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Dr. Oleg Krikotov
Leipzig University of Applied Sciences

Promoting youth employment in remote areas in Jordan -(Job Jo)
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Networking model



The WP 3.5 assumes the following activities:

- 1 Study of the activity of European centres and their cooperation with external partners
- 2 Adapt and develop a model of effective cooperation of partners in PC – the network
- 3 Roles, functions and responsibilities of each partner
- 4 The most effective methods of cooperation will be discussed and delegated
- 5 The optimal number and composition of the partners needed for sustainable and efficient work after project completion will be defined
- 6 Development of the network model will be conducted by all JO and EU partners
- 7 The developed model will be tested during the project-on-project partners
- 8 After the completion of the project this network model will be offered for the consideration of the relevant ministries and proposed for introduction nationwide.



1. The EU approach
2. German experience/ example
3. Recommendations – networking model, roles of stakeholders, new trends



1. The EU approach

The European employment strategy (EES) dates back to 1997, when the EU Member States undertook to establish a set of common objectives and targets for employment policy. Its main aim is the creation of more and better jobs throughout the EU.

It now constitutes part of the Europe 2021-2027 growth strategy and is implemented close coordination among EU Member States and EU Institutions.



The EC works with a wide range of partners by:

Organising public consultations to seek views before taking major policy initiatives.

Helping national governments to coordinate their efforts to create jobs, make pensions sustainable and tackle poverty and social exclusion.

Cooperating with international organisations and partner countries to promote decent work.

Being in close contact with representatives of the European trade unions and employers – the "social partners".

Collaborating with national authorities in the management of EU funding, particularly the European Social Fund.

Cooperating with social sector NGOs.

Cooperating with the European Labour Authority, the European Foundation for Living and Working Conditions, the European Agency for Safety and Health at Work, the European Centre for the Development of Vocational Training and the European Training Foundation.



The employment guidelines, proposed by the EC and approved by the Council, present common priorities and targets for the national employment policies and amend the guidelines to align the text with the principles of the European Pillar of Social Rights (November 2017).

The current EU Employment guidelines are structured as follows:

- Boosting demand for labour, and in particular guidance on job creation, labour taxation and wage-setting.
- Enhanced labour and skills supply, by addressing structural weaknesses in education and training systems, and by tackling youth and long-term unemployment.
- Better functioning of the labour markets, with a specific focus on reducing labour market segmentation and improving active labour market measures and labour market mobility.
- Fairness, combating poverty and promoting equal opportunities for all.



2. German experience/ example

The Federal Employment Agency (BA) is a self-governing public corporation.

At central and local level, over 2,800 voluntary representatives from the three groups of employees, employers and public bodies play a decisive role in the promotion of employment and its further development in the field of unemployment insurance.

The 156 employment agencies with around 600 branches implement the tasks of the Federal Employment Agency (BA) on site.

In addition, the agencies have set up 302 job centers together with rural districts or urban districts.

In addition, there are the BA family benefits offices with around 100 locations.



Networking model



Networking with stakeholders is performing from the highest management level and down through the structure.

Each third of the board of directors is made up of representatives from the three groups: employees, employers and public bodies.

Seven members and five deputy members per group are appointed by the Federal Ministry of Labor and Social Affairs.



Networking model



In every employment agency there is an administrative committee. This is the supervisory and advisory body for the agency's management.

The labor market program and plans are coordinated with the agency management on site. In this way, labor market policy measures and initiatives to strengthen the region can be agreed and valuable contributions can be made to shaping the local labor markets.

The administrative committee is also made up of one-third representatives from the three groups of employees, employers and public bodies. Four members and two deputy members per group are appointed by the BA's Board of Directors.



The main activities of Employment Centers

Skilled workers for companies

There will be considerably fewer workers available in the next 10 to 20 years: many people will retire - at the same time, not enough younger employees will move up. The respond to demographic change by giving employers intensive support in training or recruiting skilled workers - at home and, where necessary, also abroad.

Accreditation and admission

If you, as a recruiting company, carry out employment promotion measures and would like to receive funding from the Employment Agency or the Job Center, you need accreditation and approval.



Networked advice for young people

For young people, the transition from school to work should be as smooth as possible. In order to support them in this, agencies are networking even more intensively with schools and companies. Anyone wishing to do an apprenticeship should receive expert advice as early as possible. This is what the youth employment agencies introduced a few years ago do, for example.



Well advised for a lifetime

Overall social developments such as digitization or the effects of demographic change with an aging population are changing the working life of every individual.

The requirements in professions change, new professions emerge and others disappear. Employees change jobs or activities more frequently than before. That is why there is increasingly relying on individual career advice that covers all other phases of working life in addition to unemployment.



Opportunities for the disadvantaged

People who are disadvantaged in the labor market also often have problems participating in social life. To strengthen their participation in society and depending on what needs the individual has, agencies place them in work, advise or support them in qualifying.

In doing so, agencies keep an eye on the whole person and work together with other institutions if that helps to cope with problems.



Digital service for all customers

Online offers usage of services comfortably at home or on the go should save you time-consuming visits to the authorities.

The beginning has already been made - for example with the online jobseeker registration for employees, the online employment certificate for companies or the online application for child benefit.



Youth employment agencies

The establishment of youth employment agencies has been supported in a variety of ways since 2010 by the Federal Employment Agency, the Federal Ministry of Labor and Social Affairs, the central municipal associations and the federal states. By 2011, 6 and later 20 model locations had gained basic experience for a “work alliance for young people and work”.



Networking model



Since January 2017, a total of 289 locations have been working in the form of a youth employment agency to improve the transition from school to work.

Over 90% of the employment agencies and 73% of all job centers (joint institutions and approved municipal bodies) are involved.

190 rural districts and 156 cities, including 86 independent cities and the city states, actively contribute to the success of the local cooperation with their resources and competencies: the basic idea of a youth employment agency has undoubtedly established itself nationwide and is a design model for the transition processes for young people from the strategic actions. It is no longer possible to imagine doing without the service providers.



However, youth employment agencies are first and foremost local cooperation projects - with all the federal and state political “tailwind”.

They are largely borne by the commitment of employees and managers in the municipalities, the employment agencies and the job centers.

The common goal since 2010 has been to give all young people a concrete chance for a self-determined life in work and profession.

Those who - often enough due to unequal framework conditions - should also participate and disadvantaged starting opportunities - have a special need for funding. It is precisely these that are still in danger of being “lost” in the complex funding and service system of the sponsors.



One-stop government

In the context of youth employment agencies, one-stop government is understood to mean all the measures taken by the organizations that enable young people to deal with all (or at least as many as possible) issues in the transition from school to work in one place.

One-stop in urban regions -Government often implemented in the form of shared rooms (location of contact persons, advice centers and services in close proximity "under one roof").

A total of 53 youth employment agencies offer the majority of their services for the target group in this form. The creation of a one-stop government structure is planned at 12 other locations (see the following page for an overview).



The size of these youth employment agencies varies from a few employees of the providers to structures that encompass several inner-city locations.

Where the establishment of joint contact points or the bundling of services and offers "under one roof" does not seem sensible (e.g. in rural regions / districts), the sponsors can make use of the possibilities of "virtuoso" one-stop government procedures.

The design of a joint homepage or the institutionalization of joint and cross-agency advisory services at schools, etc., come into consideration.

The approach of moving into common premises when a cooperation is established has increased nationwide.



Cooperation at eye level

When working together, cooperation on equal terms is of particular importance. Decisions are only made by mutual agreement. There is particularly intensive cooperation with schools. These are not just network partners, but cooperation partners with equal rights. Youth employment agencies also work decentrally with these partners, for example:

- Youth Migration Services
- Employers' organizations
- Juvenile court assistance



Local and regional focus

Youth employment agencies are primarily local cooperation projects. Their design is significantly influenced by the commitment of the employees in the municipalities, the employment agencies and the local job centers. Youth employment agencies work on a decentralized basis. They set their priorities for action along regional and local needs and in line with the local framework. As a result, the work of the individual youth employment agencies is very different.



Cooperation partner schools and other partners

Youth employment agencies work closely with the local schools, which they see as equal cooperation partners. Youth employment agencies also work decentrally with these organizations and institutions, for example:

Youth Migration Services

Employer organizations

Juvenile court assistance



Schools as cooperation partners of youth employment agencies.

The schools are the most important partners in the youth professional agencies. Cooperation with schools will be intensified within the scope of the legal options for action and based on regional needs. The majority of youth employment agencies (53%) include schools in the activities of youth employment agencies in addition to the regular offers of career counseling.

The main focus is on a stronger presence of career counseling in schools and better cooperation with school social work. Almost 40% of the youth employment agencies have expanded their vocational orientation and 25% have expanded their office hours at schools.

Almost 1/5 of the youth employment agencies (18%) already work with all general and all vocational schools. In more and more youth employment agencies, school authorities are being integrated into the design processes as equal cooperation partners.

About 1/3 of all youth employment agencies take part in the various state programs for the transition from school to work.



Enterprises cooperate with Employment Agencies.

1. Find workers: Search in the applicant exchange; Find suitable profiles of job seekers and get in touch.

Submit a job offer online: Submit your job advertisements online in just a few steps and search for applicants.

Use employer service: We will help you step by step to find suitable applicants.

2. Train specialists: Find trainees online; Submit your job advertisements online and search for applicants.

Use employer service: We will help you to find suitable trainees.

Training information: Find out about your advantages as a training company and the process of full-time or part-time training.



3. Financial aid and support

As a company, you create jobs. They train and employ employees on a long-term basis. Under certain conditions, both you as a company and your employees can receive support - for example, when it comes to the qualification of staff with special needs. We explain the most important funding opportunities to you.

Promotion of employees

- Promotion of training

- Promotion of further training

- Integration allowance for new hires of unemployed people

- Promotion of employment

- Promotion of people with disabilities

- Promoting the employment of refugees

- Promotion of the long-term unemployed

Further financial aid

- Overview of forms of short-time work benefits

- Bankruptcy compensation - Information for employers.



Institutions cooperate with Employment Agencies.

1. Education providers and carriers:

MYSKILLS - Recognizing professional competencies, KURSNET for educational providers, Youth hostels, Tenders for labor market services (AMDŁ), Accreditation and approval, eM@w.

2. Local collaboration and projects: Youth employment agencies, Labor market monitor.

3. Schools and Parents' Associations: Professional orientation in the classroom, Event database for parents and teachers, Event database.

4. Paying service, family pension reform: Withdrawal service of the BA's family benefits office, Information on the reform of the special responsibility.



HTWK cooperates with Employment Agencies.

Do you want to make your application process authentic and meaningful and establish contacts with companies in your sector?

Then use the application workshops offered by the various departments of the HTWK (Studifit, Department of Study Affairs, Additional Courses, University College) as well as the individual application advice. In the “Company as a Guest” event, you will get to know specialists and job profiles from different companies and find out what you need as an applicant and new employee to join the company.

Would you like to stay in the region? Then find out about your options for starting your career in small and medium-sized companies in Saxony.



3. Recommendations – networking model, roles of stakeholders, new trends

The optimal networking model includes tie cooperation of higher educational institutions, vocational and school institutions, companies, public employment services, authorities and individuals – employees, students, youngsters. Each part plays a significant role.



Educational institutions have the following priority areas of activity:

- Information provision and support for employment of graduates and students, including providing them with information about the demand and supply in the labor market;

- Providing career guidance and career counseling services to students and graduates of institution;

- Psychological and pedagogical support of students' career planning;

- Facilitating social adaptation of students and graduates in the labor market through conducting and organizing training seminars, workshops and master classes on writing a resume, interviewing with an employer, effective behavior in the labor market;

- Organization of events to promote employment and job placement of institution graduates and students (job fairs, career days, presentations of enterprises and employers' organizations, master classes, round tables, etc. events, assistance to departments in conducting presentations of institution specialties and graduates);



- Establishment and expansion of partnerships with organizations, businesses and firms that serve as employers for students and graduates of institution on the organization of practices, temporary and permanent employment, internships;
- Information and consulting services for employers on the search and selection of personnel from among students and graduates of institution;
- Interaction with local authorities, including territorial bodies of state employment service, public organizations and associations of employers interested in improving the situation of graduates in the labor market, the definition of strategic guidelines for training bachelors, specialists, masters, including in the development of professional standards;
- Organization of institution graduates employment monitoring;
- Research and methodological work.



Companies should have opportunity to:

- view information from the available resume bank of job seekers;
- place their own ads about available vacancies and requirements for applicants;
- get acquainted with the directions of training and specialties of institution;
- get acquainted with the schedule of defense of graduate qualification works.
- to facilitate communication between graduates, young scientists and enterprises to overcome social-and economic challenges.

To do this, there should be an opportunity for undergraduate students, graduates, and postgraduates to show their achievements. And to enterprises - to explain what tasks they need to solve. It means creation of a database of employers' tenders, offers, practical tasks.

This is not limited only to employment issues, these can be internship offers, solution of business and technological cases, internships.



Networking model



The creation of the employee labor market and fight against unemployment also redefines the tasks of public entities (public employment services - PES). PES are not only responsible for coordination, frictions on the labor market and reduction of unemployment. The significant role of PES is also support of employers in the field of reaching to a scarce workforce and complementing the labor force with professional qualifications that meet the needs of local labor demand.

PES can anticipate and influence labor market changes proactively by information exchange with policy-making bodies, local authorities and working with the private sector. However, as the labor market is a subject of continuous transition, PES should evolve to adjust their structure and offer to those changes.



There can be determined four main functions associated with PES as: job broking, providing labor market information, administering labor market adjustment programs and administering unemployment benefits.

PES services are divided into five groups, including services for employers, services for alignment between labor market supply and labor market demand, services for improving workforce skills and competences, the unemployed sustainable activation services, services for improvement of career of the unemployed.

The effective implementation of these instruments would not be possible without the involvement of educational institutions and employers. Supply oriented instruments require providing the place for realization of internships and trainings. Demand oriented instruments are directed to current and future employers. Job specialist provides the services for employers and employees by offering various labor market instruments.



Networking model



The main reasons of youths inactivity are education and training but the serious problem is also NEET - «Not in Education, Employment or Training» phenomena when the young people do not participate in any professional and educational activity. Likelihood of staying out of the labor market is also more than three times greater for the low educated than for highly-educated people. Family responsibilities are still the main cause of inactivity and it mostly concerns women.



Networking model



New trends of employment policy and networking are:

- Green economics and job places
- Digitalisation
- Social inclusion



According to Eurostat estimates, employment in the EU-28's environmental economy rose from 2.8 million full-time equivalents (FTEs) in 2000 to 4.5 million full-time equivalents in 2016.

The environmental economy in the EU-28 generated EUR 746 billion of output and EUR 303 billion of value added in 2016.

These trends in employment and value added in the environmental economy indicate considerably faster growth than that of the overall economy and of gross domestic product (GDP).

Greening with Jobs, action to limit global warming to 2 degrees Celsius will result in sufficient job creation to more than offset job losses of 6 million elsewhere.



The environmental goods and services sector helps manage pollution and natural resources, which covers inter alia waste management, air pollution, controlling and cleaning up soil, as well as recycling, renewable energy and water supply.

However, green jobs do not only include those in the eco-industry sector; activities in other sectors like in organic farming, sustainable agriculture and eco-tourism much depend on a healthy environment, while many other jobs are impacted indirectly.

Green growth is therefore both a challenge and an opportunity for the labour market and skills which, in turn, are key factors for enabling green growth.

This is at the core of the Green Employment Initiative, which is addressing the employment challenges and opportunities of the current transition towards a green, low carbon, resource-efficient economy.

This transition will bring fundamental transformations across a wide range of sectors: additional employment will be created; some jobs will be replaced and others redefined.



NGOs have become essential actors in the social field, particularly in the fight against poverty, unemployment and social exclusion. They engage in regular dialogue with public authorities with a view to ensuring better cooperation between all stakeholders.

The European Youth Employment Initiative exclusively supports young people who are not in education, employment or training (NEETs), including the long-term unemployed or those not registered as job-seekers. It ensures that in parts of Europe where the challenges are most acute, young people can receive targeted support. Typically, the YEI funds the provision of:

- apprenticeships
- traineeships
- job placements
- further education leading to a qualification.

In the years 2021-2023 the YEI and European Social Fund resources increased to help young people affected by the coronavirus crisis.



For the period 2021-2027, for simplification, the EU integrated the Youth Employment Initiative into the European Social Fund Plus (ESF+), while preserving the focus on youth employment.

The special role belongs to the new Erasmus+ Programme 2021-2027.



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