

"Megfelelő embert a megfelelő helyre"



## PLACEMENT INITIATIVES

# RESULTS OF THE SPECIAL INTEREST GROUP 3

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**The EQUAL program is financed by the European Union and  
the Hungarian Government**



## THE GROUP WAS FORMED BY REPRESENTATIVES OF 4 COUNTRIES:

**Ireland**  
**Hungary**  
**Poland**  
**Spain**

In addition to permanent members, a large number of temporary members were present at the transnational meetings of this working group.

**The goal** of this working group was to exchange experience regarding the placement of the unemployed, especially those with multiple disadvantages. It was planned to collect and discuss good practices regarding the placement process.

## STEPS

At the first meetings was agreed to present special initiatives and incentives related to placement, considered as a process having the following parts:

- the pre-placement,
- the placement and
- after- placement care.

Later was suggested to include good practices related to equal opportunities and diversity management in the process of placement in the participating countries

The actors involved in the placement process were grouped as follows:


- the unemployed
- the employer
- policy makers
- professionals working in the process

At each transnational meeting the group addressed the initiative and key actors in the three parts of the employment process.

## THE "PRODUCT"

The members of this special interest group have agreed to produce a **matrix of data**, which was expected to summarise those methods and practices which had been mentioned during the meetings and were related to the current Equal program.

It was agreed to structure the data collected **in function of the actors of the employment process** and the steps of the process of placement.



The materials collected were abundant, however not strictly related to the current Equal program. Some of them enlisted many placement related practices of one participating country, some others described one single larger project. Therefore it was important to discuss and decide what kind of data could be useful for the interested people and organisations. In addition was suggested to **identify main gaps and missing directives**.

At the end the decision was to include the ***summary of initiatives, incentives and best practices identified*** in this working group, even they were not part of the current Equal program. Missing directives and key obstacles/ problems became visible as well. Missing data in the matrix means, that in this group of participants no one member could identify good practices, however they could exist in their countries.

## THE RESULTED MATRIX

Key Actors in the Process of Placement	Components of the Process of Placement	PRE- PLACEMENT Initiatives	PLACEMENT Initiatives and incentives	AFTER PLACEMENT and care	Equal opportunities and diversity management in the process of placement
<b>EMPLOYERS</b>		Ireland 2 topics: Ballymun initiatives	Ireland: Ballymun initiatives	Ireland: Ballymun initiatives	Ireland: Ballymun initiatives
<b>THE UNEMPLOYED</b>		Dublin Bus	Poland:	Poland:	Hungary: Equal "Welcoming Budapest". <i>Missing directives</i>
		Hungary Initiatives related to different organisations: labour centres, civil organisations	Spain. Equal Office	Spain: Equal Office	
<b>POLICY MAKERS</b>		Spain	Ireland: community employment programs	Poland Hungary	<i>Legal regulations are set in every country but data is missing related to the implementation and efficiency.</i>
		Ireland: research, "Moving to work"	Poland		
		<i>Missing Directives: What kind of policy is needed?</i>	Poland		
			Hungary		



**PROFESSIO-  
NALS**

Formal training in related fields:  
career counselling, social work, job club trainers etc.

Spain: field mediator

Missing formal training

**Hungary**

-“patrons” at workplace  
-mentors at the labor centres

Spain: training in equal opportunities for trainers

## CONCLUSIONS

Placement initiatives and incentives show significant differences in the participating countries:

- In some countries placement is part of complex projects, in which the stakeholders of the local community are involved (Ireland) . In other countries separated organisations are working with the unemployed but the community is not or less involved (Hungary, Poland)
- There are more methods and initiatives which are aimed at improving the employability of disadvantaged groups and there are less initiatives for the work with employers (In Hungary and Poland )
- After- placement care is poorly elaborated, there are only a few methods
- In some countries the emphasis is on equal opportunities in the workplaces in others the main problem is how to reach employers and find a vacancy. Obviously this is related to the labour market demand.
- The relationship with policy makers has not formal solutions, it is difficult to realize..
- Complex and comprehensive initiatives for promoting the disadvantaged in the labour market are parts of different temporary programs. There are no data related to long terms follow –up.
- There is a need for exchange of experience between the participating countries, especially the local community involvement and the work with employers and policy makers could be a main topic of improvement.

## ATTACHMENTS

The raw materials collected during the work of this group are attached, including the contribution from Spain, Ireland, Poland and Hungary.

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Permanent members of the working group were:

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## POLAND

### Key Actors in the Process of Placement

### Components of the Process of Placement Pre-Placement Initiatives

#### EMPLOYERS

Polish instruments of labour market (in Poland there are programs realized on force of act about promotion of employment and institutions of labour markets) directed to employers:

\***Admitting grants on taking of economic activity.** Labour Office can concede jobless persons one-time grant on taking of economic activity, to cover cost of legal assistance and consultation. However, not higher than fivefold height of average salary.

\***Vocational guidance and vocational information.** It is lead by Labour Offices. It relies on giving advices employers in range of selection candidates for work positions which are requiring particular psychophysical predisposition.

\***EURES** (European Employment Service). It is web of cooperation of public employment service and other regional, national (local) and international organization, which act in area of employment; it helps employers to search employee in the countries of UE/EOG.

\***Mediation of work.** It is lead by Labour Offices. It relies on:

- helping employers to obtain employees with wanted professional qualifications;
- giving employers information of candidate for work by reason of entered job offer;
- - giving employers information about current situation and expecting changes on local labour market;
- initiating and organizing contact within jobless and employers.

#### THE UNEMPLOYED

Polish services and instruments of labor markets.  
Services of labour market:



**\*Mediation of work;** Particularly, mediation of work relies on:

- helping jobless persons to obtain proper employment
- gaining job offer;
- giving employers information about candidate for work by reason of entered job offer;
- giving information for jobless and employers about current situation and expecting changes on local labor market;
- initiating and organizing contact within jobless and employers;
- giving information for jobless persons about their legal rights and duties.

**\* Services EURES (European Employment Service);** It is web of cooperation of public employment service and other regional, national (local) and international organization, which act in area of employment;

- it enables jobless persons to access to information for example job offer in countries UE/EOG
- it supplies information about countries in range: labour market, conditions of lives, regulations of labour laws and social insurances, tax systems, capabilities of education, recognition of diploma and professional qualification
- it provides access to many others useful information which facilitate mobility on labour market.

**\*Vocational guidance and vocational information;** It is leading by Labour Offices. Vocational guidance relies on conceding of advice which helps to choice profession, change qualification, taking or change employment, in this research interests and professional talents. It also relies on:

- giving information about needed profession, labour market and opportunity of training and education;
- directing to specialist psychological and medical examination which allow to opinion about usefulness for work and profession or training specialization;
- organizing group of vocational guidance for jobless persons which are looking for job;

**\* Help in active job searching and running of Work Clubs;** Work Clubs act in Labour Offices. They help jobless persons in active job searching. Participants get knowledge and qualification which help them to get a job. There are among other things: ability of writing of incentive letter and professional biography, technique of auto-presentation or

manners of job search.

\* **Organization of training courses;** Labour Offices deal with organization of training. Trainings have on purpose obtainment, complement or perfecting ability and professional qualification which are needed to work. In this there are also abilities of job search. Training organized by Labour Office can last to 6 months (in reasonable cases (accidentally) to 12 months) Training for persons lacking no professional qualification can last to 24 months.

Within the limit of services of labour market, jobless persons can use of trainings for groups named "Independence in first job searching", which include 6 ranges:

- determination of right and duties of young jobless person
- determination value of work in life of person from different points of view
- presentation manner of job searching
- small enterprise as manner on self-employment
- documents of application and analysis of predisposition
- auto-presentation and general principle in qualifying conversation

Instruments of labor markets.

There are programs realized on force of act about promotion of employment and institutions of labor markets. We include for they:

- **Professional practice;**

Professional practice is popular form of professional activation young jobless persons. Practice will enable conquest of professional experience in real conditions of work. Professional practice can last from 3 to 12 months. Person who serve practice or professional preparation is entitled to belongs obligatory service:

- scholarship (532,90 zloty (140 EUR)- status on November 2006 ),
- for each 30 days - two days off
- insurance pension, rent and accident.

Person can receive refunding of cost of commuting and accommodation to place of scholarship or cost of hotel or locality rented apartment when totals time of commuting take away over 3 hours a day.

- **Scholarship for continuing science;**

This program is for person 25 year old without professional qualification, jobless for 6 months incorporated in District Labour Office. They can take farthest study in secondary or highest school or for adult, study in system of evening or extramural study. This person could receive scholarship on own application, to height 50 percent of amount of basic grant (532,90 zloty), by period 12 months which is payed out from day of study beginning.

- **Scholarship on training courses;**

This program is for jobless person 25 year old who are directed on training by Labour Office. This person could receive scholarship in (to) height 40 percent of amount of basic grant, by period of training last.

- **Refunding of cost of commuting and accommodation;**

Jobless persons can apply for return of cost of commuting to work-place, to place of professional practice or professional preparation, training or studies within the vocational guidance. These persons have to be referral by Labour Office and have to work beyond residence. Besides that, gotten salary can not exceed 200 percent of minimal salary (899,10 zloty – 236 EUR) .

Job rotation enables employee time work off by the reason off training. Employee who will train is replaced by unemployed. After training workers return to work and deputies can stay in the company or they obtain experiences. They became more competitive on labor market. In Poland job rotation were used in 2003-2004 on first time. In our country job rotation is still unpopular.

Development Partnership "Let's Build it Together" was created by Warmia and Mazury Vocational Development Centre in Olsztyn .The Project intends to build and implement new mechanisms for employees to support and keep their jobs in the construction and installation industries in the context of the new requirements of the information society and the market economy. The Partnership's second important objective is to facilitate the use of new technologies and innovative pre-ecological solutions in small- and medium-sized enterprises in the construction and sanitary sectors.

## **PROFESSIONALS**

Development Partnership "Let's build together" plans to develop and implement a system of training services based on so-called job rotation with the use of modern information and communication systems, such as e-learning. The Partnership would like to include workers from the construction sector in its activities, who come from rural areas, as well as to check the possibilities of the occupational activation of employees over the age of 50, who are at risk of redundancy because of their low level of qualifications and the lack of familiarity with modern computer technology. The Partnership is planning to use the help of university specialists in analysing the abilities of enterprises in the construction sector to adapt to the use of modern technologies, which would allow for a precise definition of the barriers and an attempt to implement new technologies in practice.

Partnership of Equal Chances Project supports of the enterprises and workers during the period of structural changes. The Partnership puts emphasis on:

- rising the competitiveness of firms and maintenance of workplaces;
- creating Quick Respond Groups
- protecting workers of restructured company from marginalization and social exclusion, with special attention to the group with low position in the labour market.

The main pressure is building the partnership on the local level, as a basic source of information about the situation of labour market.

Quick Respond Groups act on the basis of the well-chosen group of the trained persons from the local councils, district employment department, training institutions, trade unions and employers. These institutions organized guided help in adaptation to planned changes for employers and employees. The common work of varied institutions working as a team is more effective and quicker than individual subject work. Beside that non-formalize structure gives a chance on unconventional solution of appeared problems. These groups act as a local partnership. QRG should cooperate with district labor office, local trained institutions and organization of enterprises. QRG will be complement of work labour office.

In the future these teams will act as legal institution in order to apply for external financial. We assumed to train our beneficiaries how to obtain European funds on own activity. Our partners ESWIP have just started these trainings.

Quick Respond Groups consist of two Subgroups:

1. Support Competitiveness Groups.
2. Friendly Aid Groups.

First Group helps firms to rise of potential and to improve his competition on the market assure to maintenance workplaces through

- new manner of management,
- modernization of production process,
- adaptation of company and their production to the needs of the sales market
- preparing to obtain external financial support.

Friendly Aid Groups support underprivileged and threatened dismissal employees. They are very important source of information about possible forms of assistance workers in difficult situation. Moreover they help to break social exclusion. Friendly Aid Groups motivates workers to the vocational training and retraining. It is ones of the element supporting workers in our project. We are going to help employees also after dismissal.

These two groups act together on the company level.

Groups were trained and prepared to work at the local level in order to build and develop local Partnership. They will be monitoring the situation of local companies and participating jointly with regional Partners in organizing and servicing various kinds of help for these companies.

The first stage of helping is to engage the specialist for elaborating diagnosis of company. This diagnosis consists of:

- financial analysis
- documentation analysis
- human resources analysis
- profile of activity analysis
- diagnosis of workers needs.

Ending result of analyses is to elaborate repair plan for company. Up to the end of our project Support Competitiveness Groups will be responsible for preparing repair plan using own resources and knowledge.

The second stage is activating friendly aid directed to the

workers. This phase concerns as the analysis of workers needs as training and consulting for them. In ones of our beneficiary firms we made questionnaire within workers. This questionnaire should show their expectations. Career plans described by employees didn't meet the plans prepared by employers. For example: employees wish to learn foreign language, get basic knowledge of computer programs or learn knew trade but their boss want to improve their present skill as sellers or get them knowledge of the present trends in marking and working with clients. The analysis of workers needs is a task for Friendly Aid Groups in the project.

#### GOOD PRACTICES FROM EQUAL PROJECTS IN POLAND

„Let's build together” was created by Mazury Vocational Development Centre In Olsztyn. The project intends to build and implement new mechanisms for employees to support in the construction and installation industries in the context of the new requirements society and the market economy.

Partnership plans to develop and implement a system based on “job rotation” with the use of modern information and communication system such as e-learning .The Partnership would like to include workers from the construction sector in its activities who came from rural areas who are at risk of redundancy because of their low level of qualifications and as well as to check the possibilities of the occupational activation of employees over the age of 50, who are at risk of redundancy because of their low level of qualifications and the lack of familiarity with modern computer technology.

The methodology is straight and efficient. Employer directs workers to training and during this time employer engage unemployed. When employee come back to the company unemployed would stay on condition that they gain adequate qualifications or they are write down in base skilled workers who are looking for a job(job bank).


The Partnership wants to create job rotation on the transnational level. French workers will participate in training , polish unemployed will replace them during this period. The costs of work are lower in Poland than France and French employer.

[www.budjemyrazem.olsztyn.pl](http://www.budjemyrazem.olsztyn.pl)

#### @ITEREGO

The project is an initiative fighting the unemployment of women and men that solitarily raise children or take care of dependent person(handicapped children).Is completely new proposal of solving problems of unemployed single parents. It is consist of the whole system of combined actions breaking the professional





passiveness of the target group, improving their economic mobility and facilitating conciliation of beneficiary family and professional life. It is difficult to integrate with the labor market for unemployment single parents because of several problems; psychological problems as well as those are the results. Another problem is the picture of single parents in employers eyes and low knowledge of techniques and method of job searching.

Actions:

-research of unemployment single parents and local employers. The research diagnose the problems of our beneficiaries and showed the reason for their unemployment. The research also informed us about the employers expectations towards their potential workers which was one of the basis for the training courses plans. The project participants in 6-moths long training courses in: office services, financial and accountancy services for companies ,computer graphics designed with websites creating, professional care. In order to improve knowledge about flexible forms of employment and break bad news about single parents they organize various workshop and conferences concerning in this issue. they also published document about legal aspects of new forms of employment as well as their costs and benefits. Within the project they organized institutions providing for free professional care for beneficiaries children during the time of course and work. They open work promotion centre-a social enterprise using flexible forms of employment. E-centers providing services for local employers using flexible forms of employment and job sharing agency. Once a week regional TV public documentary series called "completely ordinary live ". The goal is show the life of project's participants and making the viewers aware of difficulties that single parents have to face.

<http://www.alterego.lublin.pl/>

Fenix -the aim of Partnership is stimulate the local market by providing training for the unemployment and those are risk becoming unemployed on due to half problems and industrial restructuring, specially risk are women excluded from the job market by family commitments. To realize its aims, the partnership envisages a series of social micro cooperatives which will bring together its main beneficiaries. firstly 5 people will set up business, two will run a economy activity, two will care for children of beneficiaries, one will deal with administration. The partnership will propagate model of social micro cooperatives organized to realize common economic activities throughout the region. The partnership is to promote a model of behavior within the modern workplace which will facilitate a smooth transition between profession ,amongst its target social group.

[www.fenix-equal.pl](http://www.fenix-equal.pl)

## SPAIN

### GOOD PRACTICES DETECTED IN THE TRAINING PHASE AND PREPARATION FOR EMPLOYMENT OF OUR PROJECTS' BENEFICIARY GROUPS.

#### EQUAL OFFICE

During the course of the Madrid South Project, an example of good practice detected was the creation of the EQUAL office by Madrid Council's Employment Agency. This office is designed to be an information service for beneficiary groups, with technical, equipment and occupational resources, offering job advice, occupational guidance and occupational integration support.

The services provided at the office are modular, providing individualised itineraries adapted to users' needs, aptitudes and interests. These services are suitably geared to cover all types of enquires concerning information, training, guidance, etc.

Its orientation towards the specific needs of the addressee persons and entities is the basis for their effective development, for which the office carries out continuous monitoring and assessment of the efficacy of services by means of various result measuring methods. This assessment is key to planning new strategies and incorporating new programmes and activities.

### GOOD PRACTICES DETECTED IN THE EMPLOYER RECRUITMENT AND AWARENESS PHASE FOR THE SUBSEQUENT INTEGRATION OF PERSONS BELONGING TO THESE GROUPS.

#### **EQUAL OFFICE**

From the EQUAL Office a fluid relationship is established with the local employer network. This task requires time, building lasting relationships and demonstrating the efficacy of the actions carried out

To do this, the EQUAL office has a specific department dedicated to the constant prospecting of the employer network, responsible for maintaining communication with companies, transmitting information on the Office's services and, at the same time, for analysing and detecting their immediate needs.

As an innovative aspect of this example of good practice, the office conducts a continuous analysis of the specific needs of potential beneficiaries and of the requirements of the labour market, which has led to the creation of a continually

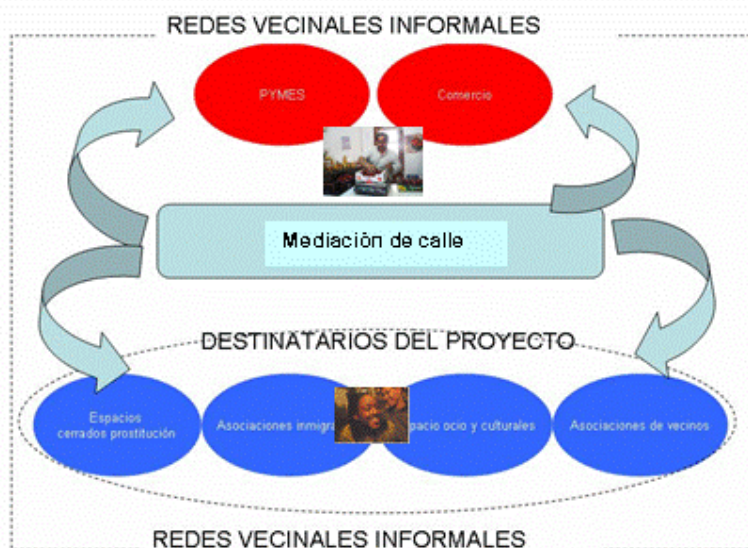


innovating system, consolidated by its autonomy and flexibility, by which the EQUAL office has a pre-active approach to service provision based on anticipation of changes between demand and the market, which has become a reference for training and employment services in the project zone.

### THE FIELD MEDIATOR

Furthermore, the Employment Agency has created a new figure called the field moderator for occupational intermediation, who will mediate within informal neighbourhood networks but with potential beneficiaries and small companies at the same time.


This figure must be able to empathise with the project's addressee's and with the informal social networks, but his/her functions and method of participation are innovative in that he/she does not limit him/herself to informing and motivating beneficiaries, but also raises the awareness of the "other party" in the social-labour integration process: society and the work market, or put another way, companies themselves (commercial concerns and small and medium-sized companies) located in the project district.



### EXPERIMENTAL PROGRAMMES ON EMPLOYMENT MATTERS

Experimental work programmes aim to develop comprehensive employment plans that combine different types of actions such as: information, guidance and advice; training, work experience and geographical mobility, in order to achieve the integration of unemployed persons in the labour market.

These actions refer to the improvement of the employability and integration of priority unemployed persons, these including: disabled persons, immigrants, women



with work integration problems and unemployed workers in social exclusion risk situations, and also beneficiaries of allowances, unemployment benefit, the income placement programme and the ingreso madrileño de inserción [Madrid integration Allowance].

These programmes have various phases including all the phases of an integration itinerary and pre-job and in-job training.

It is a highly demanding programme in which all itinerary activities are obligatory for the participant.

Programmes are run in function of the needs of the labour market and therefore participants may come from other occupational fields and take a new occupational direction, training in the new areas on which the programme is based.

**GOOD PRACTICE DETECTED IN THE PHASE FOLLOWING INTEGRATION AS SUPPORT IN THE OVERCOMING OF BARRIERS BY THESE GROUPS ON THEIR ENTRY INTO THE LABOUR MARKET.**

One of the examples of good practice detected is the appointment of MENTORS by the Los Nogales Group. All persons who receive training in order to be able to be occupationally integrated in these residences, carry out a non-working adaptation period during which they receive the support of mentors, who are themselves workers. These persons are responsible for monitoring the persons in their adaptation period and drawing up reports on their work to assess whether to subsequently hire them.

In this context, it is very important that monitoring is carried out by project representatives to resolve any doubts beneficiaries may have, offering support, helping the beneficiary to continue in the occupational integration process and avoiding walkouts or voluntary exits from job positions.

Also considered an example of good practice are the activities of the Randstad Foundation by which it realises employment monitoring and support actions, in order to guarantee permanency in job positions and solid occupational integration in companies.



## HUNGARY

### Key Actors in the Components of the Process of Placement Process of Pre-Placement Initiatives Placement

#### EMPLOYERS

#### *Special incentives for employers*

- Wage subsidies in case of employing disadvantaged people
- Wage subsidies for public works
- Wage subsidies for youth starting their career
- Wage subsidies for enlarging the number of employees
- Part time jobs are subsidised
- Pay rolls taxes are reduced in case of employing young people

#### THE UNEMPLOYED

preplacementnet

- self assessment training
- job search training
- counselling for job seekers
- psychological counselling
- counselling for disabled (in order to assist rehabilitation)
- vocational training and further training

Organisations involved in this process: Labour Centres, Job Clubs, Family Centres, NGOs,

Placement Agencies, "open days" at different for profit organisations (IBM, PHILIPS, AUDI, SUZUKI)

#### **after placement initiatives**

#### **Job Coaching** (at civil or other organisations)

- help in procuring official documents,
- setting goals
- help in solving family related problems
- help in getting different benefits, solving housing problems
- help in children related issues

#### **Mentoring** at the workplace

- they help the adaptation to the requirements of the workplace
- they introduce new workers to the others, make

**PROFESSIONALS**

them familiar with the colleagues, the norms of the workplace, organisational culture

- case work, crisis management

(Welcoming Budapest Program)

MUNKAPOCS training program