



# Curriculum



# Workbook 2

Current EU Labour Market  
Context and Employment  
Opportunities

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## **MODULE 1: CURRENT EU LABOUR MARKET CONTEXT AND EMPLOYMENT OPPORTUNITIES**

### **1.1 What is this module about?**

Job Brokers do not exist in a vacuum! Working with job-seekers and employers to broker job solutions takes place in local labour markets. Knowing where the jobs are – and just as importantly, knowing where to look for sources of help – is an important weapon in the Job Broker's armoury. As well as being able to locate specific employers and their vacancies, being able to identify what is happening to the jobs market can be very useful: which job sectors are on the up? Which job sectors are in decline? What do industry specialists or research studies say about what employers are looking for these days from new employees and job entrants? Do some employers, or groups of employers, have specific programmes to help give unemployed job-seekers a chance? Are there any particular rules, in terms of employment laws, that will specifically affect new job entrants?

Furthermore, it can be vital to build up your knowledge of schemes and programmes that are available to assist job-seekers with improving their skills and qualifications, in order to improve their chances in the labour market. Publicly-funded schemes come in all shapes and sizes, and will often have specific eligibility rules. For instance, some will only be open to those that have been unemployed for a certain period of time (e.g. long-term unemployed); others may be aimed at certain age groups, or targeted to assist particular communities; some may offer the chance to obtain relevant vocational qualifications, or be aimed at jobs in particular sectors (such as I.T. or the hospitality sector). There may be some schemes that offer the chance to be paid while learning 'in work', while other options may be more College-based or part-time.

Your ability to identify and understand as much of this kind of information as possible will mean that the service that you provide as a Job Broker will be more holistic. As a Job Broker, you may also find that your performance is assessed by those that employ you – particularly if they have targets to deliver or are under some pressure to achieve results. This kind of pressure is becoming increasingly widespread in some areas of publicly funded employment and training provision.

## 1.2 Learning objectives

In order to address the above, therefore, this Module has the following specific learning objectives:

Understand the interface between the employer, job-seeker and public funder in job-brokering

- Describe current labour market information in terms of trends and needs
- Identify policies and resources for the identification of relevant labour market information
- Identify education or training and employment support schemes, incentives, internships, and other specialist support
- Describe relevant public policies and priorities in relation to the funding and organisation of job-brokering services
- Specify and explain the relevance to job brokering of key employers' associations, sector bodies or industry specialists
- Describe basic employment law rules and prerequisites that are relevant to job-brokering

## ACTIVITY 1.2.1



In order to complete Module 1, you will need to obtain, read and digest:

- **The Job Broker Occupational Profile:** <http://www.projectsgallery.eu/job-broker/occupational-profile/>
- **The Job Broker Transnational Research Study - Comparative Review and Needs**

**Analysis:** [http://www.projectsgallery.eu/job-broker/wp-content/uploads/2017/04/Job-Broker\\_Report\\_Analysis\\_Final.pdf](http://www.projectsgallery.eu/job-broker/wp-content/uploads/2017/04/Job-Broker_Report_Analysis_Final.pdf) specifically the chapter for your own country

### **1.3 Understanding the role of the Job Broker: the Occupational Profile and Standards**

Set against the context of high unemployment across Europe, particularly in the south, – but also in a context where there are signs of recovery and even skills shortages and unfilled vacancies, the role of the effective ‘Job Broker’ is emerging as a key player in VET provision – a professional, working in a variety of contexts (Public Employment Services, Job Counselling, VET organisations) identifying & matching learners on publicly funded VET and employment programmes into sustained job opportunities.

### ACTIVITY 1.3.1



The Job Broker Erasmus+ partnership has produced a 'Job Broker Occupational Profile and Standards' document, which at the start of this chapter you were asked to locate.

The Occupational Profile has been produced with three functions in mind:

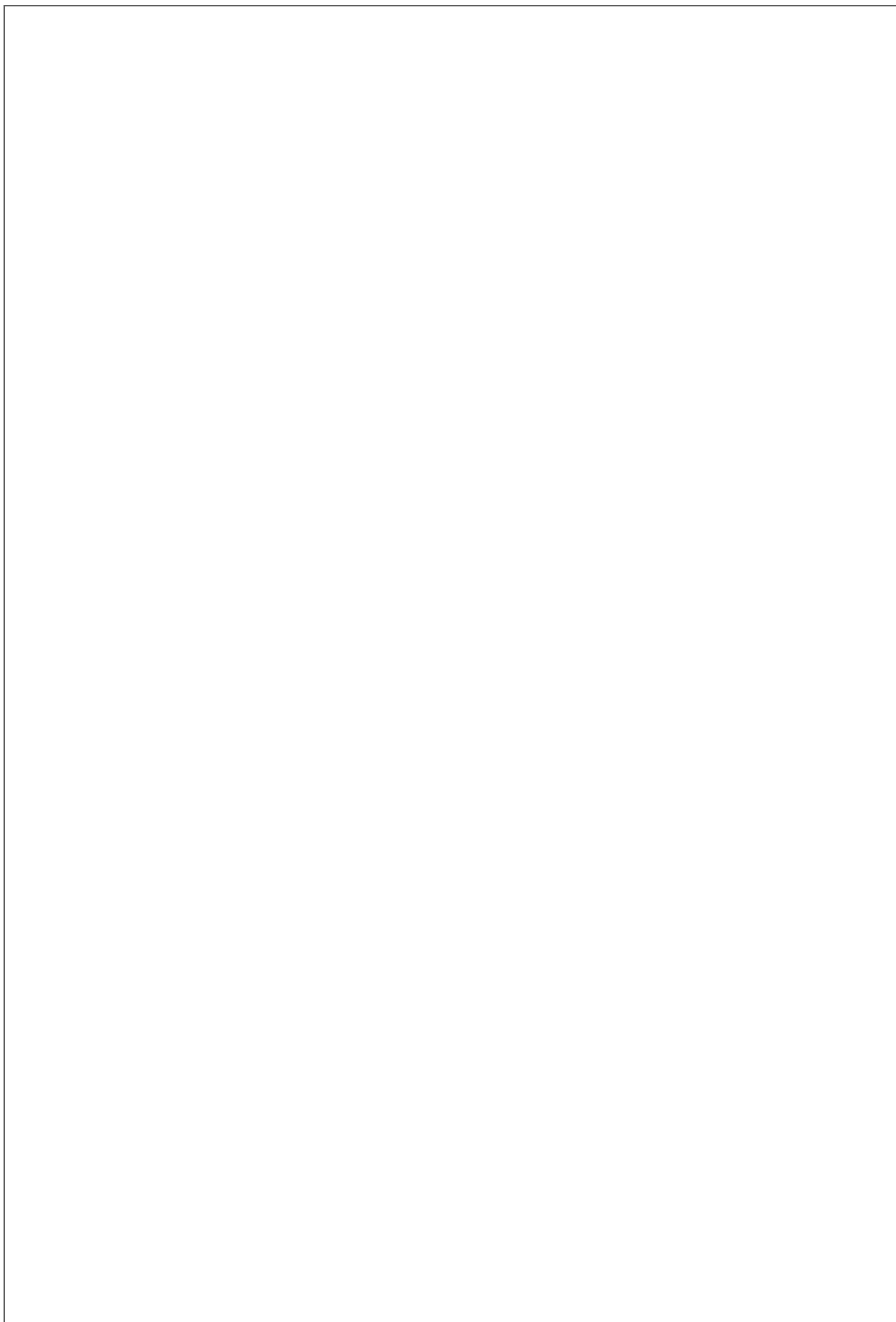
- 1) to define the purpose and function of the Job Broker, ensuring that through its Standards framework of standard, it is current and relevant to the European context;
- 2) to describe a set of Occupational standards that capture the competencies required to effectively carry out the job brokerage function, based upon the practice identified through the project's research programme;
- 3) to outline the skills, knowledge, aptitudes and experience required to be competent as an effective and competent Job Broker.

In particular, the Occupational Profile identifies that the Job Broker is placed at the centre of three key 'constituencies' – namely the job-seeker, the employer, and the funder, seeking to 'broker' between the needs and requirements of all three to achieve a job brokered outcome.

Do you think the Job Broker Occupational Profile covers the main areas that are relevant to your role as a Job Broker? What are the main areas that are relevant to you? Are there any missing?

Write down your observations here:





## ACTIVITY 1.3.2



For this activity, break into groups of three people. One takes the role of job-seeker, one takes the role of the employer, and one the role of the funder.

Taking your prompts from the relevant section in the Occupational Profile, each role takes it in turns to present to the other two up to six '**needs**' or '**expectations**' that they have from the Job Broker.

When you have each finished, summarise the (up to) six points here:

Job-seeker	Employer	Funder
1.	1.	1.
2.	2.	2.
3.	3.	3.
4.	4.	4.
5.	5.	5.
6.	6.	6.



Together with all the Job Brokers who attended the session and participated in the above role play, now feedback to one another in terms of the points listed above. For instance:

Do you agree with all the points made?

Are some of the points more important than others?

Are these expectations or needs realistic? If not, how would you manage the expectations of the different parties?

To fulfil the expectations of employers, Job Brokers are increasingly required to better understand specific sectors and roles. Furthermore, learners on public funded programmes will be from target groups requiring greater support (e.g. long-term unemployed, people with disabilities, 'NEETs' (those not in education, employment or training), meaning that the Job Broker has to be adapt at providing personalised, tailored support for the learner and long term 'in work' support.

The Curriculum Programme chapters and modules that follow look at the specific issues of working with job-seekers and with employers. In this module, we will look in more detail at the implications of understanding areas such as public funding and labour market sources of information, so that you are best informed about the wider context in relation to your work with job-seekers and employers.

## 1.4 Public funding and job brokerage services

What do you know about how your job brokerage service is funded? Do you think you need to know? In some cases, the way that services are funded is a matter of open and public knowledge. In other cases, contracts and grant agreements are confidential, and you may not know how your work is funded even if you wanted to know!

On one level, it is not necessary to know the details of how your job brokerage service is funded in order to do your job. However, all public funding requires accountability on some level, and the way your service is funded may shape the priorities of your organisation, or even the way that you are meant to deliver your service.

Research undertaken by the Job Broker Erasmus+ partners highlighted not only that the Job Broker role exists in different forms in many EU countries but also that the emerging world of ‘payment by results’(increasingly common in public programmes), is changing the focus of this role dramatically. This is particularly marked in the UK, where ‘output’ funding is common – in some circumstances with 100% of the public funds contingent upon the supported/unemployed learner securing and retaining a job. This trend in the ‘system’ is also beginning to appear in some different ways in other countries forcing VET providers to ‘re-think’ traditional approaches – as funding is no longer granted only for the running of courses, but increasingly requires successful job entry and job retention.

This factor, along with others, means it is no longer enough to just train people up or ‘match’ candidates to jobs: VET providers are having to deploy resources in different ways, to work more closely with employers to ‘broker’ - and even sustain the job outcome after it has been achieved.

## ACTIVITY 1.4.1



How does the way that your job brokerage service is funded affect the job you do? For instance, are you working in a situation where funding for supporting job-seekers or other client groups has been dependent upon a positive outcome that can be measured (i.e. getting someone a job)?

Record your thoughts here:

## ACTIVITY 1.4.2



The example below is based upon the terms of a contract that was issued by a UK public body that commissions VET provision to a VET provider. The contract was aimed at unemployed job-seekers aged 18 – 30 years of age.

The contract was to support up to 500 job seekers and operated for 24 months. The payment schedule in the contract was as follows:

Milestone / Result	Amount €	Maximum numbers
Participant undertakes initial assessment on programme	100	500
Begins non-accredited learning programme	50	200
Begins accredited learning programme / VET course	75	200
Completion of non-accredited learning programme	150	150
Completion of accredited learning programme / VET course	50	200
Attainment of vocational qualification at Level 2	250	400
Achievement of job start	150	400
Sustained job – 4 weeks	250	300
Sustained job – 6 months	750	250
Sustained job – 12 months	750	250

What do you know about 'payment by results'? Think about some of the issues that may arise from operating the payment by results schedule in the Example above. What problems can you foresee? Any answers? Write your thoughts down here:

### ACTIVITY 1.4.3



In terms of the general principle of payment by results, can you think of five positive and five negative aspects that could arise? Record the main points that arise from the discussion here:

Five positive points:

1.

2.

3.

4.

5.



Five negative points

1.

2.

3.

4.

5.



Looking at the payment by results schedule given, you can see that a 'result' can be when a job seeker starts the programme, or some other form of milestone – such as then being referred on to and starting a training programme.

However, it can be seen that by far the largest funding amounts in this example are based on results that are 'end-loaded' – i.e. they come after activity has taken place – such as getting a qualification at the end of the course, or staying in a job after the initial job placement is secured.

More generally, some studies have suggested that running payment by results in job seeking contracts can have some advantages, including:

- Everything is clear – it can help having to focus on specific results and targets
- Flexibility – how something is done, or what is done, is less important than how effective it is
- Efficiency and reward – providers are paid on what they achieve, or the 'outputs' of their service, rather than what they spend, or the 'inputs'. If they are efficient, they can make surpluses from the funding, which can be used in flexible ways or to reinvest in the service.

However, some studies have suggested a number of disadvantages with payment by results schemes in public employment programmes. These can include:

- Financial risks for providers – it can be difficult to predict with any certainty how 'successful' any programme can be and therefore there may not be any guarantee of covering costs with payments. In other words, providers can lose money!

- Waiting for the result payment to be achieved, and then claimed and verified can cause cash-flow challenges for providers, and it can also require significant financial and human resources investment both pre-contract and during the contract before being paid.
- “Cherry picking” – where providers are reluctant to take on job seekers with more complex problems, for fear of it being harder to ‘get a result’ and therefore appear to get poorer results (i.e. lower job placement rates) – or not get paid. This can lead to ‘parking’ and ‘creaming’ – where such job seekers are set aside or neglected (parking), while others who may be easier to ‘get a result’ are focused upon, as providers target ‘easier’ job seekers for attention (‘creaming’ – i.e. ‘taking the cream’).
- Forcing providers to concentrate on getting specific results to get paid can discourage innovation and trying something different or different to see if it succeeds.

## ACTIVITY 1.4.5



Did you think of all these feedback points? Did you think of any others? Write down here the main points that are of interest to you, together with any ways that payment by results in the future may impact on your work as a Job Broker. Discuss your thoughts with your group members:

## 1.5 Policies and systems relating to the Job Broker in Europe

As a European Erasmus+ project, Job Broker has been developed to address a number of areas of concern to European policy.

For instance, the 'Bruges Communiqué' (2010) calls on EU member states to improve the labour market relevance of VET; to make it more outcome-orientated; and to develop a 'common language' bridging education, training and the world of work. Furthermore, one of the key objectives of the European Union's strategic framework for European cooperation in Education and Training (ET 2020) includes a call for actions that contribute towards improving the quality, efficiency and relevance (attractiveness) of VET to the needs of the labour market. The Europe 2020 strategy calls for jobs for 75% of the population aged 20-64 to be in work. The changing world of work is also highlighted in the European Commission's 'New Skills for New Jobs' initiative.

Job brokering, and matching skills to labour market needs, is in itself one of the new types of job that is emerging. In previous times, people left school and undertook VET programmes for a specific type of job or sector – and would often work in that sector - or that job even – for the rest of their lives. For many, this has become a thing of the past, and there has been an increasing recognition that people have, or need to develop, many different skills for the labour market. These are often referred to as 'transferable skills' and much of current EU policy is aimed at calling on public employment services policies in the member states to identify and support the development of transferable skills for the modern world of work.

Given these new policy contexts and changes in VET policies, the Job Broker project is aiming to make its own contribution to these policies. By developing a Job Broker Curriculum Programme, the intention is to raise knowledge and skills that will help VET providers in the EU to increase their success rate in securing sustainable jobs for their learners (the job-seekers). However, there are many challenges for how the Job Broker role is to be developed, trained for, and ultimately validated and accredited – not least that there is such a difference in the labour market situation in each member state and no two governments operate the same policies and programmes.

## ACTIVITY 1.5.1



Do you know the main public policies that affect your job brokerage services in your country? Do these policies operate at the national, regional, local or sectoral level? Specify below the main policies that you are aware of and describe the ways that they affect your work.

Compare your notes to those of other Job Brokers you are working with – have you missed any significant

## 1.6 Unemployment levels, employment sectors and labour market schemes

It is perhaps stating the obvious that your ability to be effective as a Job Broker is partly determined by the overall state of the economy and levels of unemployment. Life would certainly be easier if there were more than enough full-time and part-time jobs to go around for everyone, irrespective of their circumstances, qualifications and skills! However, if those days ever existed, they are long gone now. Unemployment levels in some parts of the EU have been persistently high and the situation deteriorated further with the advent of the global financial crisis in 2008.

However, despite this situation, there are also reports of skills shortages – where employers cannot find the people that they need to do the jobs that they have. The reasons for this are complex – sometimes these ‘skill shortages’ are due to reasons of low pay, or anti-social hours, and they can also be evidence of poor planning in the approach to skills training provision and economic forecasting. Nonetheless, there are often jobs and opportunities to be found if some of these barriers can be overcome, and all parties are flexible, adaptable and creative in their approach.

In order to investigate what the situation is ‘on the ground’ and to inform the next steps of the project, in 2016 each of the Job Brokers undertook a research study in their own country. This was a comprehensive exercise and a lot of detail was gathered and analysed.



## ACTIVITY 1.6.1



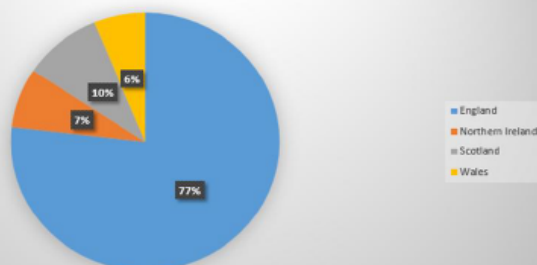
The findings from each country have been summarised as 'case studies' and are presented on the posters that you can find below:

# Job Broker London, UK

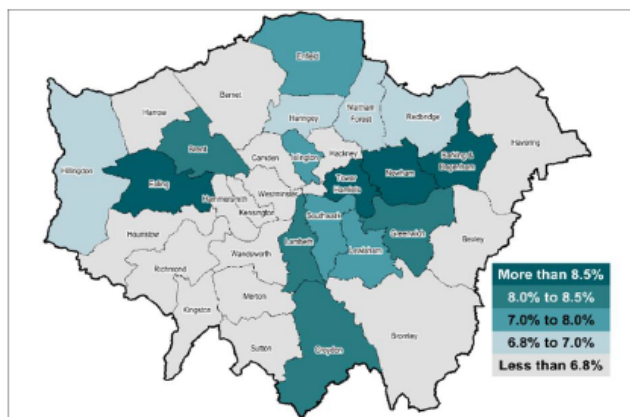
## The Situation

Currently, 5.6% of the population is unemployed in the United Kingdom. 77% of out-of-work benefits claimants live in England. 13.3% are based in London. In England, those aged 25-49, are significantly affected by unemployment, with 20% of all unemployed people being Young People. The London Boroughs of Ealing; Tower Hamlets; Newham; Barknig & Dagenham are the most affected by unemployment.

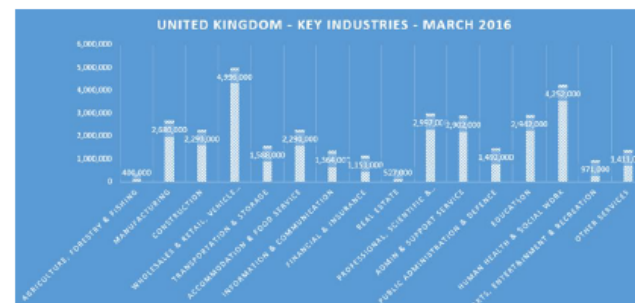
UK unemployment by country - claiming out-of-work benefits - 6 months+



## London – Unemployment by borough



## UK Main employment industries



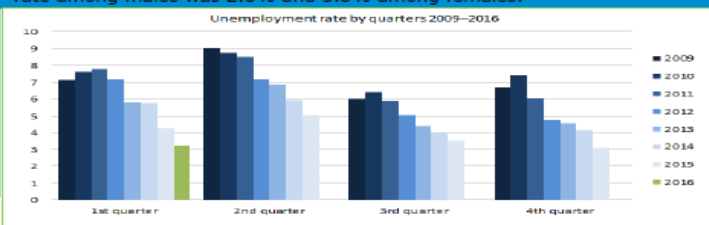
## Job Broker skills - breakdown

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

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

### Employment and unemployment

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



## The needs of the Job Brokers

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

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

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

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

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

## Job Brokers in Iceland

The typical job broker in Iceland today would be:

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

Available training courses for Job brokers in Iceland:

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



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

### Job broker as a service provider

- Providing services to unemployed people and companies
- Bringing together employers and jobseekers
- Matching - suitable workers for companies
- Right measures for jobseekers
- Tailor-made proposals for the employer

### Services for employers

- Support the search for suitable candidates
- Assistance in recruitment decisions
- Support after the setting

### Services for job seekers

- A consulting check determines the problems
- Strengthen personality and individual coaching
- Inverse career planning - explore hidden potentials and experiences
- Application training
- Organization of contacts with potential employers (inc. internships)
- Take on the role of navigator for his clients and offer them tailor-made solutions

### Key skills / requirements

- An optimistic attitude, positive thinking, open-minded and unprejudiced towards other
- Empathy - try to understand the others, ability of appreciation, trust building,
- Know my own limits
- Be a team worker and networker
- Ability for communication, consultation and motivation
- Moderator, mediator, manager, psychologist, counselor, advisor, companion, stakeholders, advocate, coordinator, recruitment agency, mentor, social workers, a problem solver, staff developer, coach, case manager, motivational speaker

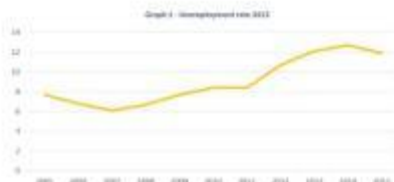
### Contents of a Curriculum Programme

- Knowledge of labour market, different branches, management, administrative law, social legislation, labour market laws and data protection
- Skills of a sales representative
- Profiling and coaching tools
- Social, educational, psychological knowledge
- Professional application management
- Talk and presentation techniques, communication training
- Workshop moderation tools
- Event management tools

## Transnational Research Study ITALY

### Background Labour Market Trends

2015 – Unemployment rate – 11,9% (long-term 63%)



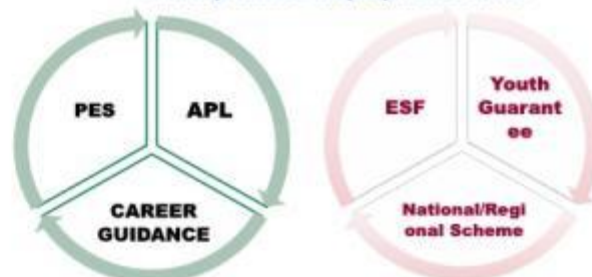
2015 - Unemployment rate (15-24) – 38,4%



2014 – Employment rate per economic sector – 55,7%



### Publicly-funded employment service



Active labour market policies are not sufficiently developed to address the foregoing shortcomings, not least because of the fragmentation of employment services across the country. Expenditure on active labour market policies is below the EU average and is biased against job-search assistance. Furthermore, there is no effective coordination between activation policies and the unemployment benefit system. Also, the evaluation of active labour market policies is occasional and not based on systematic monitoring. A crucial element holding back effective active labour market policies is the poor performance of employment services, which show limited capacity to provide transparent information to job-seekers and to address the needs of employers. Furthermore, there are enduring regional disparities in the quality of services provided by public employment services and in the quality of cooperation between public and private employment services.

### JOBS ACT REFORM (2015-on going)

- Reform the governance of Active Labour Market Policies and their interplay with passive policies
- Establishment of a **national coordination agency** planning and implementing a comprehensive national strategy on employment services, including a better integration between public and private services (**reducing segmentation**).
- **Changes in employment protection legislation**, the unemployment benefits system and wage supplementation schemes, and the governance and functioning of active and passive labour market policies.
- Reduce the **administrative burden on firms**
- Improve the effectiveness of the labour inspectorate and **promote reconciliation between family and working life**.
- **Improve entry and exit flexibility**, enhance labour reallocation and promote stable open-ended employment, most notably for the young.
- **Improve the alternance between education and work (apprenticeship)**
- More addressed to measure performance (**payments by results**)

### The Job Broker role in Italy

- The emerging Job Broker role against the current Italian Job brokerage services and organizations

Considering the increasing relevance of the “payment by results” criteria and the growing importance of performance measures in the area of active labour market policy in Italy, the emerging role of job broker can play a critical role as intermediary agent in setting up the service, identifying all the stakeholders, liaising with VET scheme colleagues and co-ordinating relevant information about the job-seeker; being qualified or trained; **improving the quality and the effectiveness of the services themselves**.

Within the public employment services, job broker is not responsible for the administration of unemployment benefits. However, he would provide more attractive services to job seekers and employers through one-to-one, personalized support provisions; delivering “package” of advice, support and guidance that are tailored to individual specific needs effectively.

Within the career counsellors/advisors centres, job brokers would work not only in the interest of job seekers but also in the interest of employers.

Within APL, job brokers’ services are adopting a more employer-focused action developing strong links with local employers and a good understanding of their needs and expectations. They can build good relations with, and understanding of the local community; based on consultation. They develop links to the wider labour market.

In the context of vocational training institutions, job brokers can work with clients who are close to entering the labour market while training providers typically focus more long term on job seekers further from the labour market. They have an extensive knowledge of the public scheme and ALMPs at EU, National and local level and they can develop effective partnerships with other job brokerage organisations to enable organization to meet the range of needs of all of its clients.

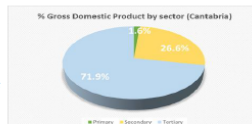
Human Resource Planning	Specialist Knowledge of Sectors	Post Employment Support
Initial Assessment	Information and Contract Management	Working in Partnership
Lobbying	Marketing and Sales	Public Scheme (EU, National, Local)
Quality Assurance	Self-Assessment	ICT



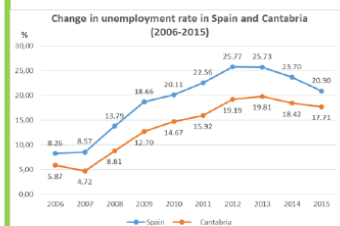
# JOB BROKER SPAIN

## Background

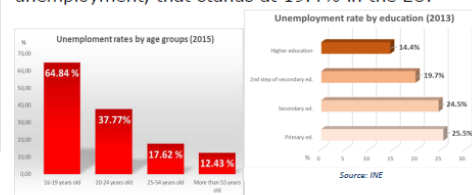
The population of Cantabria is 585.179 inhabitants, one of the least populated regions in Spain because of its small size. Santander, the capital, has 173.957 inhabitants, while its metropolitan area concentrate about 300.000, more than a half of the population of Cantabria. Cantabria's GDP represents 1,13% of Spain's total one.



## Unemployment



In Cantabria, youth unemployment rate stands at 39.8%, which is considerably lower than Spain's average of 46%. Unemployment in Cantabria is higher than the average of the EU (9.3%) and the Eurozone (10.3%), and the same about youth unemployment, that stands at 19.4% in the EU.



## Job Brokers in Cantabria and Spain

Job broker profile does not exist as that. However, there are different professionals who develop most of the tasks of a job broker.

Professionals developing a job similar to job broker profile :

- In public sector, guidance practitioners who provide a free guidance service and are in contact with enterprises and help them to recruit employees;
- In private sector, there are recruitment agencies and temporary employment agencies. Both look for candidates to the companies they work with.
- In the third sector, provide services to some specific target groups
- Guidance practitioners in VET centers guide students regarding further training and working opportunities related to their educational background

## Case Studies

- **PROFEMPRESA PROJECT**  
Actions, practices and pilot experiences aimed at promoting and encouraging the temporary incorporation of teachers to companies to get VET students with skills profiles more adapted to the reality of the companies in which they will work.
- **RED CROSS EMPLOYMENT PLAN FOR VULNERABLE PEOPLE**  
Set of actions, programs and integrated projects to improve employment opportunities for people with more difficulties.
- **INTEGRATED EMPLOYMENT PROJECTS WITH JOB PLACEMENT**  
Aim at improving efficiency and collaboration between stakeholders in labor intermediation processes, measuring success in terms of final indicators regarding insertion in the labor market.

## THE VIEW FROM STAKEHOLDERS

### 'System' issues

**Work well for Job Brokers** when helping unemployed people to find a job:

- knowledge of the business environment
- knowledge of the labor market in general
- technological tools available to do the matching
- services to improve qualification of unemployed people according to what enterprises are looking for fostering entrepreneurship as an alternative
- personal coaching for each of those unemployed
- labor intermediation with enterprises

and what **work for unemployed people** when trying to find a job is:

- training, experience, personal and socio laboral skills... but it depends also on the sector, activity, time of the year and existing opportunities in each region
- specialized search, generic one doesn't work anymore
- attitude of the unemployed person: proactivity and versatility

Regarding **local 'culture clash'**:

- "Job Brokers" think that in many cases the enterprises ask for too much
- Enterprises think that the only problem is a bad description of the profile they are looking for and that neither all people are for all enterprises nor all enterprises are for all people.

### Preparing job-seekers for employment

"Job Brokers" said **main problem** directly link to job seekers is that it seems they think Job Brokers must find them a job, as if it was only their duty.

- Other factors that were mentioned: Age of the job seeker; Lack of training and qualification; Maladjustment between demanded profiles and offered ones

Things that could be **improved**:

- Management of training courses
- Taylor made labor orientation, make it less rigid
- Better adjustment between offer and demand

### The companies' perspective

**New people hired** have both positive and negative things according to enterprises:

- **Positive**: new way of thinking, facing the job and the future value
- **Negative**: time they need to adapt themselves to the new enterprises, lack of productivity until they get experience and needed knowledge for the job
- When employers need to recruit someone, in general, they don't feel the need to recruit anyone from any group.
- **Social value** of hiring local people is strong since in many cases it allows the worker to know the company and its local environment and this makes the worker to value the job in a different way
- All enterprises interviewed said that they don't use the Job Broker services

### The needs of the Job Brokers

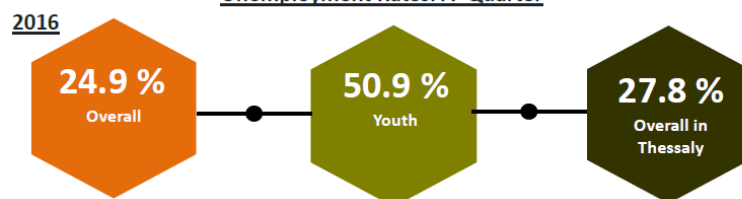
- How to get in touch with enterprises and sell them their work and candidates
- Empathize with both groups and to put oneself in the situation of each to understand the different point of views
- Active listening, empathy, assertiveness.
- Communication skills
- Resilience and initiative
- Emotional Intelligence
- Coaching (this one was pointed out several times)
- Specific ICT skills to use tools such as blog, social media...

# Job Broker: The case of Greece

## Background...

The last six years the Greek economy is suffering from a serious and extended recession while unemployment has been continuously rising. The economic crisis has hit young people particularly hard. It has widened the gap between those with more and those with fewer opportunities. Some young people are increasingly excluded from social and civic life. Worse still, some are at risk of disengagement and marginalization. Under these circumstances, **Job Brokering** is considered to be of high importance in Greece, whereas there is a need for policies to address structural labor market problems to improve the matching of job seekers to new job openings so as to prevent the large increase in unemployment.

### Unemployment Rates: A' Quarter



### Public Authorities & Public Employment Services in Greece

- **OAED:** Greek Public Employment Organization
- **EOPPEP:** National Organisation for the Certification of Qualifications & Vocational Guidance
- **KEPEA:** Information Centre for Employees and Unemployed (GSEE)
- **ACCI:** Athens Chamber of Commerce and industry - Offers e-recruitment services for its members
- **K.E.TH.I.:** Research Center for the Equality of Sexes: Provides counselling and advisory services to unemployed women
- **Youth Information Centres:** Provide guidance counselling for young people up to 35 years old.

### KEY SKILLS for a successful Job Broker

- ✓ **Awareness of the current, labor market information** (trends and needs);
- ✓ **Assess the personal characteristics and needs** (jobseeker profiling)
- ✓ **Career management skills** (ability to develop, plan, implement, and manage career development programs/actions)
- ✓ **ICT skills** (to know how to use technology to assist individuals with career planning)
- ✓ **Effective communication** (Knowledge of aspects which influence effective communication)
- ✓ **Social / networking skills** (close collaboration with relevant provision networks.)
- ✓ **Mapping of services/companies available in the regional provision network and labour market**
- ✓ **Matching skills** (of job seekers to job openings);
- ✓ **Career counselling, Career information and assessment expert**
- ✓ **Problem analysis and intake**
  - ✓ To stimulate job-seekers to get a better understanding of their own strengths and weaknesses as well as of own perception in terms of ambitions and dreams
  - ✓ To change the individual way of perceiving things, to raise a sense of reality and to develop own strengths.
- ✓ **Critical thinking, adopts professional values and adheres to ethical standards.** Trustworthy and ability to inspire confidence.



### Barriers affecting JOB SEEKERS:

- **Limited availability of job-openings** due to the current financial crisis
- **High expectations versus real labour market conditions** (e.g. salary, etc.)
- **Lack of experienced job-seekers**
- **Low self-confidence** due to high competition (e.g. too many applicants for the same opening)
- **Age discrimination** (especially for job seekers 50+ years old)

### The COMPANIES' perspectives:

- **It is an advantage to invest and have young people in the company as they are easier to shape.**
- **Need of extra advice on how to deal with young people:**
  - Advice on how to assess young people with no work experience.
  - Advice on how to bring young people into their organisation.
  - Adoption of the necessary recruitment practices and methods to increase engagement with young people.

job BROKER

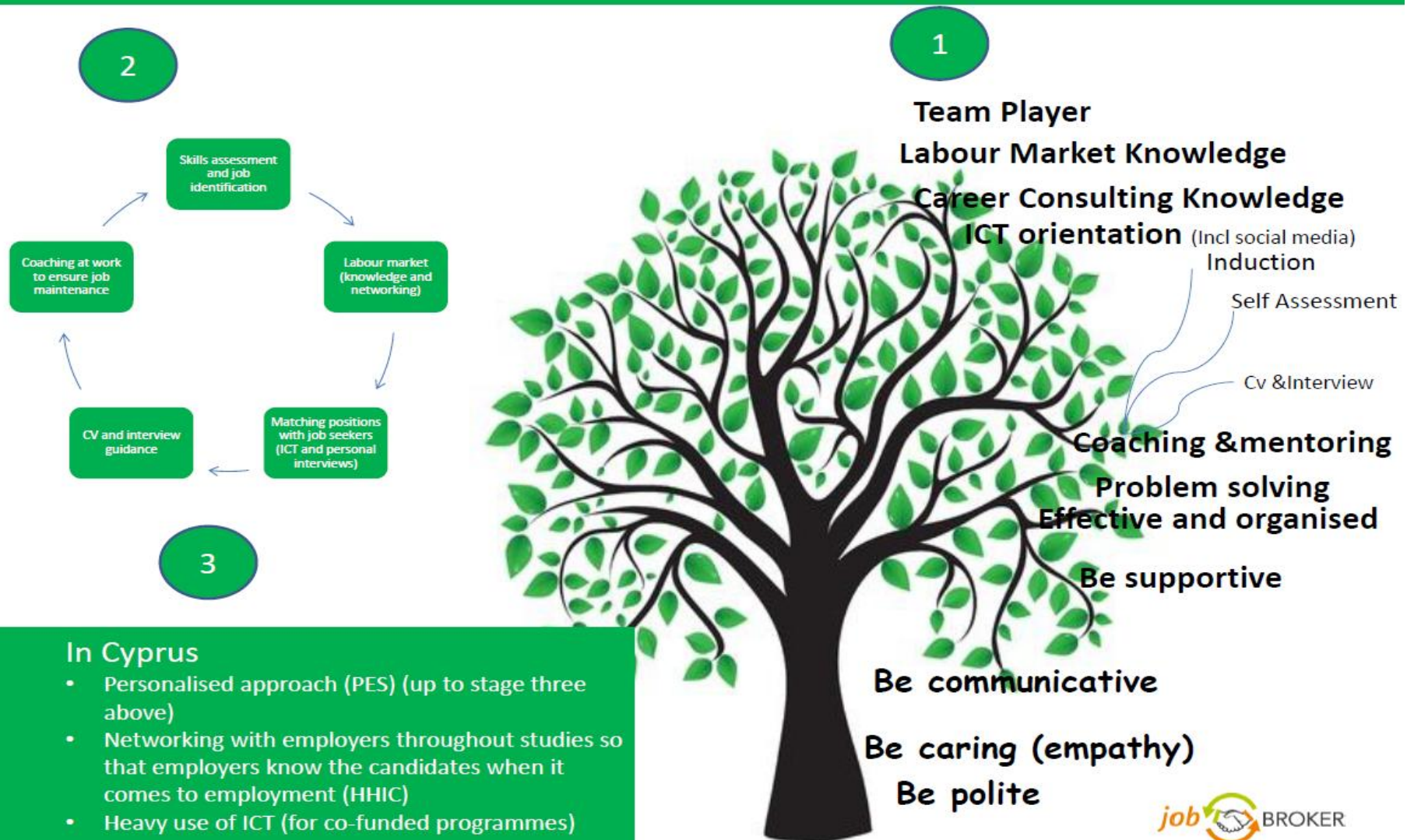


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# Lessons Learned from research





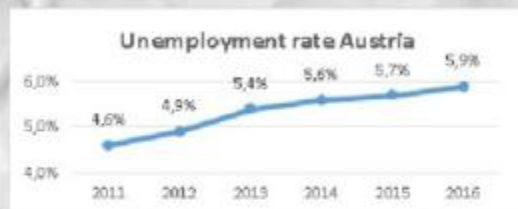
## Job Brokering at PES

=> mainly for job seekers who are job ready

job brokering divided in two different entities within the PES:

services for job-seekers - counsellors' job brokering activities limited to inform job seekers about job vacancies reported to the PES and clients themselves establish contact to employer and go through the application process on their own.

services for employers - associates are in contact with employers and encourage them to report potential vacancies. Vacancies are listed in the e-Job Room (the electronic job platform of the PES) which is constantly available for people seeking employment.



### Fact Box Unemployment

#### Austria - vulnerable groups:

- young adults (15-24 years) - 10,6%; growth of 19% in the past 5 years
- NEET-rate 2015: 7,5%
- 50+ - 12% growth of unemployment in the last year
- migrants - unemployment rate of 17,2%
- 18,3% of all unemployed have health issues
- long term unemployment - growth of 159% from the last year

#### Vienna - specific aspects:

- higher unemployment than overall Austria
- severe situation for people with low qualification - unemployment rate of people with no qualification beyond compulsory school 21,1%

### Fact Box Employment

Trends: dynamic growth of employment due to growth of population & increase of jobs in high qualification segments

growth sectors: health & care, education & training, tourism & hospitality, ICT, knowledge based corporate services (R&D), construction, culture & creative industries

stagnating sectors: transportation & logistics, public services

declining sectors: production of goods & finance sector



## Job Brokering outside the PES

job brokering by external contractors carrying out support measures for job seekers on behalf of the PES.

=> for job seekers who are disadvantaged because of one or multiple employment limitations

measures mainly not geared towards job brokering per se, but are designed to strengthen the clients' employability (e.g. VET). job brokering usually represents the last module in these measures. job brokers are in contact with both sides - employers & job seekers

=> growing importance of placement rates lead to more attention for job brokering services

## Skills

### Knowledge Management

knowledge about labour market in specific industries, skill needs etc.  
=> requirements change rapidly and job broker need to be up to date

### Sales

to establish business relationships with companies & to "sell" job seekers into a job => assertiveness and persistence when dealing with companies is needed

### Job application training

support application process of job seekers including creation of application documents, training of job interviews, correct outfit in specific industries and companies

### Matching

companies - detailed look at the requirements of the company or the requirement of a specific job  
job seekers - identify (hidden) strengths to show companies what he/she can contribute to company's success

### Networking

companies - establish new contacts & productive use of contacts e.g. to receive job offers from companies  
job seekers - imparting network skills in order to activate and expand personal networks to find job opportunities via the hidden labour market

### Working with different target groups

being able to communicate appropriately with both sides - companies & job seekers => job brokers need to understand and speak the language of both sides

Considering the different situations in the different countries:

- What trends can you identify in the situation in each of the partners with regards to unemployment levels? How might this affect the work of the Job Broker?
- In terms of the Job Broker role, what similarities have been identified between partners? Are there any differences?
- Can you summarise the different countries situation regarding qualifications and training for Job Brokers? How does it compare to yours?

## ACTIVITY 1.6.2



Now, turning to the situation in your specific country, earlier you were asked to locate and review the chapter of the research study that applies to you. When you have done so, read it and summarise the main points in response to the following questions:

- What are the main unemployment trends in your country?
- What are the unemployment patterns amongst different groups (e.g. young people, minority groups, women and men)?

- What services are funded by the public sector to support job seekers in your country?

- What are the main perspectives of employers, according to the research?

- What are the main industry agencies that operate in your local economy? Chamber of Commerce? Sectoral bodies?

- How familiar are you with the job brokering case study in the research? Do you know of other examples?

### ACTIVITY 1.6.3



Now discuss your findings with other Job Brokers. Did they see something different? Do they have more or different labour market intelligence compared to that in the report that could be of use?

## 1.7 Conclusion and further reading

The purpose of this module has been to place your work as a Job Broker in the context of the European labour market and employment opportunities in Europe. In doing so, we have explored the interface between the key stakeholders that impact on your work – the employer, job-seeker and public funder. We have also reviewed how policies, funding, schemes and programmes, labour market information and employment regulations all surround and impact on job brokerage services.

The table below recapitulates the learning objectives/outcomes of this module – and how the activities relate to them:

[illegible]

Finally ... although job brokerage is an emerging and relatively new concept in European VET legislation, there are various publications and resources relevant to the issues discussed in this module. Many of these will be in your own language and are relevant to your own country – ***so do look them up!***

In the meantime, and to help you look further, we have listed some relevant information sources at the European level below:

- CEDEFOP: 'Skills Panorama' at <http://skillspanorama.cedefop.europa.eu/en>
- European Commission: 'EURES – The European Job Mobility Portal' at <https://ec.europa.eu/eures/public/homepage>
- European Council: Resolution on A New Skills Agenda for an Inclusive and Competitive Europe (2016/C 467/01).
- European Training Foundation / CEDEFOP / International Labour Office: 'The role of employment service providers: Guide to anticipating and matching skills and jobs' (2015).

## ACKNOWLEDGEMENT AND DISCLAIMER

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