largest share of such people are working in the employment centers (11,200 people, including employees and other people with various other employment conditions).

The high percentage of personnel with non-standard contracts (32.3% overall, but 36.5% in the employment centers) appears to bear a clear correlation to the higher level of services provided.

An examination of the distribution of the workers in the various facilities that compose the employment services system, however, reveals significant differences between the various geographic areas of Italy. The South and major islands reveal a particularly significant concentration of staff at the level of the Employment Centers; in the Northwest, on the other hand, an effort has been made to significantly reinforce the provincial facilities (which account for over 43% of the personnel compared with a national average of just 27.5% at this particular administrative level); in Central Italy and the Northeast it's the regional level that has percentages of personnel over the national average and, finally, it's once again Central Italy that has provided its operational facilities with significantly elevated percentages of personnel.

Taking a closer look at the composition and performance of the networks, one can confirm that the by now well-known instructions regarding the integration of the various public bodies involved in the provision of employment services (employment services, public administrations, scholastic and training systems, socio-health facilities, private operators and the so-called "private social" operators") have been largely assimilated and universally accepted. People everywhere have understood the importance of the relational logic, from the achievement of greater efficiency in the provision of services, to the realization of more qualified projects and the provision of a range of services suited to the real needs of the users/customers, with the multiplication of points of access to the service; from the exchange of resources, even if only informative, to the improvement of the service image, with the consequent legitimization vis-à-vis the local manufacturing community.

In general, the process of modernizing the procedures, although still far from being applied homogeneously right across the board, is making great progress, especially in the facilities in which preliminary plans of a strategic and organizational nature were prepared beforehand by means of: gathering and processing data, market research, careful analysis of work tasks, feasibility studies regarding the adoption of "solutions" that had been successfully implemented elsewhere, the definition of performance standards and operational procedures for the achievement of the same.

From a purely organizational point of view one tends to prefer, instead of the traditional hierarchical-functional structures (in which the services are provided as if independent from one another, with poor horizontal communication and coordination), the so-called "matrix-type", with a positive impact in terms of flexibility, adaptability and speed of response to market demands and challenges.

As for the Regional employment agencies (ARL's), operational facilities with planning and technical assistance functions, when it comes to programming and monitoring the employment services, one has been able to observe that they reveal quite different and heterogeneous characteristics on a national level.

### **Professional skills required**

In the monitoring reports, compiled by Isfol, in regard to the progress achieved by the employment services, the professional needs expressed by the Employment Centers were highlighted. They were judged to be lacking at first and in part in regard to the professional figures capable of providing services to the public, i.e. orientation experts, experts at evaluating skills, business consultants, workers specialized in bringing together supply and demand, pre-selection people, tutors and job trainers, cultural interpreters and mediators, and legal con-

sultants and experts in back-office activities (data entry operators; computer experts capable of managing databanks and software, clerks to be used in administrative services).

This list of requirements, by now partially obsolete, can be extended to include the needs expressed at a regional and provincial level and by the operational facilities which emphasize the shared characteristics and specificities of the various entities that compose the employment services system.

The list of professional needs appears rich and varied, but it would perhaps be worthwhile to mention that, along with the indications regarding requirements of a technical-specialized nature and of an administrative character, it has become clear that it is necessary to provide the employment services - especially at the regional and provincial level - with figures capable of directing and coordinating their activities.

More specifically, on the regional level one observes a conspicuous need for experts in the areas of programming and planning. But there is also a lack of administrative personnel and people with specific management skills.

At the level of the operational facilities there is a clear need to bring onboard competent people with management duties (especially in the case of regions like Lazio and the Marches); experts in the fields of programming and planning; technical people with sound skills and know-how in the areas of information technology (particularly when it comes to the management of databanks), statistics, jurisprudence and all fields related to the job market in general. In this case, as well, there are plenty of indications regarding the need to provide these offices with personnel capable of carrying out secretarial work and the sort of tasks involved in personnel administration.

Regarding the lack of professionals in the provincial offices, one notes a particularly urgent need to take onboard people capable of performing the general coordination functions for the offices themselves and in regard to specific spheres of activity. One also observes the need to recruit experts in communication and marketing; local development agents; and personnel capable of carrying out monitoring activities, determining training needs and analyzing company needs. Another important factor is the need for highly qualified people with skills in the areas of statistics, the job market, jurisprudence (primarily because- they explained to us - enforcing / managing the new laws regarding the job market requires a sound knowledge of rather complex mechanisms), planning and managing services. They also complain about the shortage of expert personnel regarding a host of specific issues, for example, compulsory training subjects, specific job placement, placement of disadvantaged people and pre-selection.

There is also a consistent demand for IT experts and computer operators for the management of databanks, networks and websites. A great deal of feedback regarding the necessity of providing the provincial offices with administrative personnel is also received, with specific reference to the management of financial resources and accounting / bookkeeping activities.

### **Training the Employment Services personnel**

The new image of the employment services, the fruit of the full implementation of the reform, should manifest the configuration of a multipurpose selection of human services which serves individual citizens according to their specific requirements, expectations, needs and skills, in accordance with a model that, although focused on single individuals, is characterized by a conspicuous orientation toward the dynamics of the job mar-

ket and the supply-demand equation, the socio-economic aspects of the local area and the target users themselves.

This new dimension requires the availability of new professional figures that are autonomous and capable and, by the same token, the complexity of the job market calls for professionals in the employment services who are able to make the best possible use of the transversality and coordination of all the services, to manage the networks - relational and with other interlocutors - to get to know the users and their needs, to know how to negotiate, work on a team, to be able to evaluate the quality of their own performance, to be able to use new technologies and information technology systems and, finally, to be familiar with the laws and dynamics of the local area in which they work. The goal of the training, therefore, is also to create conditions that limit the risk of accumulating personnel with perishable skills, the risk of fragility and marginalization in the face of the evolutionary dynamics of the job market.

If, in the beginning the training was frequently proposed from above as part of an approach that did not always respond to the needs of the users, the local area and the personnel, characterized by contents featuring a broad range of information generalized in order to apply to the entire system of services, today the training projects and programs take into account the various aspects and requirements, responding to questions like:

- which services are important to the users;
- which skills are necessary in order to provide the above-mentioned services and how should they be determined;
- how can the personnel be made to acquire the skills necessary for offering competitive services and, subsequently, how can they be assessed and evaluated;
- how should new training curricula be developed and new and optimal methodologies of evaluation;
- how should training results be evaluated (the reactions of the participants, the changes in behavior, the impact on the organization) and, moreover, how to get to know the personnel, investigating, whether they request it or not, their willingness to be trained.

The contribution of the European Social Fund (ESF) played a significant role in promoting the growth of the employment services system and the overall improvement in terms of the quality of the services provided, regarding both the expansion of the locations and structures of the employment centers, their accessibility and the augmentation of information technology equipment, as well as the reorganization of the work and the acquisition of new specialized professional skills.

Measure A1 of Qcs Objective 3 and Measure 3.1 of Qcs Objective 1 contributed to achieving the priorities and the orientations of the European strategy for employment, aimed at “*modernizing and reinforcing the institutions of the job market, in particular, the employment services*”. Accordingly, a *proxy* of the results of the above-mentioned measures is represented by the degree of completion of the revision procedure regarding the registry of unemployed people (as per Legislative Decree No. 181/2000 and subsequent modifications) which up to this point turns out to be 65.9% completed.

The contribution of the ESF played a significant role in promoting the overall growth of the Employment Services system especially in terms of:

- improving the Employment Center offices in terms of structure, accessibility and furnishings;
- increasing information technology and network equipment;
- overhauling the work associated with the services;

- implementing new specialized competencies, especially in regard to the most innovative services such as orientation and bringing together supply and demand;
- the comprehensive improvement in the quality of the services.

From the very beginning the process of reforming the employment services was accompanied by actions aimed at implementing the system by means of training initiatives, information campaigns and consulting support. The first time it was implemented the Caravelle Program was applied to the regions in Southern Italy even before the Ministry of Labor had carried out the transfers of human resources to the regions and for this reason it constituted the first, major attempt to raise awareness and provide detailed information regarding the new employment services.

Since 1997 the regional and provincial administrations have undertaken numerous activities aimed at supporting the process of reform, primarily by means of contributions from the ESF, but also drawing upon the resources available through other regional and national funds. By means of these initiatives they have endeavored: to facilitate the convergence of supply and demand in the job market thanks to the acquisition, on the part of the operators, of new skills associated with new functions and services; to transform, on the logistical, operational and organizational level, the regional and provincial facilities responsible for the planning, implementation, monitoring and control of the new employment service offices; and to integrate the various different administrative levels, coordinating them and rendering them synergetic.

When it comes to the structures themselves, the interventions undertaken by the provincial administrations fall primarily into two distinct categories: those aimed at the remodeling and modernization of the facilities; and those aimed at moving the operations into new offices, a strategy that sometimes involves purchasing a new facility on the part of the provincial administration. A logistical transformation of this magnitude must be accompanied by a major reorganization of the work, a task that has fallen primarily to the personnel of the employment services offices. An ongoing investment in terms of training and requalification regarding the skills of both the staff and management has characterized the entire process of constructing the new employment services and getting them operational. The evolution of these interventions, in terms of modulating the training selection, the contents and methodologies, depends upon an increased need for specialized skills, necessary for providing the sort of custom-tailored services that are congruent with the demands of the local job market.

The ESF consistently supports efforts to bring supply and demand together in the job market and the national system of the employment services.

In both Qcs Objective 3 and in Qcs Objective 1 one encounters a specific objective designed to foster the implementation of a preventive approach that involves a significant improvement in the convergence between the supply and demand of jobs and greater access to the employment services on the part of women, young people, immigrants and the physically challenged.

Therefore, the types of action that will be taken involve:

- reinforcement of the system, i.e. the human resources and facilities responsible for the employment services;
- implementing and constantly updating the informational services;

- making available suitable instruments of contact in order to take over the functions deriving from the institution of compulsory training;
- the requalification of the personnel destined to work in the employment services offices;
- fostering the hiring of new personnel for a specific period of time;
- information campaigns aimed at both the citizens and business community;
- developing partnership projects between different regions;
- professional orientation initiatives;
- custom-tailored counseling services.

One of the kinds of projects that is most common within the vast array of possible actions, is that of acquiring human, logistical and operational resources. As a matter of fact, the reform of the services has revealed a deficit in terms of human resources, in terms of both the numbers and the resources necessary in order for the Employment Centers to most effectively deliver their services, as well as regarding the acquisition of the new skills required by the new services, such as orientation, registration and bringing together supply and demand in the job market. The heading “resource acquisition” is also meant to include the acquisition of the furniture and equipment for the Employment Centers as well as the required information technology equipment.

The region that has announced the greatest number of different types of projects is Emilia Romagna which, in addition to actions aimed at systems, has also developed actions catering directly to people (orientation, consulting, information and ongoing training) and accessory actions (services, information and advertising).

The contents of the activities promoted can be classified in the following manner:

- communication, information by means of various multimedial supports;
- organizational planning of facilities and/or lines of service;
- the creation of innovative professional figures within the employment services context;
- improvement or acquisition of services earmarked for specific targets: women, the physically challenged, immigrants;
- determination of needs;
- investigations and research activities: analyzing the characteristics of the companies that hire the apprentices and the way the young people perceive their work;
- methodologies for evaluating individual skills;
- support in the area of non-standard contracts;
- competence assessments of people working for the employment services;
- activities promoting services catering to both people and businesses;
- the creation of a databank regarding the professional characteristics of prison inmates;
- information for the outside world and internal consulting regarding the reform introduced by Law No. 68/99 and Legislative Decree No. 181/00;
- automated teller machines available to the users;
- studies on the supply-demand equation in the job market for immigrants;
- supply-demand job exchanges on the EU level;
- modalities for determining training needs;
- methodologies for analyzing user expectations and needs;
- organizational analysis.

The contents of the interventions regard:

- the training of service personnel;
- training-action for the personnel of the employment services;
- the requalification and ongoing training of Employment Center personnel within the context of an organizational development intervention;
- training of the social parts of the tripartite Commission;
- organizational support;
- tutoring as a way of supporting compulsory training;
- reinforcement of the collaboration with professional training personnel;
- consulting for the provision of services to the Centers;
- support for personnel and trainers aimed at the introduction of a quality system;
- seminars and conferences on professional training and the employment services.

Many projects refer to the acquisition of external resources and the kind of contract that one tends to create is not specified. The competences to be acquired regard:

- experts in ESF accounting;
- evaluation experts;
- programmer analysts;
- orientors ;
- accompanying tutors at the workplace;
- job consultants;
- business consultants;
- marketing experts;
- communication experts;
- statisticians;
- cultural mediators;
- experts in labor law;
- experts in the programming and management of Social-fund actions;
- experts in the management and evaluation of professional training.

The recipients of training and related educational contents can be broken down into those on the regional level (Regional job agencies) and those on a provincial level (Employment Services).

On the regional level:

The following types of administrative provenance have been identified:

- Arlav; (Regional Employment Agency)
- Cpi; (Employment Centers)
- provincial administrations;
- Regional heads of training schools and work policy;
- personnel;
- people heading organizations ;

- administrative personnel;
- middle management;
- executive people.

The primary contents of the training courses conducted were:

- Linguistic
- Information technology (basic and specialized)
- Area-specific technical training
- Administrative-normative (refresher)
- Economic-financial-statistical
- Structural funds-Europe
- Caravelle Program
- Transversal areas (communication, etc.)
- Other

At the provincial level:

the types of professional positions most frequented encountered:

- personnel (Employment Center; cultural mediator; for orientation; for registration; involved in vertical progressions 13);
- equal-opportunity managers;
- administrative people;
- information people;
- Employment Center managers.

the contents of the training programs were broken down into 15 macro sectors, as follows:

- 1) linguistic - includes all the categories related to foreign language refresher courses and basic instruction;
- 2) information technology - both at the basic and specialized level (for example: NetLabor);
- 3) sector-specific technical - includes all the specialized activities required by the Employment Services (training registration people, orientation people and cultural mediation people, etc.);
- 4) administrative and normative - both with exclusively administrative contents and general normative refresher contents;
- 5) economic-financial-statistical - this segment includes all the training courses related to economic, financial or statistical matters (the Peg; the balance sheet etc.);
- 6) management - includes all the training activities geared to management people;
- 7) structural and European funds - includes the training activities geared to dealing with structural funds;
- 8) Caravelle Program - includes the activities carried out in the context of the Caravelle Program;
- 9) transversal activities - this segment includes all those activities that upgrade the so-called transversal skills (communication; public relations; negotiating, etc.);
- 10) training trainers - includes the activities related to training the trainers;

- 11) quality - this segment includes all the activities associated with quality (ISO 9000, customer satisfaction, etc.);
- 12) monitoring and evaluation - includes those activities that deal with monitoring and evaluating projects and programs or parts of the same;
- 13) organization - includes the training activities that deal with organizational and managerial issues in regard to the public administration;
- 14) multiples - heterogeneous training activities that are provided in a single course;
- 15) sundry - the activities of collateral content (first-aid, fire-prevention etc.).

Of all the macro sectors identified, the sector-specific technical sector is the one that has the greatest number of training activities, amounting to 34% of all the activities carried out. Next comes the information technology sector with 23% of all the courses conducted.

Sporadically the methodology of the training activities and the training itself is carried out by means of an internship experience. Here are a few cases in point

- the personnel of the Province of Pescara participated in two internships - exchanges of experience, one with Paris and one with Barcelona in counterpart organizations;
- an employee of the Province of Modena, on the other hand, participated in a four-day internship program in France with the CIO;
- back in Italy, an internship program was offered by an Employment Center in Ravenna to some job-placement professionals from Molise who were given an opportunity to study the organization of a special service for the physically challenged;
- personnel from Bolzano participated in an internship at the Federal Labor Institute in Frankfurt.

The provincial administrations, in the majority of cases, provide training events for their own employees. In 143 cases, the Provinces conducted training programs themselves within their own facilities, while in 125 cases the training activities were entrusted to other agencies or actually farmed out to private organizations.

## ANALYSIS OF THE CURRENT SITUATION IN LATVIA

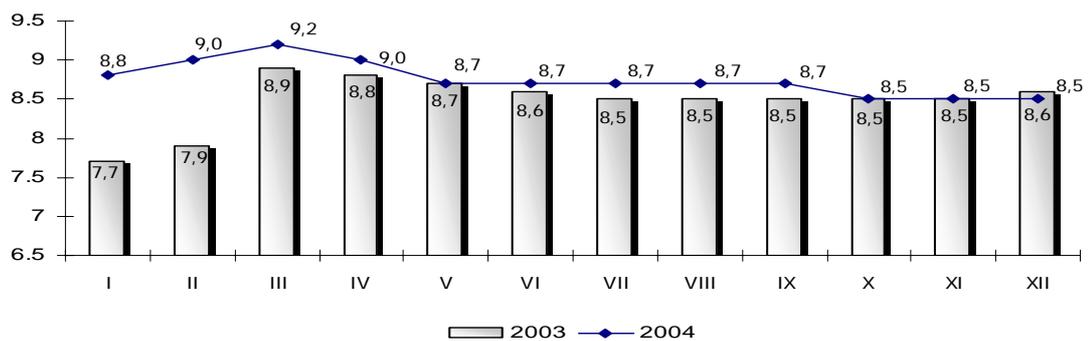
### Figures of unemployment

On December 31, 2004, the State Employment Agency (SEA) had registered 90,800 unemployed people - an increase of 249 from the 90,551 registered unemployed persons on the same date in 2003.

### Overall situation

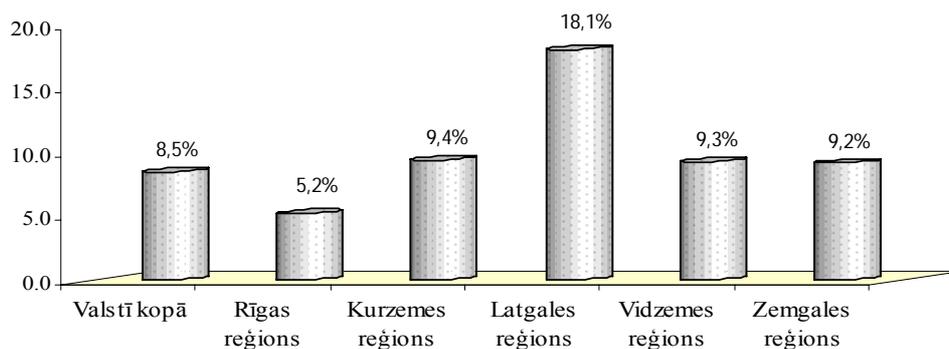
Over the course of the year, however, the overall unemployment rate declined by 0.1% because of population shifts in Latvia (there were fewer economically active persons, and so the proportion of unemployed people declined, as well). The highest level of registered unemployment during the year was noted in March, when the rate was 9.2%. In the latter half of the year, the situation stabilised at a rate of 8.5% or so.

Unemployment rate in Latvia at the end of the review period (in %)



The highest unemployment rate when measured by region was found in the eastern Latvian region of Latgale at the end of 2004. There, it was nearly two times higher than the national average. At the end of 2004, the lowest unemployment rate was recorded in the Rīga region - just 5.2%, or 3.3% less than the national average at year's end.

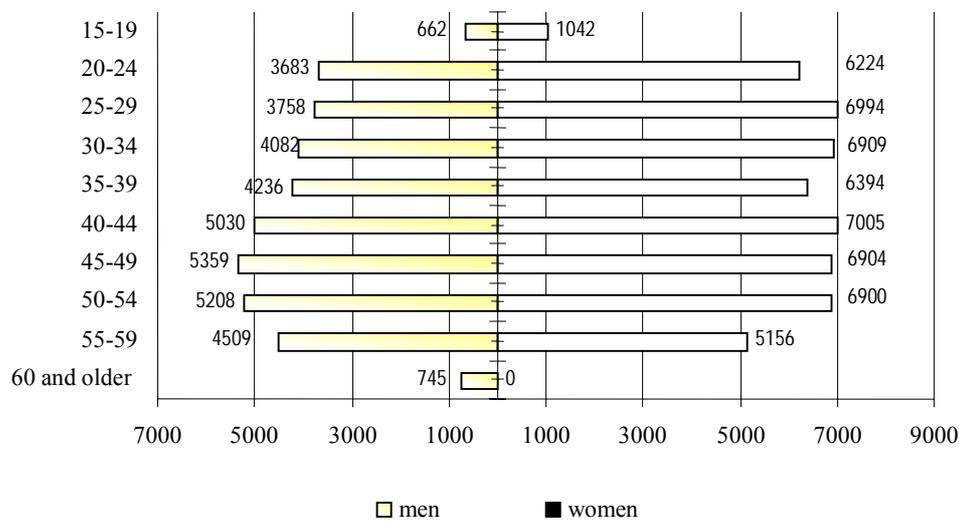
Unemployment rate in Latvia and its regions at the end of 2004



### Unemployed divided by age

On December 31, 2004, if compared to December 31, 2003, the proportion of unemployed aged 55-59 has grown by 1.4 percentage points within the total number of unemployed. The other age groups do not bear any substantial changes if compared to the year 2003

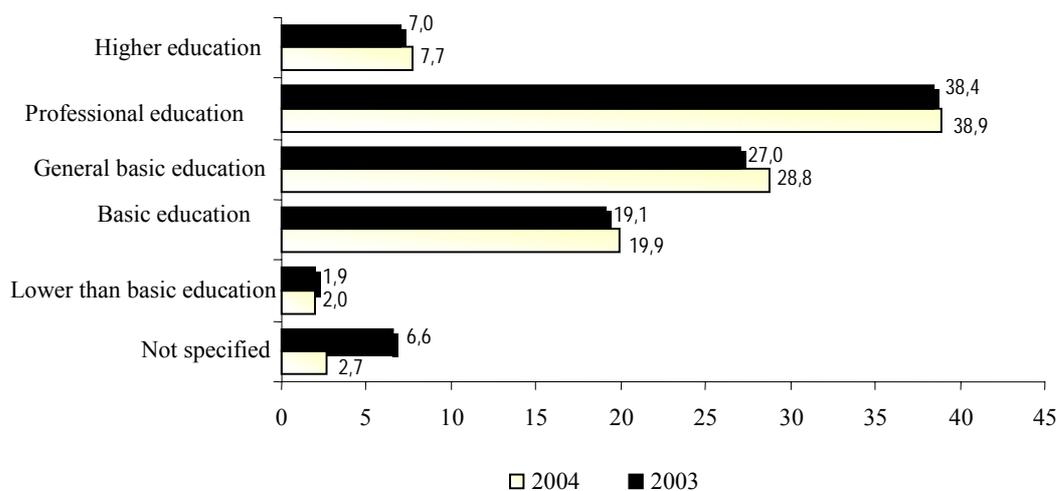
Division of unemployed by age and sex by December 31, 2004  
In absolute figures



### Division of unemployed by the level of education

By December 31, 2004, the most number of registered unemployed persons, were the ones having professional education making 35 321 persons or 38.9% within the total number of unemployed.

Division of unemployed by the level of education and sex by December 31, 2003 and December 31, 2004  
Percentage from the total number of unemployed



#### Division of unemployed by disadvantaged groups

By the end of 2004 the unemployed registered with SEA have been divided into the following groups<sup>20</sup>:

- ✓ 23 209 persons or 25,6% were registered as long-term unemployed;
- ✓ 11 611 persons or 12,8% - young unemployed aged 15 - 24;
- ✓ 3 292 persons or 3,6% - unemployed persons with disabilities;
- ✓ 562 persons or 0,6% - persons discharged from imprisonment;
- ✓ 9 871 persons or 10,9% - persons after maternity leave;
- ✓ 5 156 persons or 5,7% - pre-retirement age unemployed women<sup>21</sup>;
- ✓ 3 136 persons or 3,5% - pre-retirement age unemployed men.

#### Division of unemployed by nationality

At the end of 2004, in comparison to the end of 2003, no substantial changes in national division have been recorded. The number of unemployed Latvians has diminished by 0.5 percentage points, while the number of Russian minority unemployed has diminished by 0.2 percentage points within the total number of unemployed.

<sup>20</sup> - one unemployed can be included into several groups, e.g. unemployed can belong both to the group of long-term unemployed and to the one of young unemployed aged 15-25.

<sup>21</sup> - persons who have not more than 5 years left until they reach the retirement age set by the law.

Division of unemployed by nationality at the end of the year  
Percentage within the total number of registered unemployed

	Latvians	Russians	Byelorussians	Ukrainians	Polish	Lithuanians	Jews	Roma people	Other nationalities	Not specified
2003	51,9	33,9	4,5	2,7	2,6	1,6	0,1	.	1,8	0,9
2004	51,4	33,7	4,4	2,7	2,6	1,5	0,1	0,7	1,1	1,8

### State Employment Agency (SEA)

SEA is a public body subordinate to the Ministry of Welfare. The main idea of formation of SEA in year 1991 was the implementation of the state policy in the field of unemployment reduction as well as support of unemployed and job seekers.

### Tasks

The tasks of the Agency are prescribed by Support for Unemployed Persons and Persons Seeking Employment Law and the Statutes. The State Employment Agency implements the policy in the field of unemployment reduction and support for unemployed persons and persons seeking employment:

- In conformity with its competence participates in the development and implementation of the National Employment Plan;
- Organizes and implements active employment measures;
- Helps unemployed persons and persons seeking employment to become involved in the labour market;
  - Records vacant workplaces;
  - Registers and records unemployed persons and persons seeking employment;
  - Informs unemployed persons and persons seeking employment about vacant workplaces, as well as their rights and obligations free of charge;
  - Consults unemployed persons and persons seeking employment about the issues of occupational suitability, selection of an appropriate occupation and vocational retraining free of charge;
  - Analyzes and forecasts the conjuncture of the labour market;
- Organizes co-operation and information exchange between the State Employment Agency and employers;
- Organizes dialogue between employer and unemployed persons in order to reduce the level of unemployment;
- Co-operates with the state administrative institutions, local governments, natural persons and legal persons, and public organisations as well;
- Approves work invitations for employment in accordance with the procedures prescribed by the regulatory enactments;
- Provides information conforming to the European Union's requirements regarding the unemployment situation in the State;

- Issues licenses and supervises legal persons who provide work placement services for a charge (except work placement on ships);
- Participates in the development of draft international co-operation agreements, as well as other co-operation projects, and in the implementation of these agreements and projects in the field of unemployment reduction and movement of work force;
- Performs other tasks specified in the statutes of the State Employment Agency and regulatory enactments;
- Organizes employment measures for persons studying in general secondary and professional secondary educational establishments during summer holidays.

State Employment Agency is financed from the state budget, and it get its income from the provision of services, gifts and donations, as well as from other resources in accordance with regulatory enactments. The State Employment Agency is under the supervision of the Ministry of Welfare.

#### **Mission**

The mission of State Employment Agency is to become the bridge connecting employer and employee and promoting reduction of unemployment and improvement of employment situation within the state.

#### **Brief history of SEA**

17 April 1991, State Employment Service was founded. Its centres and subdivisions were formed all over the country. A flexible system was created because offices of the Employment service were opened or closed depending on the situation changes in the labour market, changes of the unemployment rate and number of people of giving age in the particular district.

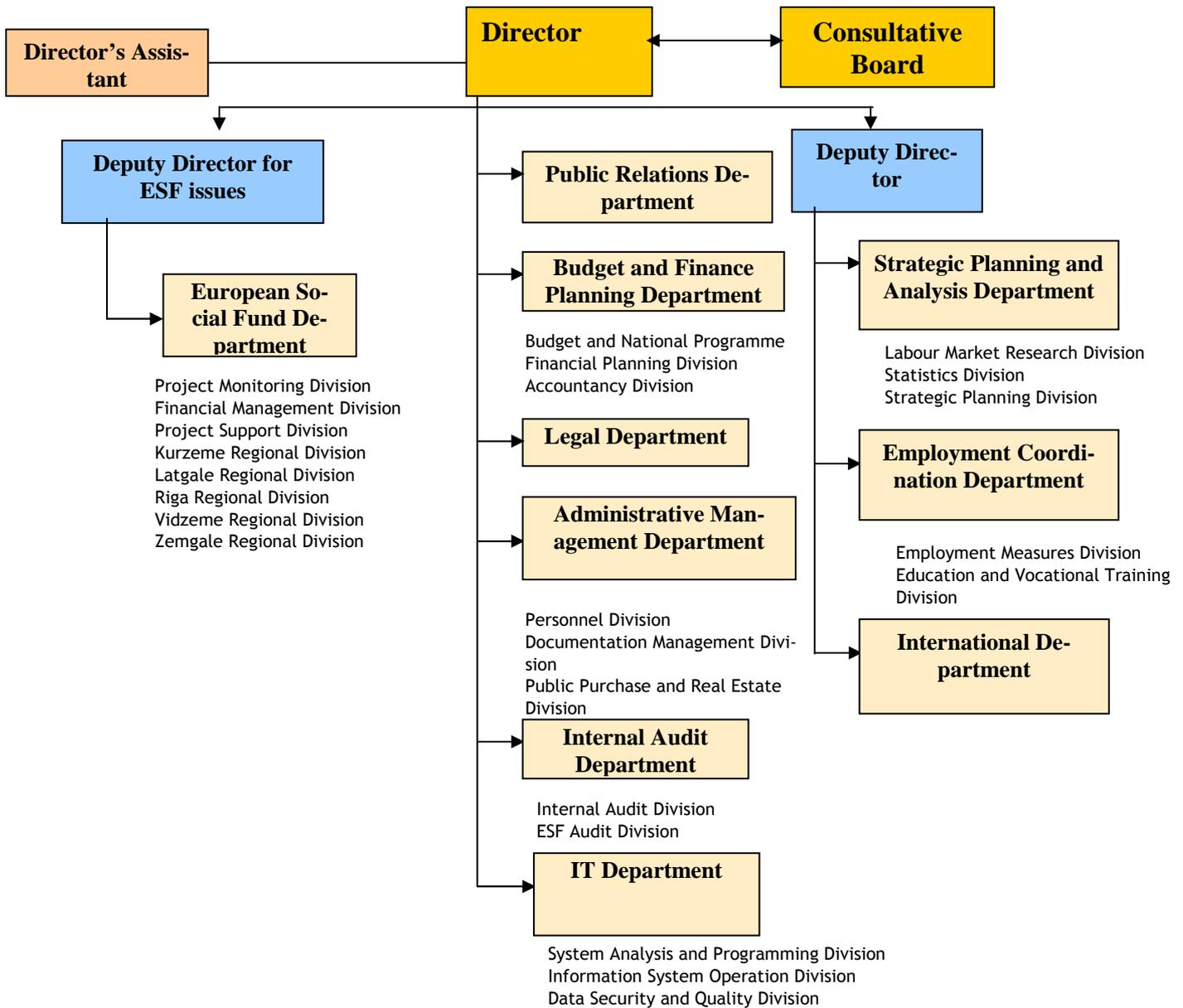
Starting form the beginning of 1999, Structure of the State Employment Service involved:

- Head office of the State Employment Service,
- 20 financially independent centres of the State Employment Service,
- 8 subdivisions of the State Employment Service,
- 38 bureaus of the State Employment Service.

1 July 1999, On basis of the state institution, i.e. State Employment Service, a non-profit organisation, state stock company „State Employment Service” was established. As it was prescribed by the Cabinet of Ministers regulation No. 303, dated 26 June 1999, the Ministry of Welfare was the shareholder and the supervisor of the state capital. BO VAS “State Employment Service” was a two-level organisation consisting of: stock company board and branch offices, in which in their turn 28 centres and 34 sectors were included. Thus all the territory of the state was covered and BO VAS “State Employment Service” could provide its services as close to beneficiaries as possible.

October 2003, reorganisation took place and The State Employment Agency was founded. It involves the board, 28 affiliates (one in each centre of district of Latvia) and 31 sectors.

Structure of SEA

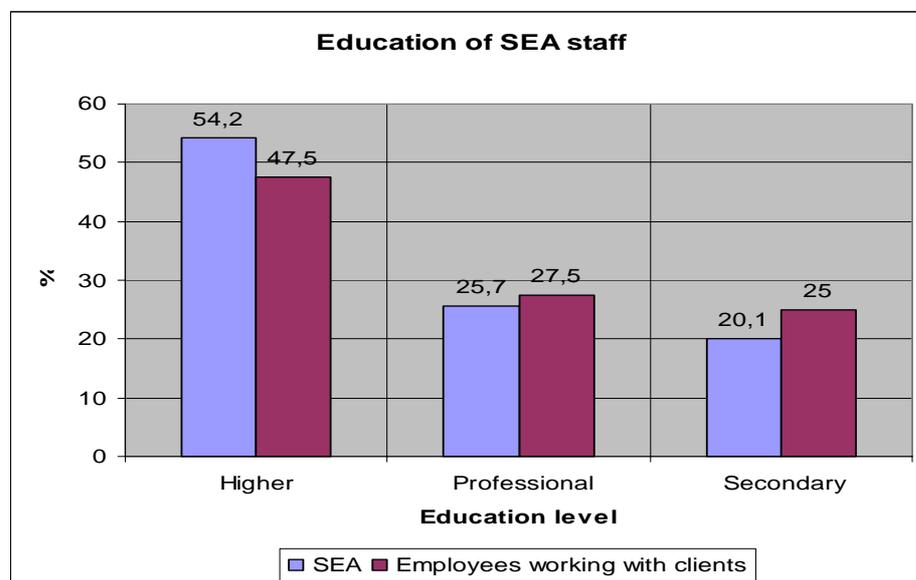


## SEA Employees

The data on SEA employees were collected in terms of their numbers. In the beginning of 2005 (1 January) there were 670 employees working for SEA. The proportion of 58 percent out of the total numbers is directly working with clients (unemployed and employers) as job counselors (employment agents and employment organizers - their official position in SEA). These 58 percent are on their turn divided in terms of duration of their working day. 47 percent are full time employees and 11 percent have a part-time job in SEA. In addition to that, 23 percent of all employees of SEA are also dealing with providing of services of SEA which include managing functions, statistical data processing, planning of finances, supervision of financial expenditures, providing of IT tools etc.

## Job demands

To fulfill the mid-term action and development strategy of SEA for years 2004 to 2007 and to raise the professionalism of SEA staff there has been a qualification requirement for higher education diploma introduced in 2004 for leading and specialist positions which include also staff members (employment agents and employment organizers) who provide SEA services to job seekers and employers. According to regulations, nearly 47 percent of SEA staff who work in SEA affiliates (local employment offices) and who provide SEA services to job seekers and employers have to obtain higher education diploma on obligatory basis until 1 September 2011. Present level of education of SEA employees can be seen in the table below:



The selection of SEA staff is carried out according to qualifications and professional competences defined as basic requirements to candidate for a position in SEA:

- Higher education diploma;
- Foreign language knowledge;
- Computer skills on the PC user level;

- A good knowledge of legislation in the field of employment;
- One to two year experience working with clients or in state/municipal institution.

### Tasks profiles

The main tasks of employees of SEA who work with clients that were established in their duty plans are as follows:

- Registration of job seekers and unemployed persons, record and registration of vacancies;
- Distribution of information to job seekers and unemployed about services provided by SEA, vacancies. Consultations about possibilities to participate in active labour market measures;
- Signing of Individual action plan of active labour market measures with a purpose to carry out professional training, retraining and improvement of qualification of unemployed persons;
- Cooperation with employers, creation of dialogue between employers and unemployed persons to decrease unemployment rate in the region. Organisation of inquiries for employers.
- Organisation and implementation of employment measures, selection of unemployed persons and their involvement in temporary paid works.

### Training

The whole training of SEA staff members who provide SEA services to job seekers and employers (employment agents and employment organizers) up to now can be divided in two periods of time. The first of them starts when SEA was created in 1991 and goes to 2005 when a sub-project in the framework of project "Partnership and capacity building of the State Employment Agency" that on its turn is a part of ESF national programme "Capacity Building of Institutions Responsible for Labour market and Gender Equality Policies and Support for Information Dissemination and Increasing Public Awareness" was approved. The title of the sub-project is "General training and improvement of specific workmanship of SEA employees and EURES managers".

During this first period of time there were no systematized long term training scheme established for SEA staff. Until autumn 2004 SEA employees could improve their professional skills according to the model of competence prescribed for their position in SEA. In addition to that, all the training for each SEA affiliate was involved in their budget. Therefore, it is problematic to collect all the information about any kind of training or courses that SEA employees participated in during the period of time mentioned. Lack of data was the reason why an inquiry was held about training of the staff of all SEA affiliates. As the result of this inquiry, it turned out that the most common training courses that SEA employees participated in were in such fields as:

- Computer Skills
- Record Keeping
- Psychology of Communication
- Personnel Department Management
- Labor Protection
- Conduct of a Business and Management

In addition to the training mentioned the respondents remarked many training courses that they participated in on an individual basis. The greatest proportion of all training records mentioned was with just one to three participants in them from all the respondents. When looking at the data for employment agents and employment organizers separately the situation is quite similar. The most frequently mentioned training courses were Computer Skills, Psychology of Communication, and Record Keeping. More specific for employment agents and employment organizers is participation in training concerning Work with Unemployed persons and Job Seekers. Notwithstanding the client orientated profile of everyday duties of employment agents and employment organizers, the same trend was obvious for this group - training courses are usually attended individually. There are no courses that all the employment agents and employment organizers of SEA would have participated in.

The situation changed in 2004 with the implementation of ESF national programme "Capacity Building of Institutions Responsible for Labour market and Gender Equality Policies and Support for Information Dissemination and Increasing Public Awareness" sub-project is "General training and improvement of specific workmanship of SEA employees and EURES managers". In the framework of this sub-project there will be a wide range training provided for SEA employees working with clients starting from 2005 and till the 31 December 2006.

The training in the framework of the sub-project mentioned will be provided in accordance with the training blocs (corresponding to the position of SEA employee in the Agency) that were approved on 5 April 2005. In the training blocs that refer to the line of training necessary for managerial positions such courses are included:

- Computer Skills
- Psychology of Management and Communication (Creation of a Team, Written Communication, Conflict Management, Negotiation Administration, Stress Management, Presentation Skills, Development of Staff Psychological Competence in the Field of Complex Communication);
- Organisation Management (Management and Motivation of an Organisation, Administration of a Strategy, Applicable Administration of a Strategy, System of Results and Fruitful Indices, Internal Audit and Control);
- Working With Groups at Risk of Social Exclusion;
- Working with VIP clients (employment organizers);
- English, German and French language skills.

In the training blocs that refer to the line of training necessary for improvement of service quality provided by employment agents and employment organizers in the framework of the sub-project such training courses are included:

- Psychology of Communication (Conflict Management, Stress Management, Effective Communication, Serving the Clients, Development of Staff Psychological Competence in the Field of Complex Communication);
- Computer Skills;
- Legislation (Work and civil relations);
- The Institutions of the European Union, Their Cooperation With National Institutions;
- The European Union (in terms of employment related questions, European Social Fund);

- Working With Groups at Risk of Social Exclusion;
- Management of Work and Life Changes;
- The Basics of Internal Audit, Control;
- Project Management;
- The Principles of Marketing;
- Working with VIP clients;

English, German and French language skills

ANALYSIS OF THE CURRENT SITUATION IN SLOVAKIA

## ANALYSIS OF THE CURRENT SITUATION IN SWEDEN

### The Swedish Labour Market

The central authority of the Swedish Labour Market Administration (Arbetsmarknadsverket - AMV) is the National Labour Market Board (Arbetsmarknadsstyrelsen - AMS). In each of Sweden's 21 counties there is a County Labour Board (Länsarbetsnämnden - Lan), to which the Public Employment Services (Arbetsförmedlingar - Af) are responsible. On the isle of Gotland, the County Labour Board has been incorporated in the County Administration Board (Länsstyrelsen).

The Swedish Labour Market Administration has the task of translating Swedish labour market policy into practice.

- To fill vacancies - Ensure that vacancies are filled rapidly and that jobseekers quickly find suitable work.
- To prepare the individual - Make it easier for people wishing to work to enter the employment sector and find the right job.
- To stimulate demand - Supplement and influence labour demand, so that work will be available in the right place, at the right time and for the right person.
- To prevent redundancy and exclusion - Prevent redundancy and permanent exclusion and facilitate the return of unemployed persons to work, e.g. by selling Working-Life Services to employers and to Social Insurance Offices.

Labour market policy shall also help to overcome the segregation of the sexes in the labour market.

The Swedish labour market has deteriorated during the past year, the number of unemployed has risen, and there are fewer vacancies available. At the end of 2004, the proportion of unemployed in the work force was 5,6 percent. There are still no clear signs of an improvement in the trade outlook, but recruitment problems are apparent for some professions (e.g. specialist physicians, pre-school teachers and craftsmen in some trades), although there are huge regional variations. Looking ahead, in a few years we can predict a serious shortage of labour within most areas owing to the large number of people who will be retiring. The impending labour shortage threatens future growth within the country and several counter measures have been put in motion.

### The agent in the labour market

The agent in the labour market shall have good knowledge's about the labour market, occupations and educations. The agent handles labour market policy applications that includes for example; moving benefits, start your own business contributions, and support to internship or vocational advancement.

The agent in the labour market have often university education or accordingly in combination with experience. The educational background often focuses on social science or behavioural science, furthermore, knowledge about foreign languages is a resource secondary to the many agents work with immigrants.

A new employed agent undergoes an internal basic education that last about a year then proceed to an internship within AF. There after, it exist the possibility for further education within the organization.

For an agent in the public sector apply individual setting of wage exist, it means that monthly salary can vary from person to person. Most agents have a monthly salary between 2300 and 2700 Euro (may 2004).

### **General information on unemployment insurance**

Swedish unemployment insurance consists of a universal basic insurance and a voluntary loss of income insurance. Unemployment benefit is provided to anyone who meets the basic conditions and a work condition or else the "student condition". Anyone over twenty can obtain unemployment benefit under the basic insurance. In order to obtain unemployment benefit under the loss of income insurance, it is necessary to have been a member of an Unemployment Insurance Fund for at least one year and to have fulfilled the work condition during that time. The Unemployment Insurance Funds decide on entitlement to unemployment benefit.

Anyone granted unemployment benefit receives a basic sum of 35 Euro, 5 days per week irrespective of previous income. Anyone entitled to loss of income benefit receives 80 percent of previous income subject to a maximum of 85 Euro for the first 100 days of benefit, and 75 Euro thereafter. The unemployment benefits are taxable.

### **Basic conditions**

In order to obtain unemployment benefit, it is necessary that the applicant:

- be entirely or partly unemployed
- be fit for work and available for work for at least three hours per day and at least 17 hours per week
- be prepared to accept an offer of suitable work
- be registered as a job seeker at the Public Employment Services (arbetsförmedlingen)
- cooperate in drawing up an individual back-to-work plan in consultation with the Public Employment Services
- be actively seeking work

### **Work condition and student condition**

Anyone who, in the 12 months immediately preceding unemployment, has worked for at least six months and at least 70 hours in every calendar month, or who has worked for at least 450 hours during six consecutive calendar months and at least 45 hours in every single one of those months, meets the work condition.

Anyone who has completed fulltime studies of at least one year that entitles to Swedish student financing and has been registered with the Public Employment Services (arbetsförmedlingen) or worked for at least 90 calendar days during a continuous period of 10 months subsequent to completion of his/her studies fulfils the "student condition".

#### Period of benefit

Anyone who meets the conditions for receiving unemployment benefit may draw benefit for a maximum of 300 benefit days. Unemployment benefit is payable only after the applicant has been unemployed for five days. The Unemployment Insurance Fund may, in certain cases, decide to extend the period of benefit by an additional 300 benefit days. Anyone who is not granted another 300 days or who has used up 600 benefit days and is still unemployed can obtain a place in the "Aktivitetsgarantin" labour market programme.

#### Summary of the labour market situation at the end of April 2005

- 5.0 per cent of the labour force, or almost 221,000 persons, were registered as unemployed with Swedish Employment Service Offices. This represents an increase of 1,000 persons compared to April 2004.
- 2,9 per cent of the labour force (almost 128,000 persons) took part in labour market programmes. This represents an increase of 24,000 persons since the same period last year.
- The total imbalance figure (unemployed persons plus participants in labour market policy programmes) totalled 7.8 percent (348,000 persons). This represents an increase of 0.6 percentage units (25,000 persons) from the same period a year ago. Compared to last month, however, the imbalance figure decreased by 10,000 persons. This represents a normal seasonal fluctuation. In seasonally-adjusted terms, the imbalance figure has increased somewhat during recent months.
- The imbalance figure for women increased by 14 percent in one year, accounting for four-fifths of the total increase in the imbalance figure. This means that the gap between the imbalance figures for men and women, respectively, continues to shrink. In April, 193,000 men and 155,000 women were unemployed or attended programmes.
- The imbalance figure amongst young people (18-24 years old) was just over 60,000, which represents an increase of 10 percent or almost 5,000 persons in one year.
- Long-term unemployment (persons who have been continuously unemployed for at least six months, or at least 100 days for young people below the age of 25) has declined by 11,000 persons in one year, and totalled 56,000 at the end of April.
- Long-term unemployment amongst young people (18 - 24 years old) dropped by 37 percent to 4,000, compared to the same period last year.

- The number of long-term registrants (at least two years of unemployment and/or participation in a programme) has increased. In April, this group totalled 37,000, which represents an increase of 2000 since a year ago.
- The number of vacant positions that were registered with Swedish Employment Service Offices in April increased by 5,000 compared to the same period last year. Demand increased primarily in the commissioned project and transport sectors, whilst the manufacturing industry reports fewer jobs. A large part of this increase is due to the fact that there were more non-holiday weekdays this April than last year, as Easter fell in March. In March and April this year, a total of 82,000 vacant jobs were reported to the Employment Services, representing an increase of 1,000 from the same period last year.
- The level of redundancy notices in April totalled 4,400, which represents a decrease from last year, when the number of redundancy notices totalled 5,100. Half of the redundancy notices related to the manufacturing industry.

Norrbottnen County, at 13.6 percent and Gävleborg County, at 12.6 continue to have the highest imbalance figure. Stockholm County has the lowest imbalance figure, 5.3 percent, followed by Jönköping and Kronoberg Counties, which report 5.6 and 5.7 percent, respectively. All counties show higher figures than last year, with the largest increase, represented by Västernorrland County with 1.1 and Kalmar County, with 1.0 percentage points.

### Living and Working in Sweden

The following information gives Internet addresses of a number of web-sites providing Up-to-date information of living and working in Sweden

#### How to Access Jobs in Sweden

AMS Public Employment Service  
 AMS Public Employment Service (Job-Bank)  
 EURES EU Commission Website  
[www.ams.se](http://www.ams.se)  
<http://platsbanken.amv.se/region>  
<http://europa.eu.int/jobs/eures>  
 Jobline  
 StepStone  
 Jobfinder  
 Manpower  
 Proffice  
 Poolia

#### Swedish Association of Temporary Work

[www.jobline.se](http://www.jobline.se)  
[www.stepstone.se](http://www.stepstone.se)  
[www.jobfinder.se](http://www.jobfinder.se)  
[www.manpower.se](http://www.manpower.se)  
[www.proffice.se](http://www.proffice.se)  
[www.poolia.se](http://www.poolia.se)

[www.spur.se](http://www.spur.se)

### Newspapers

Dagens Nyheter  
Svenska Dagbladet  
Sydsvenska Dagbladet  
Göteborgsposten  
Dagens Industri  
Västerbottens Folkblad  
[www.dn.se](http://www.dn.se)  
[www.svd.se](http://www.svd.se)  
[www.sds.se](http://www.sds.se)  
[www.gp.se](http://www.gp.se)  
[www.di.se](http://www.di.se)  
[www.folkbladet.nu](http://www.folkbladet.nu)

### Official Sites

Government of Sweden [www.regeringen.se](http://www.regeringen.se)  
Immigration, Work Permits [www.migrationsverket.se](http://www.migrationsverket.se)  
Social Security, Health and Children [www.rfv.se](http://www.rfv.se)  
Recognition of Professional Qualifications [www.hsv.se](http://www.hsv.se)  
Swedish Institute [www.si.se](http://www.si.se)  
Sweden Portal [www.sweden.se](http://www.sweden.se)  
Taxation [www.rsv.se](http://www.rsv.se)

## THE CURRENT SITUATION IN THE UK

### The Public Employment System

In the UK the public employment system operates through the 'job centres' (<http://www.jobcentreonline.com/>) system, that manage more than a third of all the job offers and demands. They can be found in every city (1.600 offices in 11 regions and 100 districts), and offer information and counselling on the training and job opportunities and social security. Since 2002 they are led by a new agency 'Jobcentre plus' (<http://www.jobcentreplus.gov.uk/cms.asp?Page=/Home>), which operates both as an employment service and social security department. In fact, the British employment services are based on the connection between placing functions and social security.

In the 'job centre' the character of the 'Client advisor' is crucial. He/she examines the requests and is in charge of the individual guidance also as it concerns the social security instruments. At a local level, there are the professional guidance centres (Career guidance centres) which operate in network with the 'job centre' and are managed by the local administrations to promote the guidance in the job market. Very much popular are also the 'Tap' (Training Access Point), easy consultation computer systems to access the information on job and training opportunities (they can be found in public buildings, schools, libraries, and in the 'job centres'). A network to facilitate the offer and demand matching between job seekers and firms, has been therefore created.

### General Information (2002)

Population (in thousands of units) 59,037

Population of working age (15-64, thousands of units) 39,009

Per capita income index (PPP) 107.4 (EU=100)

Employment rate (15-64) 71.7%

Activity rate (15-64) 75.6%

Unemployment rate 5.1% of workforce men: 5.6% women: 4.5%

Long-term unemployment rate (LTU) 1.1% men: 1.4% women: 0.7%

Geographical area(s) covered (11 regions/90 districts)

Central-Eastern England, Eastern England, London, North-East, North-West, Scotland, South-East, South-West, Wales, Central-Western England, Yorkshire and Humber. As far as Northern Ireland is concerned, it must be noted that the latter has its own independent administrative structure (unlike Scotland and Wales) which, however, has not been looked at separately with its own country report as we did with Belgium's three different regional PES. This is mainly due to the fact that its separation from Jobcentre Plus' central administration really only involves a distinction between the two with regard to localisation and administration and not the creation of a truly independent PES with its own areas of responsibility. Therefore the areas of responsibility are exclusively decentralised but still continue to report to the service's central administration. In this way Northern Ireland/Ulster's public employment service comprises a network of 35 Job Centres and Benefits Offices whose tasks basically involve providing information about job vacancies. A website was created - JobCen-

treOnline (<http://www.jobcentreonline.com>) - together with the Social Security Agency in order to make this service more effective. Services include:

- a) assistance and support in developing skills which guarantee the employability of under qualified individuals
- b) mediation between jobseekers and vacancies
- c) management of various types of benefits and allowances by the Jobs & Benefits Offices together with the Social Security Agency.

### **Main changes and developments of recent years**

Firstly it must be said that there has never really been a *state monopoly* in the United Kingdom and private employment agencies started to spring up back in the 1950s. The current practice sees the public sector publishing advertisements for vacancies identified by private employment agencies (even if no fee is paid for said service). According to current available estimates, approximately 15% of ads published by Jobcentres concern employment opportunities identified by private agencies. During recent years a series of labour laws have been approved which aim to control the activities of private employment agencies, especially with regard to employment conditions for staff. Staff are hired directly or are placed with other employers. The most recent law dates back to

2000. Extensive use has also been made of market analyses and outsourcing in order to improve efficiency levels and cut employment service costs. In most cases the provision of employment and professional training services is contracted to suppliers “working in a mixed economic system”, including no profit associations and profit-making organisations. Furthermore testing was recently started up which provided for the outsourcing of an increasing number of basic services in relation to “New Deal” programmes as well as the so-called “Employment Zones”, i.e. the areas subject to

measures to promote employment. In 2002 the government decided to merge the employment service and social security offices - formerly separate bodies - in an agency called Jobcentre Plus which reports to a single Ministry (Work and Pensions). The aim in this sense consists in creating a welfare state founded on the principle of “Employment First” for all individuals of working age. *Jobcentre Plus* currently obliges all categories of individuals entitled to benefits, to undergo interviews “aimed at employment”. Said individuals include single parents and people with disabilities as well as the traditional unemployed who submit applications to receive the benefits jobseekers are entitled to.

*Jobcentre Plus* is currently undergoing extensive reorganisation which has led to rescaling of the role played by regional offices as well as an increase in the role played by district offices. Said reorganisation is accompanied by the transfer of budget control responsibilities from central/regional bodies to local districts.

### **General mission of Public Employment Service**

*Jobcentre Plus* is the Department of Work and Pensions’ agency in charge of policies aimed at the population of working age. Said activity was launched ex novo in April 2003 and 25% of the launch of this new service has been completed at a national level. Its main goal is to provide active, personalised support for all jobseekers in

order to guarantee they receive the benefits they are entitled to. The organisation boast over 80,000 staff members and a budget of 3 billion pounds. Its main areas of responsibility at an institutional level are: matching employment opportunities (demand) and jobseekers(supply), placement; management/distribution of unemployment allowances and/or other benefits/"public social assistance projects"; assistance for disadvantaged target groups. Professional training does not figure among its institutional tasks and is instead the main responsibility of the "Learning and Skills Councils" which are separate bodies.

#### Main services provided to meet specific goals/priorities and targets/ strategies of public employment service

1. Make placement dynamics more flexible, faster and more effective in order to achieve more successful matching of labour supply and demand.

The services provided consist in *offer/diffusion of detailed information services* on various opportunities for jobseekers and employers. In this regard Jobcentre Plus works in the end segment of the labour market and handles approximately 1/3 of the vacancies on the labour market. It was decided to increase the focus of the services provided on the labour demand and to make them cater more closely to employers' needs. The figure of Account Manager was introduced for this purpose so as to manage and establish personalised relations with employers. This was correlated to the drawing up of an "employers charter" (regarding the service standards provided for). There was also a rapid increase in employer direct services, also in the form of online services ("employer direct" and "employer direct *on-line*"), allowing employers to enter vacancies by phone or via Internet. *Collection/processing of curricula/job offers and relative databases* is also important. In this sense the focus was placed on employer direct services and nowadays employers can choose whether candidates are pre-selected by Jobcentre staff or whether jobseekers should submit applications directly to their companies. All the unemployed receive advice and assistance on how to submit a job application or draft a CV as part of the extra support guaranteed to them. *As far as the setting up of online services and self-consultation facilities is concerned*: speedy modernisation was launched which provides for greater use of means such as the telephone and online technologies. All the local offices will soon be fitted with internet access points (Jobpoints) where users will be able to access the main information about vacancies using simplified tools and technology (*push button*).

#### Performance indicators (2002)

Number of jobseekers registered per year: approximately 6 million individuals of working age and benefit recipients contact Jobcentre Plus while the majority of individuals limit themselves to a temporary contract.

Number of job offers registered per year: the public employment sector handles approximately 1/3 of vacancies. Average duration of matching supply/demand (number of days from first contact to recruitment): not available given that there were problems with obtaining data following the technological changes introduced. Approximately 10% of vacancies fell into this category.

It should also be noted that the new front line service is provided by financial assessors who identify the benefits to be assigned, and personal consultants who provide work-related assistance. There are also specialised

consultants for the longterm unemployed which form part of the “New Deal” programmes and the areas subject to measures to promote employment.

## 2. Increase workers’ employability and prevent long-term unemployment

The services provided are: detailed information services; professional training for the long-term unemployed; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); within certain limits this task falls within the responsibilities of the “learning and skills councils”; personalised, consulting services/assistance/support. All the long-term unemployed (LTU) benefit from consulting services from the sixth month of unemployment on. For individuals between the ages of 18 and 25, this process precedes participation in “New Deal” programmes which offer intensive employment-related assistance and also - in the case of individuals with placement problems - provide for

employment benefits, contract jobs and professional training opportunities. On average the number of NDYP (*New Deal for Young People*) participants is around 95,000 young people per year, 40% of whom are placed in jobs without having to receive any assistance.

Participation in the aforementioned programme by the long-term unemployed over the age of 25 is provided for when the period of unemployment exceeds 18 months. If they do not receive assistance from their personal consultant, they take part in “*intensive activity periods*” which may include professional training courses. The programme was changed in 2002. Upon completion of the programme approximately 40% of participants have found employment. In the areas with a particularly high unemployment rate, services for the long-term unemployed are provided in the areas subject to private operators’ measures to promote employment which seem to achieve the same results as the “New Deal” programme. The data related to “New Deal” programmes are published on a monthly basis and are available at: [http://www.dwp.gov.uk/asd/asd1/new\\_deal/new\\_deal\\_young\\_jun2003.asp](http://www.dwp.gov.uk/asd/asd1/new_deal/new_deal_young_jun2003.asp). In addition to programmes such as “New Deal”, there are a wide range of additional professional training programmes offered by local authorities through the “Learning and Skills Councils” and in some cases by Jobcentre Plus even

though there are no complete data about the number of long-term unemployed involved or the results they achieved following participation in said programmes.

## 3. Encourage workers over the age of 50 to extend their working life

The services provided are: information about legislation, benefits and incentives aimed at encouraging workers over the age of 50 to remain on the labour market; personalised consulting services and activities through a voluntary programme called “New Deal” and targeted at individuals over the age of 50. The programme is open to those who have received state benefits for a period of more than 6 months allowing them to benefit from the support of a consultant and to have the chance to access other services (even if this programme does not include professional training).

## 4. Improve and increase the employability of women (in keeping with the gender mainstreaming programme and equal opportunities)

The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; personalised, customer-oriented consulting services/assistance/support; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.).

5. Improve and increase the employability of people with disabilities

The services provided are: diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/ assistance/ support.

6. Improve and increase the employability of workers who make use of subsidies

The services provided are diffusion of information about training/initiatives/projects targeting this category; professional training; promotion/offer of on-the-job training programmes (e.g. internship, apprenticeship, “new start” in line with the European unemployment strategy, etc.); personalised, customer-oriented consulting services/ assistance/ support.

7. Support and guide businesses with regard to recruitment and developing human resource activities

The services provided are: information (about legal, tax and administrative matters); consulting services (about legal, tax and administrative matters, financial incentives to promote employment); help with looking for staff with high professional skills/qualified staff who meet employer’s criteria, analysis of the professional and training requirements of companies on the local labour market; professional training in line with the aforementioned requirements; information and/or advice about measures aimed at unmasking undeclared and illegal employment.

8. Promote more extensive geographical and professional mobility

The services provided are: information services (regarding legal matters, accommodation, etc.) aimed at providing support for workers looking for employment in a different national geographical area or abroad; personalised services.