

QUALITY AND ETHICS IN EMPLOYMENT SERVICES

**Model Of
EMPLOYMENT CENTRE**

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INTRODUCTION

„Unemployment“ is a negative issue which could make a lot of physical, mental, but also spiritual damages in our lives.

When people lose employment, the situation is usually accompanied with feelings of degradation, injustice and feeling of being useless. These facts could bring us undesirable effects.

Some people welcome „unemployment“ and perceive it as a time for rest, for strengthening of their forces, recovery from illnesses which they neglect during employment. There is a risk, however, that this „rest“ will not be under control and gradually, we will lose working and communication skills. There is an increase risk of inclination to various dangerous activities, such as: alcohol drinking, smoking in a great amount, drug taking, gambling. People also turn to various charlatans – „medics“, fortune-tellers and various sigil practices which cause that they are confused and not free anymore.

The next associated issue of unemployment is crisis in relationships and in families. Patological features of unemployment (various kinds of dependancy) cause breaking of marriages.

Unemployed people usually solve their situation by illegal work, so called „black work“. There is also a shadow side of it. Illegal work did not provide any social security to people. It is perhaps beneficial when we are successful in stealing from the state. But what if work injury comes? Where is our career and individual growth? How are we going to document this period to the future employer? And finally, what kind of example are we giving to our children, to the future generation? An unemployed person needs to answer those questions by himself.

There is a lot of reasons why society should be involved in „unemployment“. We certainly did not define all of them.

The Pope Benedikt XVI. appeals to us in his Encyclical Letter „About Christian love“, :

„Towards achieving of better world, we contribute only in such a way that we make good things now and in a first person, with enthusiasm and everywhere, where there is an opportunity for it, regardless of political programmes and strategies.“

Employment development centre was established in 2001 as an response to the high level of regional (30%) , but also state level of unemployment (18%).

Beginning of activities were accompanied with a lack of qualified personnel, because there was no tradition of non-governmental employment services in Slovakia. Also public, resp. state employment services started to act only from 1990.

It was very difficult to achieve trust from donors, state and municipality bodies. From this reason, there was a request for cooperation between small organisations from non-governmental employment services. Our centre adopted this fact and initiated establishment of a network: Forum of EMPLOYMENT CENTRES in 2005.

There is no system of quality in employment services in Slovakia. That is why we registered a trademark: EMPLOYMENT CENTRE at the Industrial Property Office of the Slovak Republic. The usage of this trademark is conditioned by criterias of quality in providing employment services. It deals especially with criterias of expertise and ethics.

What is the vision of Employment Development Centre and a whole network?

The vision is to make people believe that a change in their lives is possible. That everyone could experience self-realization in a way which is for him the most accepted, that is, so he is useful and at the same time, satisfied and happy. We would like to be helpful in this activity.

To fulfill this vision, there is a long way to go. We need to look for a lot of allies on this way. People, organisations, firms which could identify with this idea. This „building“ cannot be built on sand. We build it on values which bring us towards a goal.

What values are there? Here they are :

- *We believe that every person is capable of change,*
- *We accept every person. We accept that person as he really is. We do not judge him.*
- *We are open. We are open to deliver our experiences and information. We are open for communication. We are open for collaboration. We are open for free decisions of our partners, clients, personnel.*
- *We are looking for solutions constantly and with great concentration.*
- *We believe that a person is really happy when he is giving something.*
- *We are transparent*
- *Our staff are professionals with heart. We are namely working with human beings and people need something more than only technically right treatment. They need humanity. They need attention of heart.*

QUALITY AND ETHICS IN EMPLOYMENT SERVICES

Our ambition is to give impulse for growth of quality and enhance ethical level in employment services. This publication is linked to a web-page: www.zamestnanost.sk, where we create a platform for your opinions, experience, solutions. We can enrich ourselves by this form, educate and finally, bring effects for our clients – people looking for a job, realization, self-realization, and meaning of life.

In the next chapters, we introduce mission of Employment development centre and the whole network. Also our target groups, programmes, control, evaluation and communication system.

We let you come to our „kitchen“ and thus, we would like to declare our openness and invite you to cooperate with us.

Mission of organisation – theory :

The mission is the identity card of every organization. It defines what an organization is, what it wants to do, how it intends to pursue its aims, with which means and in how much time. Like human beings have their own personalities, so profit, non-profit, public or private enterprises have their own missions. Making them clear means to communicate its values, the direction it undertakes and the way it intends to follow with people who are involved at different levels in the organization (stakeholders)

The mission is not a photograph to hang on the wall, once and for all, as a souvenir; it is an engagement, a pact with the others to be constantly renewed, according to the outer and inner background of the organization.

Inside the mission we can find:

- *The organization's history and values;*
- *the context in which it intends to operate and the possible evolutions;*
- *the aims it proposes to itself;*
- *times and modes in which it intends to pursue these aims;*
- *to which interlocutors it chooses to address;*
- *its strategies;*
- *the results to be reached;*

- its way of communicating.

There are so many ways to come to the drafting of a mission, but in any case one should keep in mind the strategy to adopt, the means and human resources at disposal, their skills, the potentialities and the opportunities that could be explored.

Mision of organisation – practice :

Mission of Employment Development Centre /EDC/ and a network of EMPLOYMENT CENTRES /FEC/ :

We help people to know their own self-realization at the labour market. We incorporate traditional Christian values, such as: love, truth, acceptance, help and respect to life.

We believe that every person is capable of change, therefore we are looking for common solutions constantly and with great concentration.

We will not be able to do it alone. Therefore, we create links between people, organisations, employers, for integrated and sustainable growth of individuals, networks and thus, also regions in Slovakia, and outside it as well.

Mision of organisation – your solution :

Stakeholders – theory :

If the mission is the identity card of an organization, stakeholders are all the subjects with which it has implicitly or explicitly to do. Or rather stakeholders are all those people who, one way or another, contribute to the life of an organization: owners, founders, shareholders, workers, advisers, suppliers, recipients or customers, public or private territorial organizations, and so on.

Paying attention to stakeholders means identifying the audience an organization primarily talks to, and without which it would not be what it actually is. It means caring for relationships, thus positively modifying the inner and outer environment the organization operates in.

According to the mission, to the targets and the field of reference, every organization can set different weights on the interlocutors. It is important to remember that the identification of stakeholders doesn't take place once and for all, but it is subject to continuous changes and checks. What seems to be marginal today, may become strategic tomorrow. Everything depends on the appraisal the organization gives of itself, on the forces at its disposal and on the field it decides to operate in.

As it happens to the mission, there are many ways to identify stakeholders as well. The following diagram can be useful to identify potential stakeholders.

Stakeholders' map

Internal	Policy and audit	Territorial	Sectorial
Staff	Shareholders-financial	Citizens	Customers – recipients
Bargaining unit	backers	Ecosystems	Suppliers
Web partners	Audit	Local communities	Advisers
...	State	Future generations	Trade associations

Stakeholders – practice :

Stakeholders’map for Employment Development Centre /EDC/ and a network of EMPLOYMENT CENTRES /FEC/ :

Internal	Policy and audit	Territorial	Sectorial
Internal personnel of EDC	Board of directors and supervisory board	Citizens – general public	Unemployed clients
External personnel of EDC	Donors	Local communities	Employed clients who are looking for change
Partners Employment Centres	Tax office	Media	Suppliers
	Government and state institutions	Church	Municipality
		Nongovernmental sector	Employers
		Municipality and bodies of municipality	Partners Employment Centres
			Organisations with a potential of becoming EC
			Multinational organisations and networks

Stakeholders – your solution

Internal	Policy and audit	Territorial	Sectorial

Objectives - theory

The objectives are the goals which are set to accomplish one’s *mission*, thus in reference to stakeholders. The objectives are namely the **strategy** of the organisation, which can aim at an increase in profit or turnover, at the widening of the range of recipients or clients, at the improvement in the conditions of work or in the relations with suppliers, consultants and so on. The process which leads to the identification of the objectives testifies the will of the organisation to shift from good intentions to action; this really means taking on responsibility. Let’s reflect on the process (see Tab. 1). It could never get started if we didn’t know, even by reasonable approximation, where we are. The organisations needs data and information which show a realistic portrait of the starting condition. Not any data and information, but those which help to understand the stakeholders’ demands. The clearer they are, the more possible it is to examine, adjust, integrate them, and finally express them into an overall action plan, coherently with one’s mission. There are many ways in which to formulate objectives. In any case, the organisation must take into account the available information in order to define its priorities in accordance to the mission. That will be more possible, the more its goals are realistic, settled, measurable, clear and ordered according to a precise hierarchy.

Objective identification path

Collection of data and information	Research of data and information which are enough precise, coherent, validated, quantified where possible, taken from identified and authoritative sources and possibly originating from stakeholders’ feedback
Analysis of available data and information	As inter-functional as possible, it must take into account the outcomes of the processes which precede and follow identification of objectives
Decision making upon objectives	Is the formulation of a strategy consistent with the mission, which can be turned into action, can be verified and agreed on with stakeholders

Objectives – practice :

Objectives of Employment Development Centre /EDC/ and a network of EMPLOYMENT CENTRES /FEC/ :

Analysis of a current state :

- EDC is a non-governmental organization, already established, on the Slovak labour market in the area of non-governmental employment services (6 years of activities)
- EDC is an initiator and a foundation member of Forum of EMPLOYMENT CENTRES, a network of organisations, active in the employment services (app. 20 organisations),
- EDC owns a trademark: EMPLOYMENT CENTRE, which is registered from 7.4.2006 at Industrial Property Office of the Slovak Republic (trademark is a guarantee of quality of employment services, for organisations active in the area of Forum of EMPLOYMENT CENTRES, from expertise and ethics area)
- EDC creates “live” partnerships on regional level (Labour office, employers, municipality, non-governmental and religious organisations),
- EDC is involved in international activities with partners, especially in Italy, Ireland, Great Britain and Czech Republic,
- EDC has created a detailed methodology of expert counselling for unemployed people (this methodology was prepared especially on a basis of practical experience, but also in cooperation with foreign and academic experts)
- EDC owns all permissions of Central labour office of the Slovak Republic, necessary for its functioning (permission to provide support employment, temporary employment and job mediation),
- EDC owns accreditation of Ministry of Education of the Slovak Republic to provide English and German course,
- EDC is a test centre of international test institution Pearson Language Assessment, for international valid language certificate: London Test of English
- EDC owns accreditation of Ministry of Education of the Slovak Republic for making wicker furniture (a complex project for cultivation and processing of wicker, making of furniture, selling – suitable as social enterprise)

Definition of goals of EDC and FEC:

1. providing of conceptual help for unemployed clients in the amount of: min. 100;
term : during 2008,
2. implementation of systematic financing of EDC; *term : until the end of 2008 and on continual basis,*
3. strengthening and building of network of employment centres: Forum of EMPLOYMENT CENTES – in every district, resp. in a larger town where it will be required by the situation – approximately 40 centres, Centres will be established on a principles of FEC mission and a trademark criterias of quality, *term : until the end of 2010,*
4. implementation of quality criterias into the non-governmental employment services in cooperation with state employment services (based on quality criterias resulting from using of a trademark: EMPLOYMENT CENTRE); *term : june 2009,*
5. building of a social enterprise aimed at production of wicker furniture; *term : until the end of 2009,*
6. involving of EDC and FEC into international projects and structures in the area of employment services which are based on similar principles and Christian values;
term : until the end of 2009 and on continual basis,

Objectives – your solution :

Programmes – theory :

Once the objectives are identified, we must set the paths to reach them. These paths are the programmes. This term defines the whole of the organisation's activities which define actions, timing, human and financial resources, indicators and every tool that allows to fulfil the objectives. Thus programmes indicate in a clear and unequivocal way the financial involvement of the organisation into ethical aspects. Moreover they reveal how much the organisation's attention towards stakeholders can be put into effect in real terms.

For these reasons the programmes make it possible to identify clearly the resources which the organisation is investing in this process, the direct and indirect recipients of such resources and of the interventions to be carried out.

In order to put a programme into effect, it is necessary to:

- collect data and inward and outward information on what exists and on the possible actions to be carried out*
- analyse the collected data and information;*
- work out action programmes, on the ground of the decisions taken, of the available resources (human, financial, technical), of timing, of control procedures;*
- agree on and validate action programmes.*

In the programming phase, the process which leads to the carrying out of a system of ethical management in organisations takes concrete form and shifts from intentions to action.

Programmes – practice :

Programmes of Employment Development Centre /EDC/ and a network of EMPLOYMENT CENTRES /FEC/ :

1. **goal :** providing of conceptual help for 100 unemployed clients;
programme no. 1 : EMPLOYMENT CENTRE – solution for unemployed people in a region of Lucenec and surrounding;
term : during the year 2008;

2. **goal** : to implement systematic financing of EDC;
programme no. 2 : Sustainability of EDC (based on an amendment of Act on employment services, to create real assumptions for a systematic financing of the organisation);
term : until the end of 2008 and on continual basis;

3. **goal** : strengthening and building of network of employment centres: Forum of EMPLOYMENT CENTRES – in every district, resp. in a larger town where it will be required by the situation – approximately 40 centres, Centres will be established on a principles of FEC mission and a trademark criterias of quality
programme no. 3 : Forum of EMPLOYMENT CENTRES;
term : until the end of 2010;

4. **goal** : implementation of quality criterias into the non-governmental employment services in cooperation with state employment services (based on quality criterias resulting from using of a trademark: EMPLOYMENT CENTRE);
programme no. 4 : Implementation of quality criterias in employment services;
term : june 2009,

5. **goal** : building of a social enterprise aimed at production of wicker furniture;
programme no. 5 : Social enterprise – production and sale of wicker furniture
term : until the end of 2009,

6. **goal** : involving of EDC and FEC into international projects and structures in the area of employment services which are based on similar principles and Christian values
programme no. 6 : FEC –a part of international network of employment services;
term : until the end of 2009 and on continual basis,

All six projects are designed, resp. created in Employment Development Centre. Organisations which identify themselves with our mission and which would like to fulfil this mission, will get to know these programmes and become involved in individual activities.

Programmes – your solution :

Control – theory :

The organisation is constantly called up to verify that programmes are correctly carried out and this is possible thanks to tools which allow to check the development of the actions which are part of them. In general, control is about:

- the overall respect of the *mission within programmes*
- the general progress of a single organisational area in relation to the accomplishment of one or more programmes;
- the various activities which constitute a programme;
- the single activity of a programme

Thus controls are about the model's general structure, but also about some of its parts.

If controls are planned and then organised with competence and balance, they can highly contribute to grant the respect and maintenance of the intentions and aims which gave origin to the mission. Controls must be carried out regularly and planned so as to be objective. Moreover, organisational culture and ownership's structure must contribute to make them authoritative. This possibility can be made feasible by entrusting the management or, in smaller enterprises, the ownership itself with the control activity.

Evaluation – theory :

It is the process-action which gives meaning, sense and value to the purposes presented in the phase “objectives” and to the actions in the phase “programmes”. It is possible to understand in this phase if and how the ethical initiatives which have been undertaken have also brought an economic advantage.

Once the action programmes have been defined and after carrying out controls on the actual process accomplishment, it is evident that the evaluation of the effectiveness of the undertaken actions ensures that actions which haven’t been properly carried out or those which have highlighted a poor ethical value must be stopped or appropriately corrected. Evaluation becomes indeed part and parcel of the process of creating and developing action programmes, and represents an index of the actual and correct application of a true ethical management. Through appropriate ethical **tools**, the evaluation of procedures analyses data and the following assessment of the results obtained verifies the appropriacy of planning objectives, priorities and tools in relation to the *mission*, to legal, technological and market developments; the effectiveness of the programme’s inspiring principles (intervention logic); the effectiveness of organising and *managing* action plans and finally the sustainability issues. This action is partly accomplished by the *management* and partly by the *stakeholders*, who measure the satisfaction degree of their specific needs and the coherence of the behaviours adopted. Evaluation must include observations which can contribute to a further improvement of the accomplished procedures. The process must be considered as a constant *work in progress*, which shows every time the coherence of the way of handling the *mission*, both from an organisational and an ethical point of view.

Evaluation – practice :

Evaluation mechanism of Employment Development Centre /EDC/ and a network of EMPLOYMENT CENTRES /FEC/ :

Evaluation mechanism	program no. 1	program no. 2	program no. 3	program no. 4	program no. 5	program no 6
Did offered services meet the goals? /number of clients, complexity of services)/	YES PARTIALLY NO	YES PARTIALLY NO			YES PARTIALLY NO	
Did successful placing of						

clients at the labour market meet the goals?	YES PARTIALLY NO	YES PARTIALLY NO			YES PARTIALLY NO	
Did successful placing of clients at the labour market in FEC organisations meet the goals?			YES PARTIALLY NO	YES PARTIALLY NO		YES PARTIALLY NO
Are clients of EDC satisfied with the services?	YES PARTIALLY NO	YES PARTIALLY NO			YES PARTIALLY NO	
Are clients of FEC organisations satisfied with services?			YES PARTIALLY NO	YES PARTIALLY NO		YES PARTIALLY NO
Are quality criterias fulfilled in EDC?	YES PARTIALLY NO	YES PARTIALLY NO		YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO
Are quality criterias fulfilled in FEC organisations?			YES PARTIALLY NO	YES PARTIALLY NO		
Did the number of licence agreements in FEC meet the goals?			YES PARTIALLY NO	YES PARTIALLY NO		
Do quantity and quality of PR activities meet the goals, what regards to sustainability?	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO
Do quantity and quality of fundraising activities meet the goals, what regards to sustainability?	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO
Is efficiency of partnerships on regional, national, and multinational level sufficient, what regards to sustainability?	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO

Time schedule of evaluation mechanism follows the time schedule of a control mechanism.

Feedback – theory :

The term retroactivity defines the activity of cues collection coming from the various phases (mission, objectives, programmes, control, evaluation), directed to the definition and revision of all the system's elements, with the aim of optimizing the enterprise ethical management. Retroactivity is the ability of a system to take into account the results obtained, in order to modify their features and steer the carried out programmes so as to reach a satisfying fulfilment of objectives. This analysis allows to evaluate, through particular tools, the difference between the planned and expected results and those actually accomplished, deriving from the general impact of politics, plans and interventions. Moreover the feedback activities favour the development with in all levels of organisation, the overall awareness of objectives and their degree of achievement and allows to identify critical areas and future interventions.

The retroactivity process highlights the spiral trend of the system of ethical management and proposes itself as a critical revision of the accomplishment level of programmes, investments and of training and communication procedures.

We could define the retroactivity process as an analysis and the consequent processing of data and relevant information in order to put adopted procedures into action; it involves internal communication of information and decisions taken after data analysis, and external communication of the procedures and the results obtained and still to be expected.

Shaped as a *gap analysis*, the retroactivity process highlights the procedures' strong and weak points and consequently identifies objectives and intervention priorities. Its *harmonic* nature, i.e. carried out jointly by *management* and *stakeholders*, gives energy to the whole process of procedure accomplishment.

Feedback – practice :

Feedback of Employment Development Centre /EDC/ and a network of EMPLOYMENT CENTRES /FEC/ :

Based on evaluation process, we identify achieving of mission and partial goals from ethical, effectiveness and sustainability point of view.

Harmony with a mission of EDC and FEC	program no. 1	program no. 2	program no. 3	program no. 4	program no. 5	program no. 6
Area of ethics, ethical management	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO
Area of effectiveness of EDC and FEC programmes	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO
Area of EDC and FEC sustainability	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO	YES PARTIALLY NO

From comparing of results with set goals and from data collection coming from various phases of process, we suggest revision and corrections of all system elements. Not only management, but also all stakeholders /personnel of EDC, members of FEC, partners organisations, employers and others/ are involved in the process of revision. Depth and extent of stakeholder's involvement depend on their level of interest in individual programmes.

Time schedule of feedback follows the time schedule of a control and evaluation mechanism.

Feedback – your solution :

Communication – theory :

This phase is essential to get all the others accomplished. Indeed it is a cross phase, which represents the connective tissue of the organisation itself.

We must distinguish between two types of communication. The former is external communication, which shows how strategies of social responsibility are carried out. It is essential to tell the interested parties how, why and with what intensity the organisation looks after ethical issues. The examples include the company's efforts to improve the management procedures; the latter is internal communication, which represents the way to pass from one phase to another and also the way through which the organisation communicates itself within its walls. This type of communication may be focused on innovative actions carried out by enterprises, such as the improvements of the working conditions, the training of human resources etc. We must remember, besides, that communication can represent the picture, fixed but at the same time in constant evolution, of the philosophy contained in the *mission* and *turned from thought into action in the following phases*. The final purpose of communication is to provide applicative procedures for ethical management within an organisation, letting people know what the organisation is doing, giving them information about its values and about supplied services and products.

Communication – practice :

Communication of Employment Development Centre /EDC/ and a network of EMPLOYMENT CENTRES /FEC/ :

One of the basic value principles of EDC is „openness“. To follow this principle, we need to apply a high level of communication into our everyday work. That is why we utilize various communication measurements in the requested quality performance:

1. Communication instruments for communication within EDC :

A/Meetings – board of directors and supervisory board, management,

B/Electronic communication - management, personnel EDC,
- e-mail conference of EDC employees,

C/ Informal communication - sports-day,
- cultural events,
- charity events,

2. *Communication instruments for communication within FEC:*

A/ Workshops - regional,
- national,
- multinational,

B/ Trainings of personnel of EMPLOYMENT CENTRE,

C/Electronic communication - e-mail conference of FEC,
- web-page : www.zamestnanost.sk

D/ Press communication - expert publications,
- informational leaflets, magazine of FEC,

E/ Informal communication - cultural events,
- charity events,

3. *Communication instruments for external communication outside EDC and FEC:*

A/Personal communication - participation on regional, national and multinational conferences,
- individual meetings with representatives of relevant institutions and organisations,

B/Electronic communication - web page : www.zamestnanost.sk ,
- discussion forum on a web-page,

C/Media communication - publication activity
- informational leaflets, magazine of FEC,

- thematic interviews in radio and television,
- advertising,
- D/Informal communication
- cultural events,
- charity events.

Communication – your solution :

INSTRUMENTS FOR EMPLOYMENT CENTRES

What is EMPLOYMENT CENTRE?

EMPLOYMENT CENTRE/EC/ is an organisation or a unit of an organisation which provide citizens a complex of employment services, based on individual needs of clients in the area of their placement at the labour market. The result of providing such services is a long-term sustainable placement of clients in such positions that are adequate to their personal and educational possibilities.

Who can be an EMPLOYMENT CENTRE?

EMPLOYMENT CENTRE could be every organisation that has personnel, institutional and technical possibilities and at the same time is open for mutual cooperation within a network: FORUM OF EMPLOYMENT CENTRES.

Personnel, institutional and technical possibilities create so called quality criterias for using of a trademark: EMPLOYMENT CENTRE.

„EMPLOYMENT CENTRE“ is a trademark registered at the Industrial Property Office of the Slovak Republic.

What is FORUM OF EMPLOYMENT CENTRES?

FORUM OF EMPLOYMENT CENTRES /FEC/ is an association (network) of corporate bodies – EMPLOYMENT CENTRES which create a platform for building of effective employment services. It is a network of organisations which is working on the same principles of united methodology of working with unemployed people. FEC creates possibilities for growth of individual members by forms of mutual PR activities, education and mentoring of EC personnel and building of partners relations on national and multinational level.

What instruments does EMPLOYMENT CENTRE use?

a/ Realization of expert counselling services based on individual approach, leading to creating of effective individual action plans, trainings of communication skills, coaching of participants in fulfilling of their individual actions plans during the whole duration of the programme;

b/ Realization of job mediation activities, leading to placement of clients at the labour market /job mediation in a region, in the whole SR and abroad, active cooperation with employers and with personnel agencies, counselling for employers/,

c/ Realization of support instruments /educational activities, education and work experience at the employer, services of psychologist, lawyer, financial counsellor, .../,

d/ Involving of EMPLOYMENT CENTRE in the network of Forum of EMPLOYMENT CENTRES with utilizing of the following instruments:

- Access to the database of job vacancies in the whole Slovak republic, to educational activities of individual members of FEC, good practices of FEC members,
- using of united software – operational programme of Employment centre,
- realization of mutual activities of public relations,
- mentoring and supervision of expert advisors, consultants, management of EC
- support in implementation of quality criterias in EC activity

PS : Counselling programme of EMPLOYMENT CENTRE has exact content structure, it is tested in reality with various target groups and in various regions. It is flexible to individual needs of participants.

Counselling services, job mediation services and support instruments are linked from content and time point of view. It is not possible to realize them separately. Providing of partial solutions leads to deepening of client's apathy and ineffective using of financial resources.

What is a target group of EMPLOYMENT CENTRE?

Vulnerable groups of unemployed citizens:

- job seekers with a various level of education who need expert help in placing at the labour market and those who are in a databaze of labour office more than 12 months (long-term unemployed)
- job seekers over 50 years

- women after maternity leave
- handicapped citizens
- other groups which are defined by Act on employment services

Young job seekers, resp. young people who are prepared to enter a labour market,

General public – a client who is looking for a job,

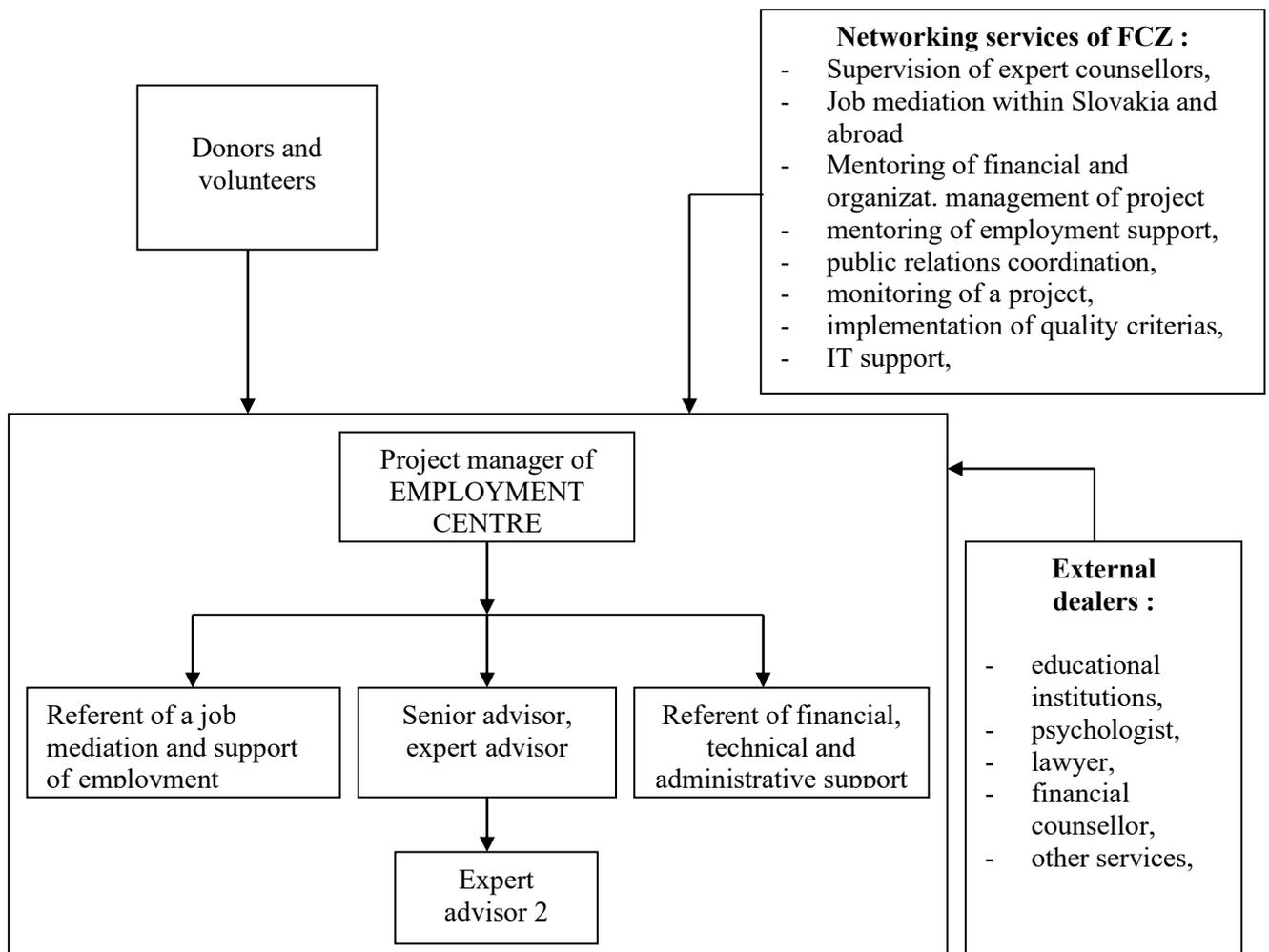
Employers,

What kind of activities could EMPLOYMENT DEVELOPMENT CENTRE provide?

- project (financed, or co-financed from EU sources, resp. other donors, nadations),
- commercial activities,

Project activities of EC :

Example of organisational scheme of a project for approximately 100 participants:



Job position 1: Project manager of EMPLOYMENT CENTRE

Job duties:

- organisational, personnel management and maintenance of EMPLOYMENT CENTRE
- communication with representatives of donors and information flow
- communication with representatives of Forum of EMPLOYMENT CENTRES and information flow
- a methodological securing of educational activities
- public relations of EMPLOYMENT CENTRE, marketing
- coordination and management of activities

Job position 2: Referent of a job mediation and support of employment

Job duties:

- securing of educational activities
- securing of education and work experience at the employers
- securing of job mediation
- communication with representatives of Forum of EMPLOYMENT CENTRES in this problemacy
- counselling for employers
- active cooperation with counsellors
- communication with employers, counselling for employers
- searching for new job vacancies
- matching of demand and labour
- recruiting of people interested in job vacancies

Job position 3: Senior expert counsellor

Job duties:

- expert counselling for project participants
- methodological coaching of other counsellors

- communication with representatives of Forum of EMPLOYMENT CENTRES in this problemacy
- active cooperation with a manager and consultant for education and job mediation

Job position 4: Expert advisor

Job duties:

- expert counselling for project participants
- communication with representatives of Forum of EMPLOYMENT CENTRES in this problemacy
- active cooperation with a manager and consultant for education and job mediation

Further specification:

- there are 2 expert advisors (including senior advisor),
- involvement of expert advisors is on gradual basis, based on recruitment of participants,

Job position 5: Referent of financial, technical and administrative support

Job duties:

- financial management of a project
- communication with representatives of donors
- communication with representatives of Forum of EMPLOYMENT CENTRES in this problemacy
- securing of administrative and technical operations of a project

Commercial activities of EC :

1. *Searching and selection of candidates based on requirements of employer*
 - a part of a product could be also a service „Onboarding“, this means onboarding of employee, assistance to employee in adaptation process, the goal of this service is fluent and trouble-free integrating of employee into working process, EC as a link between management and new employee
2. *Special projects*
 - cooperation with employers regarding creating of personnel projects with use of ESF
 - counselling for employers in the area of social enterprises
 - counselling for employers in the area of corporate social responsibility
3. *Trainings for personnel based on requirements of employer*

- offer of courses, trainings for employees based on labour market requirements
4. *Trainings for state and non-governmental organisations that provide employment services*

What are the criterias for receiving a trademark?

REGISTERED TITLE : **CENTRUM ZAMESTNANOSTI**®

REGISTRERED LOGO :



REGISTRATION OF A TRADEMARK AT THE INDUSTRIAL PROPERTY OFFICE OF THE SLOVAK REPUBLIC UNDER NO.: 213341, DATE: 07.04 2006,

Criteria are set for those organisations, active in the area of employment services, which are members of Forum of Employment centres and apply for receiving of a trademark: „EMPLOYMENT CENTRE“.

CRITERIAS :

1. Basic principles of organisational activity;
2. Moral and expert ability of personnel;
3. Space and technical facilities;

1. Basic principles of organisational activity:

- a) Initiation, creativity and empathy. Organisation and its personnel try honestly to help a client in his own self-realization, based on his personnel and educational abilities. Together with a client, they are looking for standard, but also creative solutions for his placing at the labour market.

- b) Openness. Organisation is open to help a client regardless of his sex, race, religion and health state.
- c) Activity and cooperation. Organisation fulfils common goals of Forum of EMPLOYMENT CENTRES /FEC/, actively cooperates with FEC members and strengthens goodwill of a trademark: „EMPLOYMENT CENTRE“;
- d) Relevancy. Organisation, based on its activity, is a relevant organisation in its region in the area of employment services,

2. *Moral and expert activity:*

- a) Personnel (expert advisors, consultants, EC management and others), professionally know activities of EMPLOYMENT CENTRE based on a methodology of EMPLOYMENT CENTRE. Personnel attend educational activities with a final testing in the area of methodology of EMPLOYMENT CENTRE
- b) Work of personnel of EMPLOYMENT CENTRE is based on respect to a client. Personnel respect privacy of a client and will not inform about confidential information acquired during a work with a client. Personnel of EC do not discriminate its client.
- c) Organisation has to have minimum of two permanent employees with a university education (advisors, consultants) and a manager of EMPLOYMENT CENTRE;

3. *Space and technical facilities :*

- a) Organisation has its own premises or it rents premises which are adequate to its activities;
- b) Localization of premises meets the requirements of clients what regards to its accessibility (example : not outside the town, not on the 5th floor),
- c) Facilities : clean and nice, so clients and personnel feel well there;
- d) Technical, IT and office accessories are adequate to a range of activities, min. PC, printer, copy machine, Internet connection (during the day);

RECOMMENDATIONS

Recommendations for implementation of united certification of employment services

European employment strategy has three main goals: full employment, quality and workforce productivity and finally, regional and social cohesion and integration. European social fund is an important instrument in achieving the strategy.

In order to achieve the goals of the strategy, it is not enough only to effectively use financial resources. These new personal, technical and institutional capacities have to be **cummulated**. Because of this reason it is necessary that the organisation offering employment services fulfils the following criterias:

- qualitative standardization of services (implementation of quality management),
- the ethic quality of services (corporate social responsibility in the employment services)
- quality and effectiveness of partnership and networking between public and private employment services

It seems to us that the most suitable way for securing these criterias will be **a unified certification of an organization which offers employment services** (regardless if it is a public or private institution).

We think that it is necessary to create positive pressure on organisations to fulfill qualitative criterias and thus increase efficiency of invested financial resources. Unified certification of an organization, which offers employment services, should be tied to possibility of drawing financial resources from ESF (eventually other European and national sources). Thus, we will create healthy competitive environment, equal opportunities between public and private institutions and consequently natural increase of quality and efficiency of offered services.

Note : *To simplify, we will call such an organization EMPLOYMENT CENTRE (EC) in the following text.*

Definition of EMPLOYMENT CENTRE

- EC is a public or a private organisation which offers active employment services, i.e. offers target group (clients) a complex services, based on individual needs of clients in the area of their employability. The goal of offering services is a long-term placement of clients at the labour market on such positions that are adequate to their personal and educational skills and conditions.
- EC is offering employment services which are co-financed from ESF, or from state budget)
- EC is performing the following activities (active employment services):
 - counselling services for their clients,
 - actively cooperates with employers (job mediation),
 - builds partnerships, networks of its activities,
 - secures additional support services for clients (educational, work experience, support of social enterprises, specified counselling, ..)
- Target groups of EC :
 - vulnerable groups of unemployed (long-term unemployed clients, clients over 50 years, women after maternity leave, handicapped clients and other groups according to a definition in Act on employment services),
 - clients who show interest in employment services
 - employers

Note: Organisations and companies which offer employment services solely on commercial basis (job mediation for payment, personnel leasing), i.e. do not work with vulnerable groups of clients and do not finance their activities using ESF, or state budget, are not included in the unified certification. Definitely, they should be a part of partnerships of individual EMPLOYMENT CENTRES.

Goals of unified certification of EMPLOYMENT CENTRES

A, Increase of quality and effectiveness of employment services

- long-term and effective placement of clients at the labour market,

- securing of expertise growth of personnel of EC, increase of their interest in results, increase of responsibility of managers, improvement of personnel-client relationship to assist their needs),
- securing of usage of active labour market instruments „at the right time and on the right place“,
- cut of illegal work,
- securing of monitoring of services offered by each EC, i.e. securing of control,
- contributing to promotion and development of Life long learning for clients with lower education

B, Cumulation of resources

- securing of effective cooperation of public and private employment services,
- securing of active cooperation of EC with employers and agencies (agencies active in job mediation for payment, agencies of temporary employment) – collection of data about job vacancies, counseling for employers, matching of demand and supply at the labour market, support activities (for example, working experience at the employer),
- securing of cummulation of personnel, technical and institucional capacities of organisations active in the area of employment development,
- securing of spreading good practices from other EC, resp. from other countries,

Criteria for certification of EMPLOYMENT CENTRES

- 1. Evaluation of personnel of EC** - evaluation of management of EC,
 - evaluation of executive personnel of EC

Requirements for realization of criterium 1:

- Creating of modul of educational programme for management and executive personnel in the following areas:
 - Counselling for vulnerable groups of unemployed,
 - Work with employers, job mediation, matching of demand and supply, counselling for employers,
 - Building of partnership with public and private institutions, networking,
 - Effective realization of active labour market measurements,

- Management, financial management, marketing, public relations of EC,
- Certification of modul of educational programme,
- Reeducation and systematic education of personnel of EC,
- Point evaluation of personnel on individual and team basis,

- 2. Internal evaluation of EC**
- organizational structure,
 - synchronisation of activities of EC,
 - relations : management – executive personnel
personnel – personnel,

Requirements for realization of criterium 2:

- Creation of evaluation directives,

- 3. External evaluation of EC**
- level of partnership,
 - level of networking,
 - relations: personnel – client,
PES – PRES
EC – contractors,

Requirements for realization of criterium 3:

- Creation of evaluation directives,

4. Evaluation of effectiveness of EC

- average successful placement at the labour market [%],
- average costs for one placed client [Euro],
- average length of placement of a client at the labour market [no. of moths],

Requirements for realization of criterium 4:

- Creation of evaluation directives,

Recommendations

Analysis of basic structural indicators of employment, which are in direct attention of Lisbon strategy, shows that there is a higher level of participation of member states, with

a special focus on new member states, required in order to effectively continue and to deliver the results. Therefore, we suggest the following recommendations:

1. Establishment of European certification of employment services

There is a need to create a point system for all evaluation criterias of certification of employment services. Organization which is interested in certification has to achieve certain minimal point limit. Certification should be time limited. For example: after two years, there should be audit of certification and thus his confirmation and prolonging of its validity for the next two years.

Possibility of drawing financial resources from ESF, other European funds, national funds should be tied to the validity of a certificate. Certification would serve as guarantee of credit and acceptability by external partners.

Certification should be valid in the European Union.

2. Establishment of an European agency for certification of employment services and its national structures

We suggest to create an European agency for certification, which will be a guarantee of certification of employment services. It would initiate establishment of national agencies for certification of employment services.

National agency for certification of employment services will secure monitoring, counselling, education of personnel of EC and evaluation of individual EC (public and private ones as well).

3. Establishment of reform elements in employment services on national levels

In order to achieve set goals, it is necessary to put the following recommendations into practise on national levels:

- executive public employment services should not finance and coordinate activities of private employment services (this leads to deformation of health competitive environment and equal opportunities),

- secure of financial and time management of using of active labour market measurements in a such way that these measurements will be available „at the right time and on the right place“ (in practise we face a problem of not effective spending of financial resources),
- create legislative environment so the client of employment services could freely decide for using of public or private employment services,
- support of systematic solution (building of permanent EC to be the nearest to the clients) with a complex supply of services, not to support partial and short-term solutions (short-term counselling services without ties to employers and other active labour market measurements and so on.).

Conclusion

European authorities through Lisbon strategy set in the area of employment very ambitious goals. By monitoring of reports and analysis we find out that there is improvement in measured structural employment indicators (increase of employment, decreasing of unemployment, increase of participation of women and older workers at the labour market, ...). This improvement, however, does not show that goals of Lisbon strategy are achieved.

Institutional background of employment services in EU plays a key role in achieving of these goals. Therefore, reform steps in this area could not have only cosmetic character. Great goals require great solutions.

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