



IMPLEMENTING EMPLOYMENT SERVICE

# Newsletter 2

February 2010



**IMPLEMENTING  
EMPLOYMENT  
SERVICE**

- IES will raise efficiency!
- IES will ease the access for job seekers and unprivileged people to labour market!
- IES will raise awareness about the employment service in Europe!
- IES will reduce the gap between the employment services from different European countries!
- IES will lead to synergy!



Sonja Gavez

Dear readers,

Welcome to the 2nd edition of the IES Newsletter. The IES Newsletter main purpose is to provide to potential stakeholders and project partners up-to-date information on the IES project outcomes and to report about activities and events which concern employment service systems in 6 partner's countries.

In this edition you can find information about IES project and IES Partnership, IES activities implemented by now and upcoming activities, about study visits and IES events. Special emphasis is given to study visits of good practises. In this edition, 7 good practises in 5 partner's countries are presented. In the 3rd edition which will be published in April 2010, another 7 study visits of good practises will be described.

The IES Newsletter is published quarterly in five languages and during project life-cycle, 9 editions of IES Newsletter will be disseminated via e-mail to 1,000 readers in six partner's countries.

Information on the IES project, as well as IES Newsletter PDF format is available on the project's web site at [www.ies-employment.eu](http://www.ies-employment.eu).

Enjoy your read,

Sonja Gavez,  
Regional Labour Foundation Podravje (Slovenia)

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*IES partnership, October 2009  
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## Activities implemented till now

By Luca Spissu, Regional Employment Agency of the Autonomous Region of Sardinia (Italy)

After one year, it is time to try to make a summary of what the partnership has done and to illustrate results which have been achieved.

Project IES, besides the compulsory set up of the managing and coordination bodies, whose functioning immediately appeared hardest than expected, envisaged to carry out the activities described in the project's heart component 3, that is the group of activities named "exchange of experiences".

In few weeks, the report on study visits will be ready and their data will be part of complex tool which emphatically is named "gap analysis guide". It will be the base on which the partnership will transfer the chosen and analysed practises in their own regions.

Some data could illustrate the organisational efforts made by all partners and the spirit driving the phase. Nine partners have sent one - two persons each in another country, to acquire detailed information about how to provide the same service or to reply the same practices in their own regions; all partners, in their turn, have hosted 9 delegations, putting them in contact with local stakeholders which, at different level and with different roles, have contributed to implement the experience to be analysed.

The IES partnership was convened in the first two days meeting held in Cagliari at the end of December 2008 and agreed to detail the work plan described in the WP 1 entitled "thematic surveys". According to the original text, instead of proposing a desk or theoretical analysis concerning the functioning of Employment Service Systems in Europe or in the participating regions, possibly made of a pure data collection, the partnership shared the idea to set up a group of officers, representing all partners, and to charge them of the hard task to describe, in the simplest and most practical way, methodologies, practises, services and good experiences in the covered field.

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The satisfying output took the form of a twofold benchmarking report, edited under the wise guide of FH Joanneum University. Its most valuable part was fully dedicated to give the partnership both a list of good practises in the field of employment services and an important tool to better decide which experiences were worth being analysed and then transferred amongst the partnership during the following Project phase.

47 good practices were collected and then grouped into 10 different types of measures, namely 1) trainings, 2) databases, 3) networks / partnerships, 4) educational programmes, 5) fairs / events, 6) employment projects, 7) coaching / teaching / counselling, 8) allowances, 9) organization / structure / management, and 10) communication and marketing.

As following step, recommendations for a transfer of measures for each partner, taking the form of a matrix, were provided in a list based on the combination of the results of the macro- and micro-benchmarking.

The Project IES writers, those who at the end of 2007 thought and conceived the aims of the Project itself, imagined that the improvement of the Regional Employment Policies had to be achieved through a sort of contamination of experiences and information. In that way, officers coming from different countries, managing and belonging to different organisations, providing different employment services, were given a work plan full of opportunities of contacts; represented by study visits, staff exchanges and round tables.

The first had to start and to be concluded in February 2010. At the end of the month, the partnership, led by the Spanish partner FUERM, responsible for coordinating the phase named "visiting studies", is proud to announce that most of the study visits have been concluded.



## Sometimes it happens, could be the end of the story

By Luca Spissu, Regional Employment Agency of the Autonomous Region of Sardinia (Italy)



County Agency for Employment of  
ARAD, Romania leave the project



ARAD, Romania

Amongst the difficulties the Regional Employment Agency of the Autonomous Region of Sardinia and the whole partnership of Project IES had to cope with during the last semester, the most challenging has been the consequence of the decision, adopted by Romanian partner County of Arad, to leave the Project.

The hard to be taken decision came at the end of a long lasting bargaining between the Regional Employment Agency, the County of Arad and the central administration of Romania but, at the end, nobody could avoid the final result.

When the partnership is selected, during the preparation phase, the most delicate and tantalizing phase of the whole Project, the enthusiasm of candidates is so high that sometimes they forget to verify that all issues which could potentially create obstacles to their action, even the most insignificant, have been taken into consideration.

County of Arad, when the proposal was being prepared, replied promptly to my questions, obtained and produced the necessary letter of intents, ensured its financial commitment, searched for the local and national support and was able to show the Lead Partner as well as the JTS that all documents were tidy.

But one element was not properly assessed: the lack, in the national financial budget, of a specific budget line dedicated for initiatives financed within ERDF. As institution engaged in activities traditionally financed within ESF, the County of Arad took for granted or underestimated the importance of enjoying a specific and different budget line.

"Only an easy to be solved bureaucratic problem" we wrongly concluded. Actually, a death blow for expectations of our partner, forced to leave due to the lack of financial resources.

The procedure for trying to find a solution and for avoiding jeopardizing, the JTS recommended, provided to replace the leaving partner with another partner coming from the same country. As second best solution, we were allowed to loose the partner together with its whole budget.

In December 2009, after many attempts and after considering the difficulties of adding a new partner during the most challenging working package of the Project, the final decision was taken: the step out of the County of Arad and the reduction of the partnership to 9 components.



## Steering Group Meetings: Kick-off meeting and SGM in Graz

*By Luca Spissu, Regional Employment Agency of the Autonomous Region of Sardinia (Italy)*

One of most demanding task for a Lead Partner of a Project financed within Interreg IV Programme is to conceive a system for governing the Project.

Usually, the partnership works and communicates via mail or telephone. But vis a vis meetings are compulsory, especially for coping with unexpected problems or for taking important decisions.

In order to do that, Project IES has conceived a Steering Group, a democratically governed body composed of all partners.

During the first year, the Lead Partner has convened two Steering Group meetings during which important decisions have been taken.

The first was held in Cagliari on 22nd- 23rd December 2008, while the second was held in Graz (Austria) on 7th September 2009.

At SG meetings the partners have discussed the following crucial points: Time plan definition or re-definition; Financial and administrative rules governing the Project; Progress reports; Consortium composition; Goals to be achieved during the scheduled work packages.





**The IES partnership met the Press for the first time in March 2009, in Cagliari, on the occasion of the Launch Conference.**



Press Conference, Cagliari, March 2009

**Press conference „Implementing Employment Service“ for a transnational labour market**



Press Conference, Graz, September

## Press Conferences

### Cagliari, Italy - March 2009

The Director of the Regional Employment Agency and the Project Manager, interviewed by the journalists, illustrated the contents of the project, focusing on the project's main goal which is to improve the efficacy of employment policies at regional level and consequently increase the quality of Employment Policies in Europe. They also presented the innovative and complex process of exchange of experiences among partners for the achievement of the expected results.

Project partners were presented to the media as the entire partnership was in town for the Launch Conference. Television and press representatives were provided with a press kit containing informative material on Project IES, INTERREG IVC Programme and on the partnership for more detailed information. As a result, various articles were published on regional newspapers and local televisions reported the event.

*By Gabriella Fenu, Regional Employment Agency of the Autonomous Region of Sardinia (Italy)*

### Graz, Austria September 2009

Presenting the results of the EU project "Implementing Employment Service" for a transnational labour market, a press conference took place at the FH JOANNEUM's big conference room, September 8th, 2009. Contact person for media was Bernadette Frech, Project Coordinator FH JOANNEUM, Thomas Schmalzer, and Research Coordinator for International Management, Luca Spissu, Initiator and INTERREG - Project Coordinator from Sardinia and Eric Kirschner, JOANNEUM RESEARCH.

The press conference proved to be a real success. It was very frequented and well received by many journalists - remarkable results speak for themselves: ranging from print and online media to radio, more than nine regional and national Austrian media institutions reported on the event.

*By Klaus Peternel, doppelpunkt PR- und Kommunikationsberatung GmbH (Austria)*



**During the implementation of Technical seminar in Maribor a Press Conference were organised.**



Press Conference, Maribor, September 2009

**During the study visit of Slovenian partner RLFP, hosting partner Province of Oristano organized a press conference which took place on January, 25<sup>th</sup> 2010.**



Press Conference, Oristano, January 2010

## Press Conferences

### Maribor, Slovenia - September 2009

The Regional Labour Foundation Podravje (RLFP) invited representatives of local and national media and press with the purpose of informing local stakeholders and wider public on project activities and expected outputs and disseminated project outputs produced by them. Each representative of media received IES Press kit with info material on IES project and INTERREG IVC Programme. Representatives of all project partners attended to Press Conference. The executive director of RLFP, Dušanka Lužar Šajt illustrated the importance of IES project for Slovene labour market and employment policy, especially the improvement of efficiency of employment service system. She emphasised the importance of exchanging of good practices and their transferability to partners' countries and their employment systems. Press reported of IES project on national TV and radio and articles in local newspaper were published, too.

*By Sonja Gavez, Regional Labour Foundation Podravje (Slovenia)*

### Oristano, Italy January 2010

During the press conference, the Lead Partner Agenzia Regionale per il Lavoro presented IES project, its goals and activities. The programme and aim of the study visit was presented by the Executive councillor for Employment and vocational training and by the Head of Employment, vocational training and social policies Department of the Province of Oristano. The representatives of Slovenian partner Regional Labour Foundation of Podravje focused on their expectations concerning the study visit and reasons why they chose the good practice Communication campaign "Diversamente abile ugualmente produttivo" implemented by the Province of Oristano.

Several local media (TV, radio and newspapers) attended the press conference, giving the event a good local coverage.

IES press kit was designed and delivered to participants of the event and to media representatives. The press kit included information of the project and study visit, as well as leaflet and poster of the communication campaign "Diversamente abile ugualmente produttivo".

An article regarding the study visit was published in the home page of institutional website of Province of Oristano.

*IES Team Province of Oristano*

**The press conference was announced to the media through a press release. During the press conference the first edition of the newsletter was also distributed among participants.**



## Study visits follow up

By Carlos Belmonte, Mar Moreno and Consuelo García  
University Enterprise Training Partnership of the Region of Murcia (Spain)

**The core activities of IES project in the last few months were implementing study visits, classified in five thematic areas: Governance; Choice orientations; Labour demand-supply matching and job placement; Participation of unprivileged people to the labour market; and Promotion of the individual employability.**

		HOSTING PARTNERS								
PARTNERS		FN	SASSARI	ORISTANO	CAGLIARI	ILOF	RLFP	LA RIOJA	FUEREM	ES Bavaria
		(AT)	(IT)	(IT)	(IT)	(RO)	(ES)	(ES)	(ES)	(DE)
VISITING PARTNERS	FN JOHANNESBURG (AT)								21 - 22 Jan	18-19 Jan
	SASSARI (IT)							1 - 5 Feb		8 - 12 Feb
	ORISTANO (IT)						11-15 Jan			9 - 12 Feb
	CAGLIARI (IT)	25 - 29 Jan						1 - 5 Feb		
	ILOF (RO)				22 - 26 Feb					cancelled
	RLFP (ES)			25-29 Jan					1- 5 Feb	
	LA RIOJA (ES)			22-23 Feb	24 - 25 Feb					
	FUEREM (ES)		8 - 11 Feb							
	Employment Service Bavaria (DE)									4 - 5 Mar

Study visits within IES project are oriented to analyze, improve and test the transferability of good practises and experiences, previously selected, through the following methodologies: investigating of partners' situation, measuring the distance (gap) of each partner from the experiences, analyzing steps to be done to transfer the experience in partners' management system.

In January and February 2010 the majority of study visits have been implemented by IES partners, except one which will be realised in March 2010.

It is still early to evaluate the results of this project phase because partners are still producing the reports of their study visits. That said, taking into account the opinions and documents already produced by the whole partnership, we could make the following statements:

-  In general, study visits have been considered as positive for the whole partnership because it has been the ideal opportunity to know "in situ" how the good practice is implemented and the necessary resources in order to analyse the possibilities to transfer this good practice in their own territory.
-  All partners have used the same methodology (developed within the project) but it has been customized to the reality or their own regional employment system. In some cases, the study visit has had more in situ visits, in some other there have been more stakeholders meetings, etc.
-  Some difficulties to coordinate the whole partnership taking into account the short period of time to carry out the activities; the fact that most of the partners were hosting and visiting partners, national problems in some cases, etc.

In any case, this phase is ending and the results will be presented at the next Steering Committee to be held in Nuremberg, Germany in April 20th 22nd 2010. In this sense, this next meeting will be crucial for the success of the project because the partnership should take into account the results of the study visits in order to be coherent with the next project WP, the staff exchange where, somehow, the transfer of the good practice will start.



**In the first half of January 2010 Slovenian partners in snowy Slovenia hosted the project partners from province of Oristano. The study visit was organized by the Regional Labour Foundation Podravje (RLFP) and Employment Service of Slovenia (ESS).**



**We hope that Rita and Antonella not only got a lot of new information and learned more about the selected practice, but also enjoyed in Slovenian landscape and company of Slovenian people.**



## Province of Oristano study visit in Slovenia

### Good practice: Centre for Vocational Guidance "CIPS"

The study visit activities were oriented to present Slovene good practice, to analyse the differences among partners' countries and to test the transferability of the identified Slovene experiences to the Province of Oristano.

The first three days of the study visit programme were located in Ljubljana. ESS representatives presented the labour market situation in Slovenia, the most important measures and active employment policy programmes, the operation, organisation, main tasks and activities of the ESS activities for its different clients.

The most important part of the study visit was devoted to the good practice: Centre for Vocational Guidance. Participants of the study visit were acquainted with the operation of the Centre and its organization at national, regional and local level.

Through the weeks they learned in details about the different activities, information, methods and tools, alliances and support activities as well as publications of the Centre. They also had the opportunity to recognise the importance of involvement in establishment, operation and development of new labour market products of different stakeholders at national, regional and local level. During the study visit the Centre also hosted colleagues from Slovenian Institute for Adult Education.

Last two days of the programme were organised in Maribor where participants visited the local Adult Education Centre and attended the meeting with representatives of elementary school Martin Konšak from Maribor and Municipality of Selnica ob Dravi. The aim of the meeting was to recognize the cooperation among CIPS, local educational institutions and local communities.

The visit was also a good opportunity to learn more about the project partners and to identify similarities and differences between the systems and structures in the field of vocational guidance, employment and education.

*Vanja Hazl, Dušanka Lužar Šajit  
Regional Labour Foundation Podravje (Slovenia)*



## Study visits in Oristano, Sardinia (Italy)

**Regional Labour Foundation of Podravje visited Oristano at the end of January 2010 to get more information about the good practice Communication campaign “Diversamente abile ugualmente produttivo” implemented by hosting partner Province of Oristano.**

**Visiting partner stressed out the effectiveness of the communication campaign that was implemented at local level; importance of creating the environment and increasing the level of sensibility for these issues among the public (handbook); development of corporate social responsibility (for example, employment of disabled persons beyond the quota fixed by the law) and commitment and involvement of the people who daily implement the good practice, private employers and entrepreneurs as well as employees of the hosting partner, particularly those in charge of the job placement service for disadvantaged people.**

### Good practice: Different Able Equal Productive

After a brief presentation of partners and introduction to the study visit the meeting with local stakeholders was implemented.

Each participant (employee) brought his personal experience in the implementation of the communication campaign, how they decided to join the campaign, the challenge of having his picture on billboards, posters, leaflets and other marketing communication tools that were used for the campaign.

Employers described how the job placement was implemented and which activities were carried out on a daily basis in the workplace.

The fact that the campaign involves disabled persons photographed in their workplace represents one of the most innovative elements in terms of marketing approach.

For such innovative approach, as well as for its immediate and direct impact, the campaign has received several awards at national level.

Awards were given to the employers for their corporate social responsibility as well as to each disabled person who took part to the communication campaign.

Study visit included also in situ visits of two enterprises: 3A Cooperativa Assegnatari Associati Arborea, which produces dairy products and is one of the biggest enterprises of the area, and Cooperativa Bruna, which produces ceramic handcraft. Both enterprises represent a model in the employment of disabled persons and were involved in the communication campaign as well.

To give the an overview of the structure and organization of Employment Services in the Province of Oristano, several technical meetings were organized, in particular with staff of Autoimpiego (Self-Employability), Servizio inserimento mirato (Job Placement for disadvantaged people) and CSL Centro Servizi per il Lavoro (Employment Service Center) of Oristano, which is in charge of Reception, Vocational guidance, Matching supply and demand.

The last day of the visit was devoted to drafting the conclusions.



Antonella Congiu, and IES Team of Province of Oristano  
Provincia di Oristano, Sardinia (Italy)



**FH Joanneum University of Graz, Austria visited Murcia to know more about SENIOR Programme, for the Assessment for university entrepreneurs, under the Individual Employability thematic field.**



**Regional Labour Foundation of Podravje (RLFP), Slovenia also visited Murcia to better know our good practice entitled "Jobs Board" in the thematic field of matching supply and demand.**



## Study visits hosted by Murcia (Spain)

During January and February 2010, University Enterprise Training Partnership (FUERM) of the Region of Murcia hosted two other partners from IES project. In both cases, Regional Labour Foundation Podravje and FH Joanneum University have stated that the study visits were positive and fruitful and they were willing to transfer as much as possible to their own territories.

### Good practice: SENIOR Programme

This programme aims at improving the capacity of the university entrepreneurs of our region. In this sense, a team of retired professionals as advisors who, given their business experience, are sufficiently qualified to undertake consulting work with university graduates who want to create their own business.

The methodology has the following phases: 1) Collect the personal information of the candidate as well as a brief summary of his managerial idea; 2) Interview of the candidate with the whole Senior team to know in depth the business idea; 3) Selection of the most suitable profile among the senior team to follow and support a concrete business plan (tutors); 4) Different meetings with the candidates to develop their business plan.

In the agenda of this study visit, our Austrian partners had information and visited different regional institutions in charge of business creation for university students and graduates. They visited among others, the Business Club of the Polytechnic University of Cartagena, the Young Entrepreneurs Association as well as two companies created with the support of SENIOR Programme.

*Bernadette Frech, Rene Wenzel and Thomas Schmalzer, FH Joanneum, University of Applied Sciences, Department of International Management (Austria)*

### Good practice Jobs Board

The methodology of this good practice is the following one: 1. Phase: Contacts with job seekers through dissemination campaigns in the training centres, radio, local press, leaflets, etc as well as contact with companies in order to know which kind of profile are they looking for. For this aim, we carry out company visits, business lunch, human responsible forum, employment fora, etc. 2. Phase: Through our own computer tool (jobs board), employment offers and demands are linked, generating a document with the unemployment candidates CVs to be sent to companies.

RLFP had the opportunity to know in situ the tool as well as the different activities (promotion campaign, etc) developed by FUERM to feed the jobs board.

At the same time, in the agenda, there were visits to other regional stakeholders with the same service, a jobs board, but more focused to the same target public than RLFP. In this sense, they visited the chamber of commerce of Murcia, the Regional Confederation of Business Association, the Local Employment Agency of Cartagena and Murcia as well as a National Centre for vocational training.

*Carlos Belmonte, Mar Moreno and Consuelo García  
University Enterprise Training Partnership of the Region of Murcia (Spain)*



## Learning from each other

**All participants perceived the study visit as highly valuable, as the exchange of experiences of the employment services was very fruitful. Representatives of the Austrian and the Bavarian employment service agreed informally that a subsequent meeting would be necessary in order to discuss further the next steps needed for a possible implementation in Austria.**



## Austrian visit in Bavaria, Germany

### Studying good practices "Profiling and Case Management"

Within the framework of work package 2: Study visits the European project IES offered the partner FH JOANNEUM and representatives from several Austrian regional Employment Services (Mr. Margarete Gross from Styria, Christian Brunmayr from Upper Austria and Sabine Strobl from Lower Austria) and the National Employment Service Austria (Peter Oberbichler and Elisabeth Oehry) the possibility to visit the Regional Head Office Bavaria in Nuremberg in order to receive further information about the Good practices Profiling and Case Management. As the visit only lasted for one day (19th of January 2010), the programme was very dense.

After a short introduction to the Head Office by Heino Beer the responsible person of IES project and Ralf Holtzswartz the director of the Head Office Bavaria the noon session was dedicated to the good practice "Profiling". Alexander Baufeld, an expert in this topic, presented the methodology and the implementation within the German employment service system of "Profiling". During the presentation many questions arose which were openly discussed during the presentation among the German and Austrian participants.

The afternoon session was dedicated to the good practice "Case Management".

Helga Lang a case manager employed at a local Employment Service in Bavaria presented the methodology of Case Management, her experiences with it and the curriculum of the study. The presentation also led to an open discussion about the possibility of implementation within the Austrian employment service system.

*Bernadette Frech, Rene Wenzel and Thomas Schmalzer, FH Joanneum, University of Applied Sciences, Department of International Management (Austria)*



## ARL Sardinia's Visit in Graz, Austria

**The week after the Austrian partner finished its study visits to Nuremberg and Murcia; they hosted representatives of the Regional employment Agency of Sardinia - namely Mr. Enrico Garau and Ms. Maura Corda for three days to deepen their knowledge about the Occupation Compass.**



**The in-situ-visit at the Occupation info centre (BIZ), which is part of the local Employment Service Graz was led by Ms. Trampusch. After being guided through the BIZ the Italian delegation had the possibility to accomplish several similar questionnaires that are offered by the BIZ. Before leaving Graz the discussions of the previous days about the possibility of the implementation of the good practice in the structure of the Sardinian employment service system were continued.**

### Good practise "Occupation Compass"

As this measure was previously implemented by the National Employment Service (AMS Österreich) the study visit started in Vienna. The first day was led by Ms. Bernadette Frech (FH JOANNEUM) and Mr. Peter Oberbichler (AMS Austria) which introduced the meeting. Thereafter Mr. Moshhammer the expert in the employment service and Ms. Wischin an expert from Hill International, which owns the methodology of the occupation compass presented the methodology of the occupation compass and showed how it works. Many questions were raised, which were answered in lively discussions.

On day two a meeting with representatives namely Ms. Margarete Gross and Ms Karin Trampusch - of the Employment Service Styria were arranged. In this meeting the tasks of the Occupation information centre, process management tools that are used by the Employment Service Styria was presented to the Italian delegation, which were accompanied by Mr. Rene Wenzel.

In this meeting differences between the Austrian and the Italian employment service system were debated among all participants, much information material was given to the Sardinian delegation and an in-situ-visit in the Occupation info centre was fixed for the last day of the study visit.

After three days of study visit the visiting and the hosting partner came to the conclusion that this visit was very fruitful. The Sardinian delegation got a broader view of the Austrian labour market system and of the chosen good practice and differences and similarities between the two systems were detected. In the evaluation report, which was created by FUERM, the possibility of the good practice will be assessed by the Sardinian partner. The Austrian partner is looking forward to transfer the good practice to Sardinia.

*Bernadette Frech, Rene Wenzel and Thomas Schmalzer, FH Joanneum, University of Applied Sciences, Department of International Management (Austria)*





## Start of WP 3 Staff exchange

By Luca Spissu, Regional Employment Agency of the Autonomous Region of Sardinia (Italy)

**Donors:** Regional Employment Agency, Region Sardinia (Italy); German Federal Employment Agency Nuremberg (Germany), FH Joanneum University of Graz (Austria), Fundacion Universidad Empresa Murcia (Spain) and the Servicio Riojano de Empleo, Region La Rioja (Spain).

**Recipients:** Province of Oristano (Italy), Province of Sassari (Italy), ILFOV County and the Regional Labour Foundation of Podravje (Slovenia).

**IES Project outputs:** Guidelines on good practices, containing the paths to be observed for making the transfer possible; 18 officers trained on the job for learning all secrets for replying a good practise in another territorial context.

The partnership is about of concluding activities included in the phase "Study Visits" which will produce, as final output, a document named 5 gap analysis guides.

The guides are a valuable collection of reports made during the "Study Visits" and illustrate the main findings in terms of existing gap between the analysed employment services. For each thematic field (the Project deals with 5 different) each partner has been charged of measuring the gap between its own situation and the functioning of the visited system, where the final result is a comparison of experiences and practices.

In less technical words, if during the "Study Visits" period, all partners had the opportunity of learning and deepening the knowledge of different practises, the coming "Staff Exchange" period, named Working Package 3, requires the whole partnership to decide definitively which practises will be effectively transferred or which experience will be replied in its own territory.

According to the plan of activities contained in the Application Form, at this stage, the partnership will be split in two different categories: donors and recipients. It is a classification the Project's writers did during the preparation of the project which has identified the following groups:

The split of the partnership in the two categories "Donors" and "Recipients" has a practical impact in terms of different plans and activities to transfer the identified good practises.

We could say that recipients are assisted and strongly supported by donors. On the contrary, donors will have to do everything by their own.

The whole package is divided into two further phases:

### First phase:

Donor partners will host 2 representatives for each of 2 partners (a group of 4 persons maximum), involving them in daily activities, training on the job, writing the draft plan of activities which will have to be realized during the following phase.

### Second phase:

Donors are hosted in receiving countries for 2 weeks, acting as tutors to help recipient partners to start up the new action in their own organisations. Weeks will be divided during the semester in order to permit firstly to the 2 representatives per donor partners to organise and carry out the following activities: support the receiving partner to disseminate, at operative and management level, the content of the Guidelines on good practises drawn up in the previous activity and to illustrate which steps has to be done to fill the gap between the state of the art and the practise to be transferred. During the second week, they will support the recipient administration to organise 2 technical workshops lasting 1 day, open to local stakeholders and actors of the E.S.S. to illustrate and explain them their role for improving the functioning of the system itself. At the end of the exchange partners' know how is enriched.



## IES Key Messages

### IES will raise efficiency!

The Employment Service System in partners' countries will be improved. Through IES partnership, exchange of experiences, transfer of good practices and capacity building the competences of staff will be improved and more efficient services will be provided to unemployed and companies.



### IES will ease the access for job seekers and unprivileged people to labour market!

IES project with its activities will contribute to favouring the access of job seekers at the local, national and European labour market. The employment instruments will be improved and local/regional employment strategies will be designed to create new jobs and increase employment possibilities for job seekers and unprivileged people at labour market.



### IES will raise awareness about the employment service in Europe!

The awareness about employment service in Europe will be raised. By disseminating IES project' results through different dissemination events and by active involvement of key local stakeholders to IES workshops, seminars, conferences the recommendations for improvement of Employment Service System will be mainstream to local/regional/national labour market policies.



### IES will reduce the gap between the employment services from different European countries!

By bringing together different countries with specific experience, IES will help solve the problems that countries have in understanding European structures which are based on national systems. Through this type of exchange of experience partners interact directly in order to improve their capacities and to reduce the distance between them and their partners.



### IES will lead to synergy!

IES Project ensures the transfer of good practices from the project partners towards other similar institutions from each partner's country. By organizing different manifestations each partner can share the experience gathered during the life cycle of the project and in this way make the results of the project sustainable.

The content of this publication is the sole responsibility of the IES partnership and it does not represent the opinion of the European Commission. The Commission is not responsible for any use that might be made of information contained herein.