

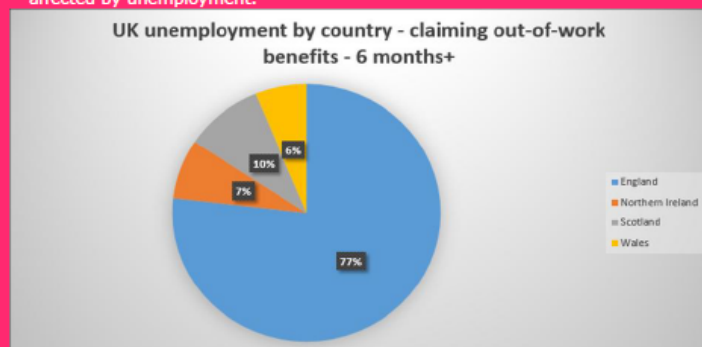
**ΔΡΑΣΤΗΡΙΟΤΗΤΑ 1.6.1**

Τα ευρήματα κάθε χώρας ομαδοποιήθηκαν ως 'μελέτες περίπτωσης' και παρουσιάζονται πιο κάτω:

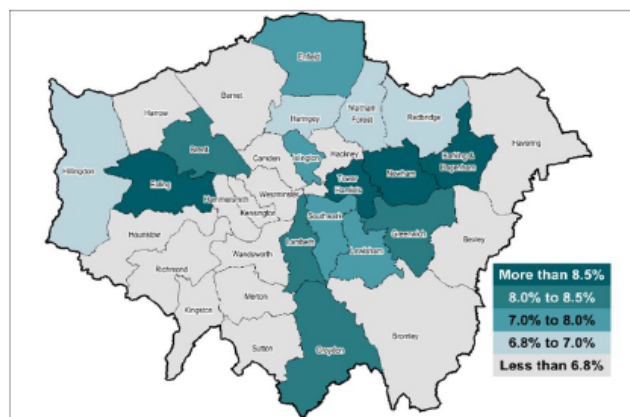
# Job Broker London, UK

## The Situation

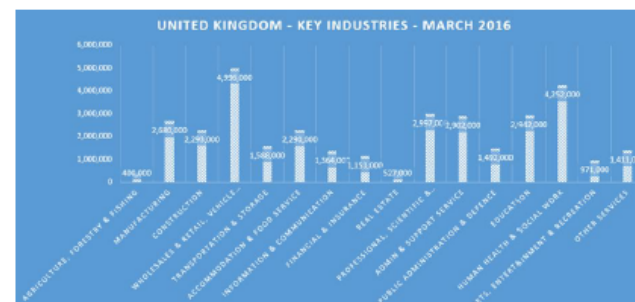
Currently, 5.6% of the population is unemployed in the United Kingdom. 77% of out-of-work benefits claimants live in England. 13.3% are based in London. In England, those aged 25-49, are significantly affected by unemployment, with 20% of all unemployed people being Young People. The London Boroughs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



## London – Unemployment by borough



## UK Main employment industries



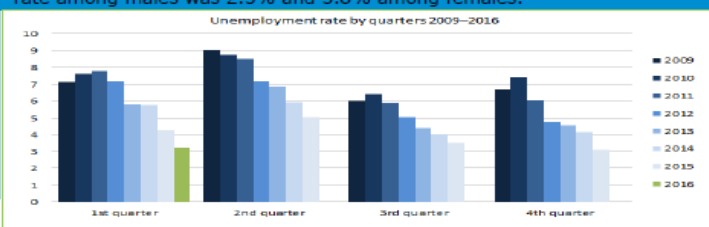
## Job Broker skills - breakdown

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)*

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### 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

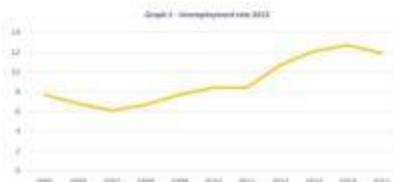
### Contents of a Curriculum Programme

- 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%)



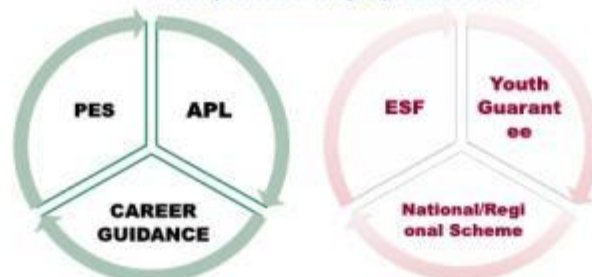
2015 - Unemployment rate (15-24) – 38,4%



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 for job seekers and employers through one-to-one, personalized support provisions; delivering “package” of advice, support and guidance that are tailored to individual specific needs effectively.

**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.

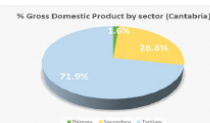
Human Resource Planning	Specialist Knowledge of Sectors	Post Employment Support
Initial Assessment	Information and Contract Management	Working in Partnership
Lobbying	Marketing and Sales	Public Scheme (EU, National, Local)
Quality Assurance	Self-Assessment	ICT



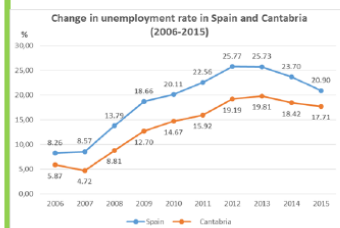
# JOB BROKER SPAIN

## Background

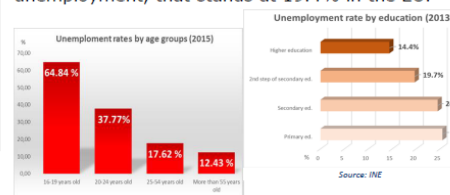
The population of Cantabria is 585.179 inhabitants, one of the least populated regions in Spain because of its small size. Santander, the capital, has 173.957 inhabitants, while its metropolitan area concentrate about 300.000, more than a half of the population of Cantabria. Cantabria's GDP represents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

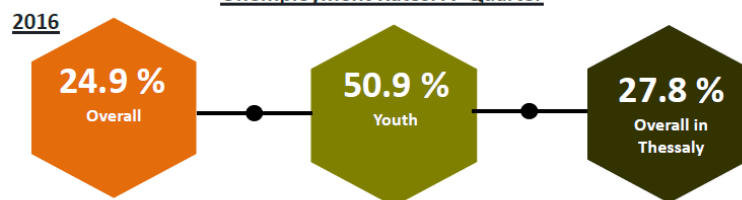
- How to get in touch with enterprises and sell them their work and candidates
- Empathize with both groups and to put oneself in the situation of each to understand the different point of views
- Active listening, empathy, assertiveness.
- Communication skills
- Resilience and initiative
- Emotional 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)

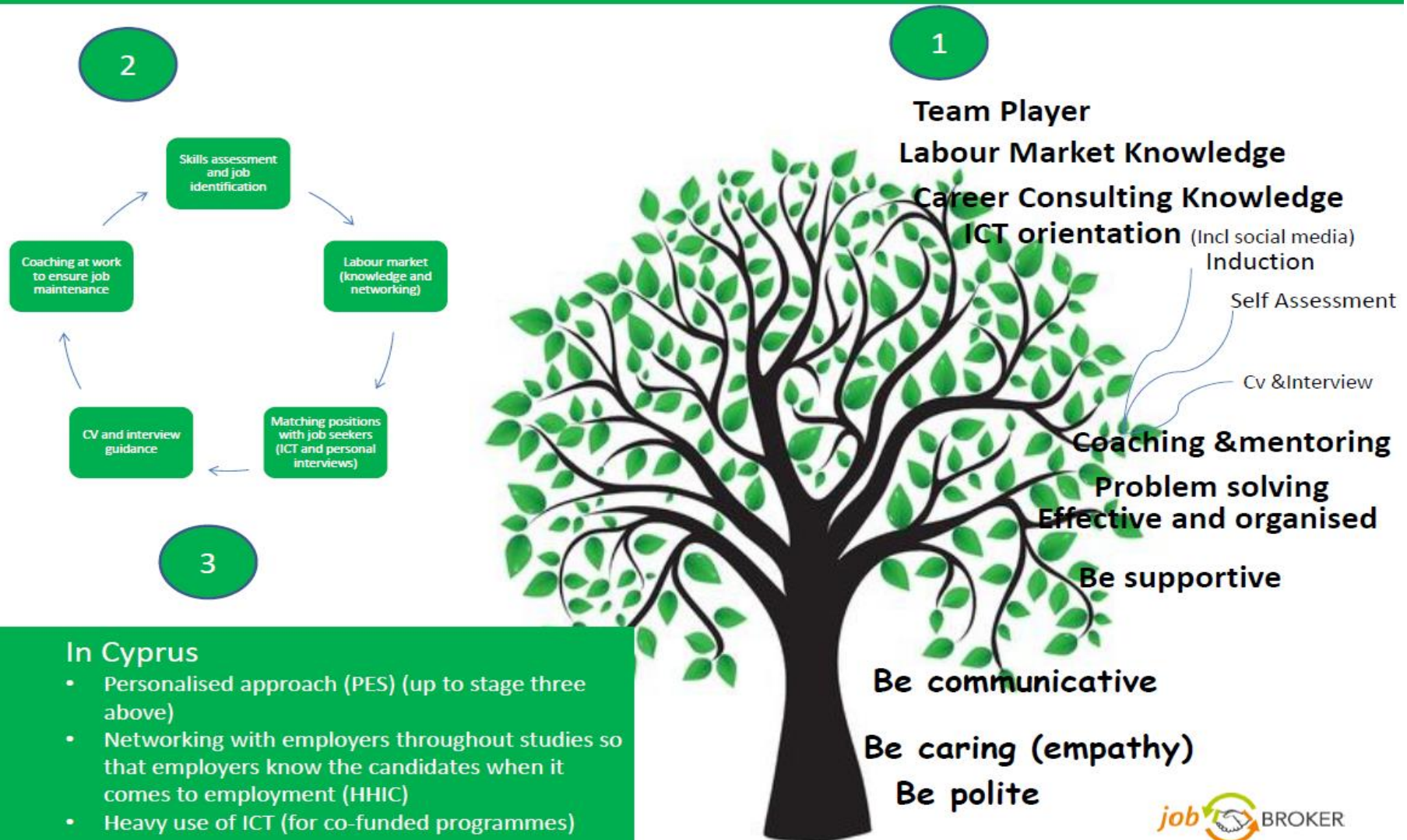
### The COMPANIES' perspectives:

- 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.



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# Lessons Learned from research





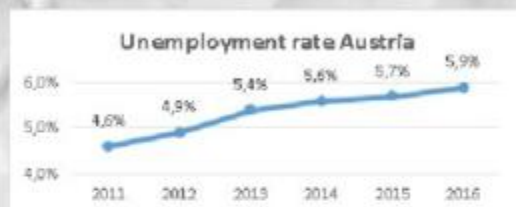
## Job Brokering at PES

=> 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

Λαμβάνοντας υπόψη τις διάφορες καταστάσεις που επικρατούν σε διαφορετικές χώρες:

- Ποιες τάσεις μπορείτε να αναγνωρίσετε για κάθε έναν από τους εταίρους αναφορικά με τα επίπεδα ανεργίας; Πως αυτό θα μπορούσε να επηρεάσει την εργασία σας ως Σύμβουλος Απασχόλησης / τη λειτουργία του προγράμματος; Όσον αφορά στο ρόλο του Συμβούλου Απασχόλησης, ποιες ομοιότητες εντοπίστηκαν μεταξύ των εταίρων; Υπάρχουν κάποιες διαφορές;
- Μπορείτε να συνοψίσετε τις διαφορετικές καταστάσεις ανά χώρα όσον αφορά τα προσόντα και την εκπαίδευση των Συμβούλων Απασχόλησης; Πως συγκρίνονται οι καταστάσεις αυτές με τις αντίστοιχες της δικής σας χώρας;