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## EOF European Outplacement Framework

Vocational Support for People with Difficulties on  
Employment Access



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## Final report on implementation of pilot seminar course for TUTORS



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## **EOF European Outplacement Framework**

Vocational Support for People with Difficulties on Employment Access

### **Final report on implementation of pilot seminar course for TUTORS**

**Partner P0: SZF, Austria**  
**Partner P1: RANDERS, Denmark**  
**Partner P2: URI-SOČA, Slovenia**  
**Partner P3: DIMITRA, Greece**  
**Partner P4: COOP, Slovakia**  
**Partner P5: IteE, Poland**  
**Partner P6: School Centre Ptuj, Slovenia**

**Date P0: 29.4.11, 06.05.11, 20.05.11**  
**Date P1: 04.05.11, 05.05.11, 26.05.11**  
**Date P2: 03.05.11, 04.05.11, 05.05.11**  
**Date P3: 03.05.11, 04.05.11, 05.05.11**  
**Date P4: 23.5.2011, 24.5.2011, 25.5.2011**  
**Date P5: 19.04.11, 20.04.11, 21.04.11**  
**Date P6: 12.04.11, 14.04.11, 19.4.11**

**Duration: 18 hours**

**Number of participants P0: 13**  
**Number of participants P1: 13**  
**Number of participants P2: 9**  
**Number of participants P3: 10**  
**Number of participants P4: 7**  
**Number of participants P5: 17**  
**Number of participants P6: 8**

**List of participants (in attachment): please find attached**

**Target group P0:** representatives of training institutions, trainers and outplacement advisors

**Target group P1:** People who work as job- and educational counselors at institutions connected to a large umbrella organization which works to create better educational, working, housing and social conditions for people with special needs.

**Target group P2:** reha team leaders, reha technologists, project leaders, counsellors – from vocational rehabilitation providers and other organization working on human resources field

**Target group P3:** Outplacement consultants being worked at National Employment Organisation (the local offices of Larissa and Ellassona)

✓ Educational profile of the people attended :

- university degree of humanitarian departments (sociology, psychology, etc)
- master degree ( 4 persons)
- previous training in consulting and coaching

All of the participants works as outplacement / re-orientation **coachers/ mentors**

**Target group P4:** Trainers with Interest in guidance of job seeking persons or Human resources department staff

**Target group P5: 14 people: trainers, employees of ITeE-PIB** (the only one scientific-research institute in the region dealing with among others innovations in education at the national and international level); all participants of the seminar were experienced in carrying out the training, cooperation with different professional groups (the unemployed, job seekers, teachers, employers, management staff in business). 7 people were experienced in tutoring.

**2 people: representatives of the Labour Office – Centre of Career Information.** They do not only work with the unemployed every day but also participate in negotiations in cases of dismissals.

**1 person: researcher and lecturer of the Technical University of Radom** (the biggest university in the region). Person with long-standing experience in organization of traineeships and apprenticeships for graduates and students cooperating with employers in this field.

**Target group P6:** participants were organizers of practical training from SC Ptuj)

### **Objectives P0:**

clarification of the role as a tutor and to get familiar with different kinds of methods for tutoring

exchange of experiences and different approaches in guidance

to support and guide the trainees in the most proper way

to deal with difficult situations

to build up new cooperations with enterprises

to define the term of “Outplacement” from the view of the Public Employment Service

### **Objectives P1:**

To upgrade and/or renew the tutors’ skills regarding their work with the young (our target group), the mentors and the work places/companies. These being

communications skills, solving of problems concerning finding the right work place for the individual young person, solving of problems at the workplace – physical as well as understanding of workplace culture – in case the mentor need help with the managing of this, cooperation with mentors in general, i.e. giving advice regarding the young and his/her individual requirements at the work place according to his/her needs , integration into the labour market and an understanding of how society works when it comes to being on the labour market.

#### **Objectives P2:**

they want to improve tutor skills, to do their job better, get new skills and improve them, to support unemployed and persons with disabilities to get work, to know more about motivation, communication skills and counseling techniques, to get practical experiences and to get information about new possibilities to find work places.

#### **Objectives P3:**

√ To improve tutor's skills in the field of counseling and coaching, to improve their communication skills and to get new contacts as well.

√ Getting familiar with innovative tools such as Methodological Training Guide and the Good Practice Catalogue as well.

#### **Objectives P4:**

to improve tutor's skills in coaching and counseling, to receive useful information and guideline how to work as a tutor, to improve techniques in supporting job seeking processes, to improve communication skills and to get new cooperation opportunities.

#### **Objectives P5:**

The aim of the seminar, set by the organizers, was to increase the competences of trainers/tutors in the scope of shaping the competences of the quickest integration at the labour market of the unemployed and those at risk from the unemployment.

The feedback from the evaluation of the 3-day seminar include the following answers:

- *Get to know new techniques of counselling and work agencies especially for the unemployed*
- *Improve my knowledge and skills in professional counseling area*
- *Acquire the competences for providing services for job seekers in a professional way*
  
- *Get to know experiences in professional counseling area from the other EU countries (new methods, techniques of counselling)*
- *How to prepare oneself to work as a tutor (duties, tasks)*
- *What should be the tutor's competences, how to be an effective tutor*
- *How effectively cooperate with unemployed, often depressed people*
- *Deeper understanding of the term "outplacement", new perspective of the "outplacement"*
- *How to share professional experience with young people at the labour market*

These answers can be categorized into 2 groups: 1) Considering trainers with previous experience in tutoring (they expected the increase of knowledge and skills in supporting job seekers, with special attention to experiences from the other European countries; 2) Considering trainers with no previous experience in tutoring (they expected knowledge and skills how to understand and perform a tutor's role; how to cooperate with trainees, "charges" and enterprises in an effective way); how to build proper interpersonal relationships.

#### **Objectives P6:**

to upgrade the tutors skills in the process of organizing the practical work for the students (how to solve the problems during their practical work, advice them how to behave in the communication process during their work, how to encourage the students, approaches to learning, labor market integration, overcome barriers to finding the job).

#### **Clarity and sufficiency of the objectives P0:**

Most of the participants were very happy and satisfied with the aims, which have generally met their expectations. On one hand they felt support and some kind of strengthening in their approaches and techniques. This gave them orientation and confirmation. On the other hand they could hear about a lot of new techniques in counseling and guidance. Also the tutors were eager to hear more about communication and conflict management.. All in all the participants enjoyed the contents of the seminars, working together and especially getting the possibility of networking.

#### **Clarity and sufficiency of the objectives P1:**

All goals were met during the seminar. Our work was well accepted and approved of and the idea of tutor seminars aimed at helping to improve the work of tutors themselves as well as between tutors, mentors and work place/employer and the young and was applauded. Contents and expectations of the participants were as good as we had hoped for.

#### **Clarity and sufficiency of the objectives P2:**

We achieved the goals we have set. We present our partnership project and implement all modules. Mostly they find out that all modules are useful. The same they think about MTG. They were the most interesting on networking part between companies and how to motivate the companies to integrate trainees. Their expectations were satisfied.

#### **Clarity and sufficiency of the objectives P3:**

- √ The Tutors had the opportunity to get familiar with innovative tools such as Methodological Training Guide for Tutors and Mentors and Good Practice Catalogue
- √ The Tutors had the opportunity to improve their techniques in supporting job seeking process
- √ Finally, the Tutors had the opportunity to share their experiences and to get new and useful contacts during the pilot testing

#### **Clarity and sufficiency of the objectives P4**

The main goal was achieved and almost all expectations were fulfilled in positive way.

#### **Clarity and sufficiency of the objectives P5:**

The aims and objectives were clear for all participants of the pilot course. The feedback from evaluation indicated that: for 41.7% of the participants their expectations have been met fully and for 58.3% in the vast majority. The training improved their views on the processes of supporting, counselling, enabled to get experience in the process of outplacement in different EU countries. 58.3% participants admitted that their participation in the course will support them in building good relationships (based on trust) with job seekers and cooperation among all actors of the outplacement process.

#### **Clarity and sufficiency of the objectives P6:**

We achieved the goals we have set. We present the main point of partnership, the importance of the network between companies and school.

#### **Process of the pilot seminar course P0:**

First of all we invited training organizations, which have also implemented the “outplacement-concept” and discussed with them about the seminars and their contents. The representatives of the training organizations reflected a big interest and we got a lot of application. Finally we managed to start with 12 trainers.

We started both the tutor and the mentor seminar on the same day and time, so that the general units, which mentors and tutors had in common, were performed in one group. This start was a very successful one, as both mentors and tutors wanted to learn more about the others work and daily experiences. The second day was performed separately and the third day in the afternoon, the two groups again were put together. The content of the common unit was the reflection on the seminars, the future implementation of tutoring and mentoring and the cooperation between

companies and training institutions. A lot of topics have been discussed in these two units, so we realized a real need in these discussion rounds. We – as SZF – have promised to organize a follow up meeting together with tutors and mentors to exchange experiences, but also to learn and hear about new approaches and to build up new contacts.

#### **Process of the pilot seminar course P1:**

We invited participants from different institutions within the same working area as Randers Bo- og Erhvervstræning -> target group: young people with special needs. The participants all worked as tutors and most of them had had some experience prior to the tutor seminar. Some of the tutors works at the same institutions/organizations and had the benefits of knowing more about each others' daily work than others, but this gave even more cause for discussion and the exchange of experiences. The team of instructors was from Randers Bo- og Erhvervstræning, EOF project members as well as an external expert who was able to cover all areas needed to meet the requirements of the main points of the seminar program. As an institution, Randers Bo- og Erhvervstræning has for many years

taken on the job of running mentor courses and this has provided us with a good ballast within the area of tutoring as well as mentoring because of the interaction, cooperation and communication between mentors and tutors already established years ago. We were very pleased with the large turnout of tutors, which also shows us a specific need for tutor seminars like this, and all participants expressed the need for continuance regarding knowledge and communication upgrading as well as networking on a continued basis. Some of these tutors may function as both tutors and mentors in some respect for the trainees when it comes to questions, problems, etc. regarding the young peoples' work places. According to the seminar program we introduced the various topics of the course and presented the Good Practice Catalogue and the MTG which lead to a Q&A session regarding the EOF project and our work. All participants received a copy of each product. Very important to all, both Randers Bo- og Erhvervstræning and the participants, was, and still is, the networking such a seminar creates the basis for at the tutors' work places as well as in other aspects of their work life.

### **Process of the pilot seminar course P2:**

We invited participants from different organizations and providers of vocational rehabilitation. We wanted to give that mentor extra knowledge with this seminar course, which will improve their work with our clients (persons with disabilities). We invite them by phone, e-mail or personal invitation. We inform other enterprises via Chamber of Commerce and Industry of Štajerska and Chamber of Craft Maribor. The team trainers responsible for mentor course were from URI-Soča, we invited also 2 experts from Employment Service and another provider of Vocational rehabilitation. We run the seminar 2 days. During the seminar we present the main point of the seminar, problems of local economy and employment policy. We pointed out the MTG and how we can use the mentioned guide in the purpose of labor market

integration. We presented the Catalogue of good practices. All participants get a copy of Catalogue of good practices and MTG. The participants find them both very useful and access that seminar like that, are good for their work and successful cooperation with URI-Soča and other providers of vocational rehabilitation. Good support the participants results better results and chances to become their work force in future. The participants were informed also about way of learning and the learning techniques. But the most useful they find out practice experiences.

### **Process of the pilot seminar course P3:**

#### **Before:**

A data base created with details of people raised interest and contacted us for information on EOF project

We contacted them by e-mail, sending the invitation letter the brochure and the application form

Follow up by phone giving further information and clarifications about pilots courses

#### **The course:**

The course piloted on 3/5 - 5/5 from 15:00 to 20:00

- ✓ The trainers which implemented the course had fluency in consulting and coaching and in adult education and vocational training, they were experienced in labour and economic matters, they have been working with unemployment people and long term unemployment people and with vulnerable social groups.

#### **Process of the pilot seminar course P4:**

The first and the most important step were to contact the potential participants. We used the following communication and contacting tools: personal meetings with prospective participants, invitations sent by emails, in cooperation with Recruitment offices and human resources managers, EOF leaflets and seminar brochures were distributed to potential participants. During the seminars, there were used the unique and innovative training materials developed within the Partnership: "GOOD PRACTICE CATALOGUE" with a collection of outplacement tools from different EU countries and "METHODOLOGICAL GUIDE FOR TUTORS AND MENTORS" supporting their daily professional tasks. Moreover trainers provided very useful information and some practical examples related to counseling process and basics of coaching and its techniques. All participants received a copy of each product which can be useful for them also in the near future.

#### **Process of the pilot seminar course P5:**

The seminar has been prepared and carried out according to the developed and approved programme. The topic of outplacement is new for the EOF project team, therefore the decision of pilot testing of the seminar on a group of trainers – cooperators of the organizer's institution - has been made.

On that account, the main medium of information and promotion of the seminar among the target group were personal contacts encouraging to participate in and information being sent via e-mail (information brochure about the seminar, programme and invitation; registration form). Additionally, the representatives of the local Labour Office and vocational schools friend (including the high school) have been invited. The form of reaching the group of the potential participants of the seminar for tutors were similar to those used towards the employees of ITeE-PIB. Cooperation with local institutions of the labour market has been established at the planning and organizational stage. Apart from the participation of their representatives at the seminar, an employee of the Labour Market (Ms Anna Kicior) carried out the following modules during the seminar: *Counseling process for unemployed people or people facing social exclusion respectively* and *Basics of "coaching" and its techniques*. Ms Kicior is a psychologist, well experienced career counsellor with a long-standing practice at Counselling and Career Planning Centre. She is also experienced in the outplacement projects that have been carried out in Poland mainly in 90s and considered the key sectors of industry. ITeE-PIB delegated its own experts in the field of *Economy and Labour market*.

Each of the trainers has one's own training materials in the Power Point presentation format. Handling methods (introduction, information) have been applied together with

motivating methods alternately, including: discussion (applied among others for the evaluation of the MTG contents), role playing (especially those units carried out in the 3<sup>rd</sup> day of the seminar and during the presentation of the outplacement tools), brainstorm (e.g. during the realization of the module considering the development of cooperation with enterprises).

Each of the trainees received a copy of the Methodological Guide for Tutors and Mentors during the seminar and a copy of the Catalogue of Good Practices. Electronic versions of both documents have been made available to the participants a few days ahead of the seminar.

The following outplacement tools have been chosen from the Catalogue of Good Practices to be presented in the 2<sup>nd</sup> day of the seminar: informative talk (Slovenia), mentor course (Denmark) and business presentation (Austria).

The participants have been recruited from the institutions dealing with innovations in education, interested in improving competences as well as those keeping a contact with the unemployed and have wide experience in carrying out training, disseminating new innovative proposals of curricula and organization of training. Intentional selection of the participants resulted in high interest in the theme, their engagement, readiness to active participation in the course and sharing their experiences.

The importance of the undertaken theme and well estimated time necessary for particular topics have been noticed by the participants. In the final evaluation, 75% of the participants assessed the duration of the course as appropriate to reach the aims that have been set.

In the final evaluation, 100% of the participants revealed that they will use the following elements in their everyday practice: proposed outplacement tools, discussed psychological aspects of cooperation with young people and the unemployed, international perspective of the counselling for the unemployed.

At the end all participants received the certificates of attendance in the 3-day seminar “Outplacement for tutors” organized within the Leonardo da Vinci project *EOF-European Outplacement Framework*.

It is necessary to emphasize a big value of the last element of the seminar – the development of the platform for cooperation (networking). Despite the majority of the participants of the pilot seminar knew each other and they cooperate in their everyday work, the specificity of the theme and the international aspect included have provoked a long and interesting discussion. This effect would be multiplied by the participation of the representatives of different institutions what is a target of ITeE-PIB.

### **Process of the pilot seminar course P6:**

We invited participants from our school centre who are responsible for organizing the practical work for our students in the companies. We create the team of trainers who were responsible for the seminar. The team was formed from the staff of SC Ptuj (each of them covered the certain content of the seminar). We run the seminar in three days. The last day we combined the group with groups of mentors and they can exchange the experiences in the field of mentoring and tutoring for the students.

During the seminar we present them the main point of the seminar, the problems of local economy and employment policy. We pointed out the MTG and how we can use the mentioned guide in the purpose of labor market integration. Also we presented them the Catalogue of good practices (each participant got the copy of MTG and Catalogue of good practices). The participant were also informed about the way of learning and the learning techniques.

#### **Strengths and weaknesses P0:**

1. The most evident strength was, that the trainers had the possibility to reflect their daily work, their role, their responsibilities and also their limitations. They could learn from each other and had a very professional guidance by the trainers during this 3 days seminar. This was really unique for them and they felt a real demand on this.
2. A further strength of the seminars was their design and the balance between theoretical inputs and practical exercising. The participants appreciated very much, that their “daily” problems and situations are transferred and trained during the

sessions and discussed them also on a theoretical background knowledge. So that they had the feeling, that they really could develop further competences and to be better prepared for their daily business.

3. Finally they also were eager to have more exchange with mentors, as they can gain new, important information from the “other side”. They can especially build up new contacts with companies in order to support their trainees in finding job placements. Therefore they have also recommended to offer more space and time for working together with the tutors and training organizations.

#### **Strengths and weaknesses P1:**

The strength was that tutors who may not otherwise have met, got together and were able to network across the borders of the respective institutions/organizations they work at as well as with. Randers Bo- og Erhvervstræning was able to strengthen even more the networking we have already been trying to establish for tutors over the years alongside our mentor work as well. Weakness was perhaps that participants and working people in general already know what is going on the labour market, in politics and economics on the area of mentoring and also more generally.

#### **Strengths and weaknesses P2:**

The most important strengths was to deepening cooperation between providers of vocational rehabilitation and local economy and improve their cooperation.

#### **Strengths and weaknesses P3:**

##### **Strengths:**

- Well structured course
- Quite useful innovative and interesting information
- Useful and interesting education material

##### **Weaknesses:**

- The course did not lead to an officially recognized certification

#### **Strengths and weaknesses P4:**

##### **Strengths:**

This seminar gave to participants opportunity to gain more useful experience and professional knowledge, to gain awareness associated with mentoring philosophy at all and to get new useful business contacts.

**Weaknesses:**

Too much information during short time, different needs of participants, lack of practical exercises.

### **Strengths and weaknesses P5:**

**Strengths:**

Well prepared trainers.

Well prepared didactic materials, interesting presentations.

Interesting theme of the course.

**Weaknesses:**

The part: *Basics of "coaching" and its techniques* was not much useful for those who had a previous experience in tutoring.

Too less practical exercises.

The fact that the participants of the seminar had different levels of experience caused some positive and negative effects. The negative effect was, as mentioned before, the lack of interest of those well experienced in some parts of the seminar. On the other hand it enabled the exchange of different experiences with trainers with no practice in tutoring. The key issue was the ability of the moderator of the seminar to take advantage of this fact.

### **Strengths and weaknesses P6:**

The most important strengths was the deepening cooperation between education and local economy. That shows also the result after that seminar – at the end of April and the beginning of May 2011 we prepared the common national project about the practical work for students in their companies.

**Outcomes P0:** - Highly motivated tutors, who want to develop their competences further

- better quality of guidance and training of trainees by the enhancement of competences

- the demand for offering additional seminars concerning different approaches in guidance and methods in counseling

- need of possibilities of self reflexion and "tuning" of the role profile

- The need of building up a platform for mentors and tutors for continuously exchange and learning – also from best practice models

All this aspects lead to a better cooperation between training institutions and companies in order to support trainees and to help them to get integrated into the labor market and to foster their personal development.

**Outcomes P1:**

The more knowledge, the better skills and the better tools the tutors have, the better ballast they will have in their work with the target group and the work places where

they try to establish a working cooperation, which will be beneficial for all parties involved. Trainees will become more accustomed to the culture on the work place and, hopefully, better at adapting to work life, i.e. integration will become easier for both trainee, institution with which they are connected, the work place/employer/employees and the mentor. This will all in turn be beneficial to the labour market in general and improve completion at the same time.

#### **Outcomes P2:**

More qualified tutors results in better cooperation and support to the mentors in enterprises and on other side, quality integration of job seeker which have problems with access on labor market.

#### **Outcomes P3:**

- All the participants considered that the course was very interested and useful for them
- The middle average grade of the course was 4,8 out of 6
- 60% of the participants considered appropriate the duration of the session
- All the sessions evaluated as quite useful for the participants
- The education material evaluated with an average grade 3,1 out of 4
- The trainers evaluated with an average grade 3,3 out of 4
- 

#### **Outcomes P4:**

Useful and innovative pilot seminar which gave opportunity to tutors to get new contact and meet some experienced tutors which whom they shared experienced and improved their knowledge in the field of tutoring at all.

#### **Outcomes P5:**

- Improvement of competences ad skills of trainers/tutors.
- Development of the techniques used by the unemployed and people at risk from the unemployment which support the process of job seeking and its effectiveness.
- In further perspective – establishment of the European network of tutors being a support for people seeking for a job in other partner countries (career mobility).

#### **Outcomes P6:**

Qualified tutors with the cooperation with mentors in companies will contribute to a quality successful integration of job seekers into the labor market. Indirectly, this will also affect on the increasing in competitiveness of the local environment.

**Problems occurred P0:** No one

**Problems occurred P1:-**

**Problems occurred P2:-**

**Problems occurred P3:** No problem occurred or recorded by the participants during the implementation of the pilots

**Problems occurred P4:** No problems occurred during pilot training.

**Problems occurred P5:** No serious problems occurred.

**Problems occurred P6:-**

**Recommendations P0:**

1. There are also some suggestions to make a more precise differentiation between less and more experienced tutors. So the solution might also be a modular structure with basic modules for tutoring (communication, counselling, economy and labour) and afterwards voluntarily some special moduls on different topics of counselling methods and tools, but also practical exercises with case studies.
2. greater amount of time to have opportunities for networking and building up contacts

**Recommendations P1:**

The seminar content could be loosened up, meaning that many point seemed to be viewed as superfluous and the expectations of the participants should be higher – they already know what is stirring in society -> on the labour market, in economy, politics etc. Communication and teachings in knowledge of one self and of people around you should be key – The more you know about yourself the easier it is to figure out how other people are, react, behave, etc and why.  
The use of cases was very much requested!

**Recommendations P2:**

The content of the seminar should be more flexible according to the needs of participants. We could include more “team working”, to compare their experiences and “produce” new ideas. Some parts of seminar should be oriented more in the needs of clients tutors are working with.

**Recommendations P3:**

Some of the participants expressed the opinion that could be useful:

- to be planned more time for discussion
- more detailed information about implementation of outplacement tools
- more detailed directions and guidelines regarding the role of tutor and mentor a longer course that could lead to an officially recognized certification

**Recommendations P4:**

The training should be oriented more on practical experiences. The theory should be set into the practice.

Higher experience of the tutors should be considered and the training should be more oriented towards specific situations and problems.

Module Economy and labour were considered as the least useful because this issue is everyday in news, TV so it not innovative at all.

Presentation about methodological guide and about the project. I think that each participant should study it by himself/herself and this time could be used in more useful way, i.e. some practical exercises, role plays.

**Recommendations P5:**

- 1) Systematical updating, research on innovations in the process of outplacement and supplementing developed materials.
- 2) More detailed specification of the selection of participants to avoid the situation that the part of training contents is known for a part of group – homogenization of groups).
- 3) Enabling the exchange of experiences with mentors.
- 4) more practical exercises concerning the techniques of counselling (Polish and foreign ones).

**Recommendations P6:-**

