



# Recruitment and training of PES staff in EU: a competency-based approach

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Session 2: Recruiting, training and retraining staff that can  
work with businesses

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# Introduction



Presentation based on author's analyses/ studies conducted for the European Commission:

- *Job profiles and training for employment counsellors, PES to PES Dialogue Analytical Paper, European Commission, DG EMPL, September 2012.*
- *Core competences in PES, entrance requirements and on-going professional development: the current position, PES to PES Dialogue Discussion Paper, European Commission, DG EMPL, June 2013.*
- *European reference competence profile for PES and EURES counsellors, PES to PES Dialogue Analytical Paper, European Commission, DG EMPL, July 2014.*
- *Measuring Customer Satisfaction with PES. Increasing PES effectiveness by meeting customer needs. Analytical Paper, Publications Office of the European Union, Luxembourg, April 2016.*



# PES staff competences as the basis of high quality services



- Visible **changes in requirements of PES roles** (e.g. growing importance of interviewing and counselling competences; use of ICT technologies), having impact on job profiles, required competencies and training provisions,
- The **skills and competences of PES staff are critical** to achieving high quality of services and successful outcomes (placement, LM re-integration, etc.),
- **Increasingly important “soft” skills**, due to growing intensity of external contacts of PES staff – including work with employers.



# Different roles – different job / competence profiles

- **Job profiles** including tasks/responsibilities for employment counsellors exist in **all EU countries**.

However:

- they differ in scope / granularity of analysis and approach,
- competence profiling for PES jobs not such a common practice (and highly differentiated between countries).

# Diversity of job profiles according to client groups



## Existence of specialised job profiles for employment counsellors

Job profiles for:	Countries:
Employment counsellors for <b>employers</b>	BE FOREM, BE VDAB, HR, EE, DE, LT, MT, NL, PT, SI, AT
Employment counsellors for <b>jobseekers</b>	BE FOREM, BE VDAB, HR, EE, DE, LT, MT, NL, SI, AT
Employment counsellors for unemployed with more complex problems	BE FOREM, BE VDAB, HR, FR, LT, MT, NL, PT, SI, AT
Employment counsellors for young jobseekers	BE VDAB, HR, DE, LT
Employment counsellors for long-term unemployed	BE VDAB, HR, SI
Employment counsellors for older job seekers	BE VDAB, HR



# Sources of diversification and possibilities of generalisation



- **Diversification** of the job profiles is to a large extent dependent on the PES model, priority tasks and activation approach used in the country,
- Changing job requirements also stem from the **digitalisation of services**,
- Existing **common elements of PES staff work** in different organizational and structural contexts, allows for analysis of tasks and respective competences.



# Core tasks for employment counsellors specialising in employer services in Europe



- Tasks focused on **placement** – which require communication and interviewing skills, as well as client orientation,
- Tasks focused on **counselling** – which require counselling, assessment and matching skills, ability to motivate and inspire clients, stress resistance, patience, understanding and the ability to listen non-judgmentally.
- Tasks focused on **information provision** – which require knowledge of the current labour market situation and trends, communication skills and client orientation.
- Tasks focused on **administration and monitoring** – which require communication and cooperation skills, and service-specific knowledge.



# Core tasks for employment counsellors specialising in employer services in Europe



Area:	CORE	ADDITIONAL
Tasks focused on <b>placement</b>	<ul style="list-style-type: none"> <li>• Filling of vacancies- selection of candidates</li> <li>• Filling of place for apprenticeship or work placement</li> <li>• Follow- up of placement</li> </ul>	<ul style="list-style-type: none"> <li>• Vacancy intake/registration</li> </ul>
Tasks focused on <b>networking and sales</b>	<ul style="list-style-type: none"> <li>• Actively searching for new job offers at employers (networking with employers)</li> <li>• Informing employers about ALMP/ support (e.g. subsidies, support to integrate disabled)</li> </ul>	<ul style="list-style-type: none"> <li>• Consulting about age management, human resources, gender issues, etc.</li> </ul>
Tasks focused on <b>organizing</b>	<ul style="list-style-type: none"> <li>• Group sessions for employers</li> <li>• Organization of speed dating/ job fairs</li> </ul>	<ul style="list-style-type: none"> <li>• -</li> </ul>





# Initial entry requirements for PES staff working with employers in EU



## **Strong differentiation of country approaches** in relation to:

- **Entry level education requirements** (Secondary education; Bachelor's degree; Master's degree; Postgraduate studies degree),
- **Other entry requirements/qualifications** (Certified qualifications; Specialised training; Foreign language certificates; Previous work related professional experience),
- **Preferred education/study disciplines** for the openings in the positions of employment counsellors (General education [unspecified]; Psychology; Pedagogy; Sociology; Social work; Law; Economics; Management [including Human Resource Management]).



# Importance of inception and on-going training in supporting staff competence



- **Limited possibility** of obtaining the people well prepared to play the role of PES staff working with employers from the open market in Europe, so
- big role is to be played by **internally developed, PES-specific inception and on-going training** for PES staff working with employers.
- The training activities should be planned and tailored to the **needs** of the **specific country's service**, as well as **individual training needs** of counsellors.



# Similarities in initial and on-going training for employment counsellors in EU



## Key inception training contents

- Basic training on PES
- Legal framework of PES functioning
- Communication and negotiations in the counselling process
- Support of jobseekers in effective job search methods
- Current labour market situation and trends, current economic trends

## Key on-going training contents

- Effective activation/ motivation techniques of unemployed and inactive
- Current labour market situation and trends, current economic trends
- Support of jobseekers in effective job search methods
- Use of modern IT tools in counselling process
- External cooperation and networking
- Working with difficult clients



# Differences in initial and on-going training for employment counsellors in EU



- **Inception/adaptation training** and on-going training is differentiated between EU **countries** both in terms of the duration as well as content of training,
- **Lower entry-level requirements** can to some extent **be traded-off to in-service inception or initial training** for the inexperienced staff,
- PES staff are **formally/legally obliged** to undertake on-going training on a regular basis **in minority** of EU countries,
- The role of PES staff **calls for a more specialised training in terms of competences related to employers' services.**



# Importance of a competence-based perspective



- Proper selection of the **training contents is crucial**,
- The training should be well **balanced**, comprising of **the theoretical knowledge and practical skills**,
- A life-long learning perspective crucial: need to develop the **career paths** of PES staff,
- Competence profile for PES staff as a **solution**.



# Core competence profile as the focal point of PES staff 'life-cycle' in the service

Recruitment of staff on the basis of core competences

Training and development of staff on the basis of core competences

**Core  
competences  
profile**

Career planning of staff on the basis of core competences

Assessment & competence gap analysis of staff on the basis of core competences

# Core competences of PES counsellors in EU



## CORE COMPETENCES

- Knowledge of current labour market situation and trends
- Knowledge of ALMP measures/concepts
- Assessment and matching skills
- Communication and interviewing/counselling skills
- Ability to motivate and inspire clients
- Teamwork/cooperation
- Client orientation
- Stress resistance
- Patience, understanding and the ability to listen non-judgmentally
- Flexibility
- Knowledge of service-specific tools/ activation practice
- Knowledge of disadvantaged groups on the labour market
- IT skills
- Planning and organizing skills
- Problem recognition and solving skills
- Negotiation skills
- Trust building ability/reliability
- Information finding and analysis skills

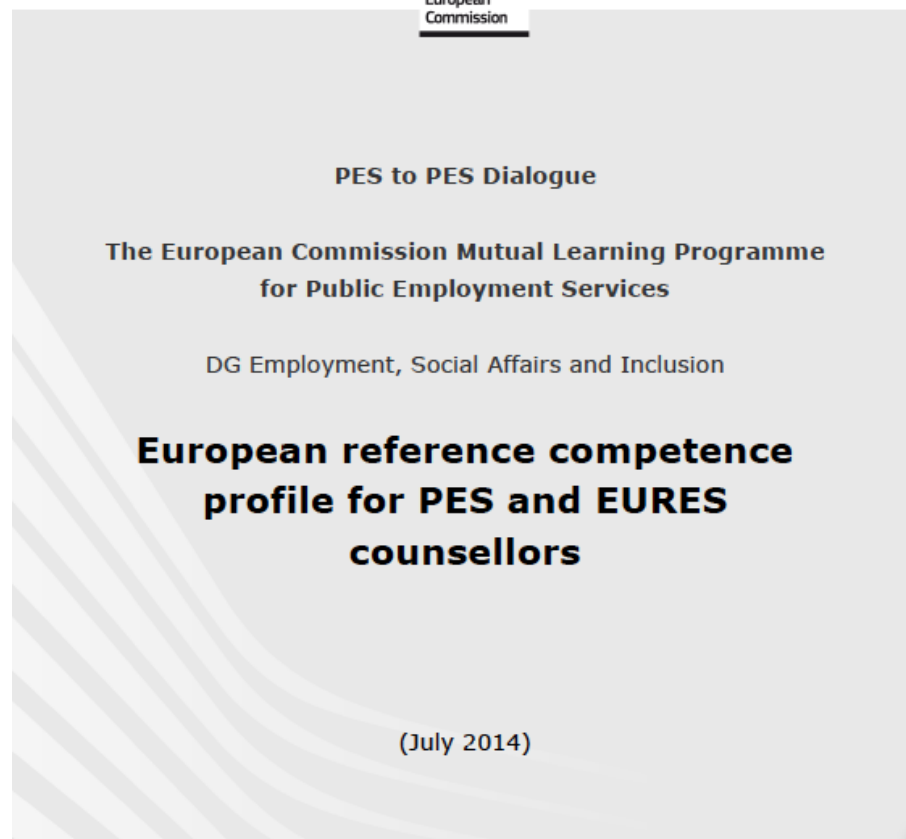
## ADDITIONAL COMPETENCES

- Knowledge of performance measurement/controlling
- Knowledge of the gender aspects
- Knowledge of hard and soft skills assessment tools
- Knowledge of social case management problems
- Assessment of psychological and social profiles
- Skills relating to employer services
- Group facilitation skills
- Ability to work independently
- Innovativeness/creativity

# Building a 'standard' competence profile for PES staff in EU

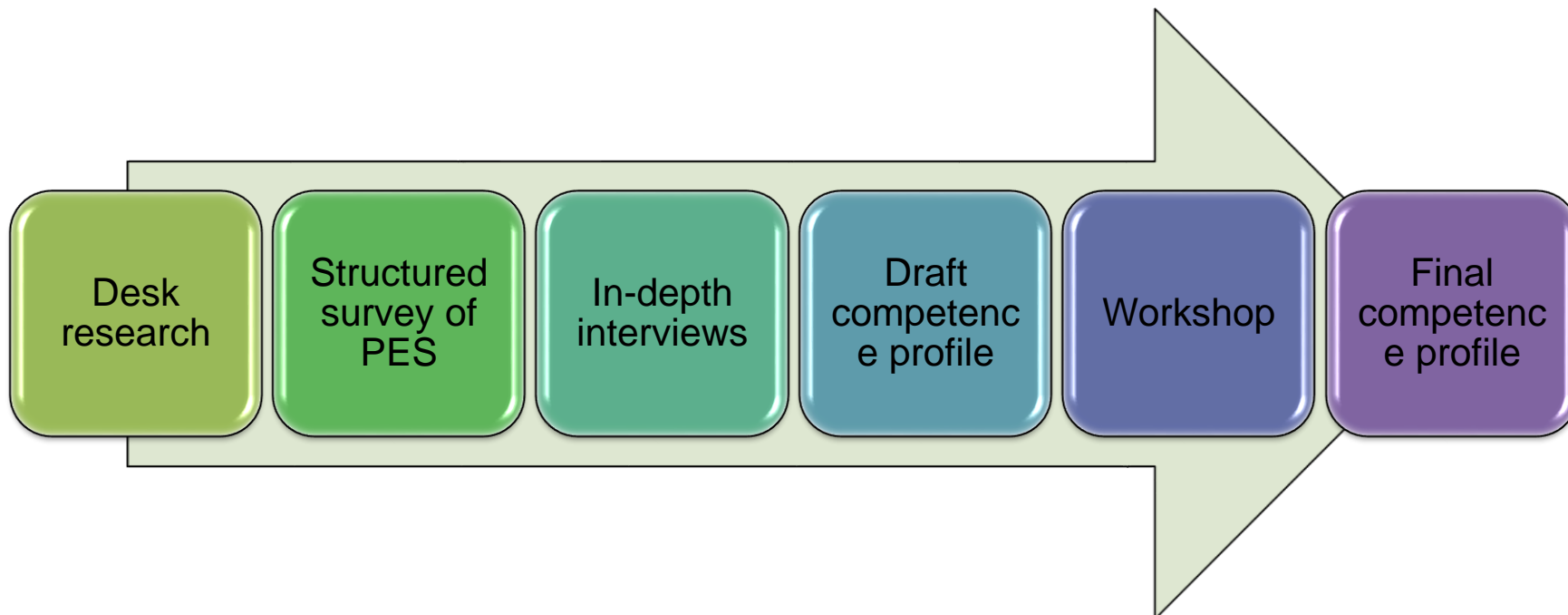


- Arising need to 'standardise' the competency profile of PES counsellors in all European countries
- Limited to possibility of defining a certain minimum 'standard' of service based on the identified set of core competences.





# Stages of analytical process for the preparation of the competence profile for employment counsellors



Source: Sienkiewicz Ł., *Professionalisation of Vocational Roles of Public Employment Services Employees in Europe Through Competency Profiling*, *Problemy Zarządzania*, vol. 14, nr 3 (61)/2016, t. 1: 110 – 128.

# European Reference Competence Framework for PES and EURES counsellors



<b>I. Foundational competences (general practitioner values and skills)</b>		
<b>1. Professional conduct</b>	F1	Ethical practice
	F2	Continuous development and improvement
	F3	Responsibility and reflected use of discretion
	F4	Teamwork / cooperation
<b>2. Client orientation</b>	F5	Communication skills
	F6	Ability to recognise and respond to clients' diverse needs
<b>3. Dealing with pressure/change</b>	F7	Stress resistance / ability to work under pressure
	F8	Planning and organising skills
	F9	Flexibility / ability to adapt



# European Reference Competence Framework for PES and EURES counsellors



<b>II. Client interaction competences (working with jobseekers and employers)</b>		
<b>3. Facilitating placement of jobseekers</b>	C10	Assessment and matching skills for job placement
	C11	Information finding and analysis skills
	C12	Human resources management knowledge
	C13	Basics of intra-European EURES placement services
<b>4. Facilitating recruitment services for employers</b>	C14	Sales and negotiation skills
	C15	Working with employer associations / representatives
	C16	Building long-term relationship (customer binding)
	C17	Basics of intra-European EURES recruitment services



# Example: EURES training approach



- EURES is a cooperation network designed to facilitate the free movement of workers within the EU 28 countries plus Switzerland, Iceland, Liechtenstein and Norway.
- The network is composed of: the European Coordination Office (ECO), the National Coordination Offices (NCOs) and EURES Partners.
- EURES provides its services through the portal and through a human network of around 1000 EURES advisers that are in daily contact with jobseekers and employers across Europe.



# EURES: number of training sessions and trainees

	Number of training activities			Number of trainees		
	2014	2015	2016*	2014	2015	2016*
<b>Classroom training</b>	27	27	28	609	601	627
<b>Virtual training</b>	6	22	23	328	500	493

\* 2016 figures are estimations only

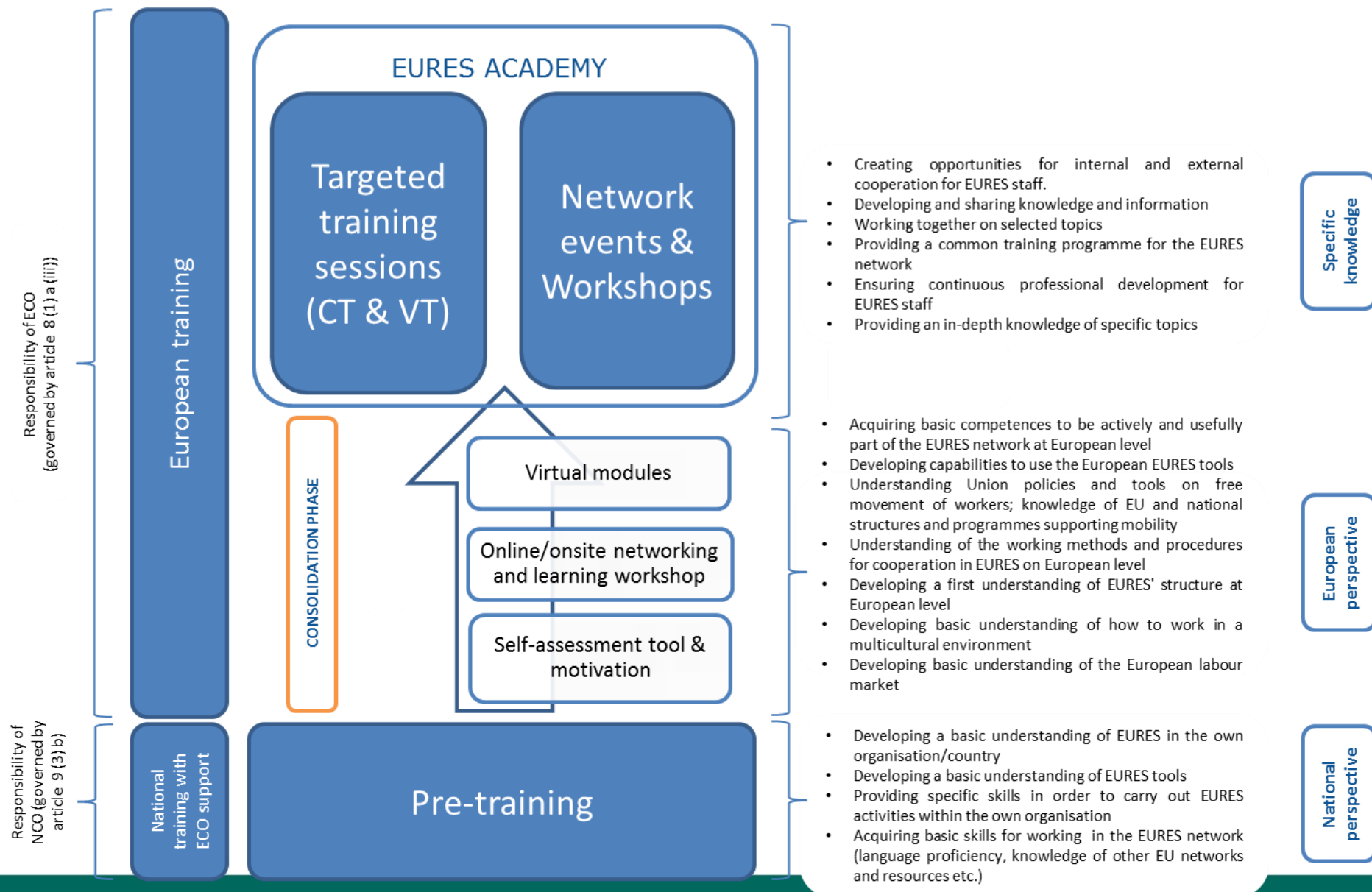
- Over the last years, the number of training sessions and trainees in the training programme has been stable with a tendency to slightly grow,
- In the future the proportion between classroom and virtual training will probably be different with the growing proportion of online/networking events.

Source: EURES.

## STRUCTURE

## OBJECTIVES

## FOCUS



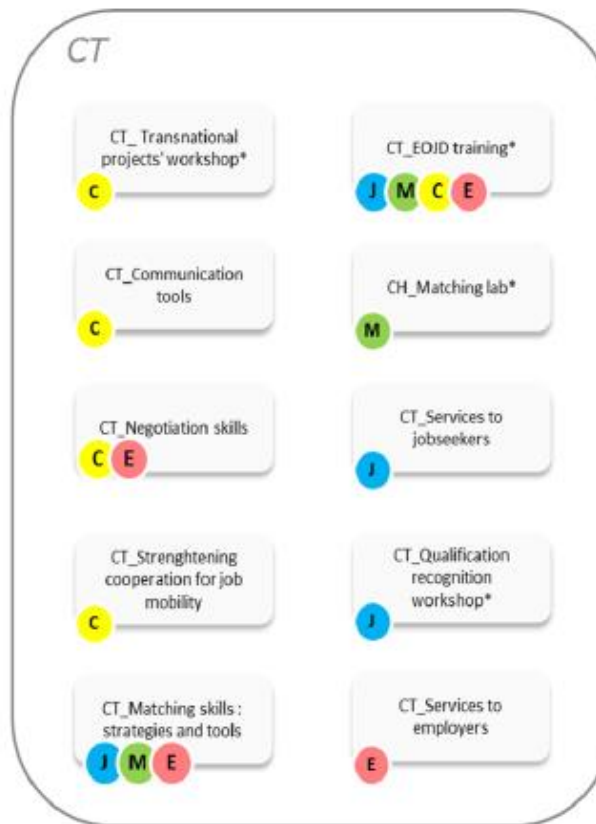
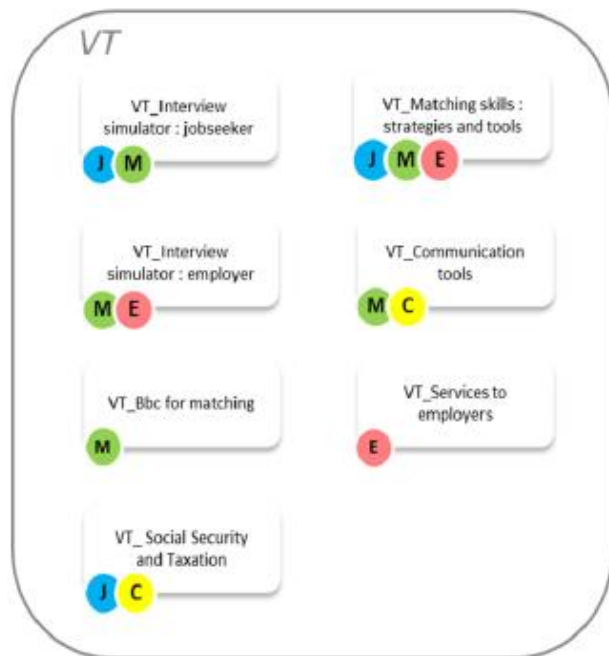


# EURES Academy: targeted training sessions



## Targeted training sessions

- J** : Job placement services towards jobseekers
- C** : Communication
- M** : Matching processes
- E** : Job recruitment services towards employers



# Analysis of the current EURES training programme vs EURES advisors' competence profile



Competence area (in EURES Competence Profile)	Competence group	Competences well represented in current training content	Competences less well covered in current training content
Foundational Competences (general practitioners' values and skills)	1. Professional conduct	Continuous development and improvement; Teamwork/cooperation	Ethical practice; Responsibility and reflected use of discretion
	2. Client orientation	Communication skills; Ability to recognise and respond to clients' diverse needs	
	3. Dealing with pressure / change	Planning and organising skills;	Stress resistance / ability to work under pressure; Flexibility / ability to adapt

Source: own development.





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<p>II. Client Interaction Competences (working with jobseekers and employers)</p> <p>Source: own development.</p>	<p>PART 2: EURES counsellors: Client interaction in provision of EURES services</p>	<p>Knowledge of counselling, placement and recruitment services of EURES counsellors;                      Ability to work in partnership with other EURES partners;                      Knowledge of health and social insurance regulations in EU countries;                      Knowledge of EU and national structures and programmes supporting mobility.</p>	<p>Knowledge of living and working conditions as preconditions for mobility;                      Knowledge of EU labour market;                      Advanced intercultural/diversity skills;                      Linguistic skills</p>



# Analysis of the current EURES training programme vs EURES advisors' competence profile



SZKOŁA GŁÓWNA HANDLOWA W WARSZAWIE

Competence area (in EURES Competence Profile)	Competence group	Competences well represented in current training content	Competences less well covered in current training content
III. Supporting Competences (systems and technical)	1. System competences	Ability to represent a public authority in communication with clients and other actors; Networking and partnerships; Knowledge of employment services systems	Corporate identity and commitment to service
	2. Service/country specific knowledge	Performance management, monitoring and evaluation	Knowledge of labour market situation/education and VET/ occupations; Knowledge of disadvantaged groups in the labour market; Knowledge of labour market policy, ALMP measures/concepts for activation;
	3. Technical skills	ICT skills and ability to work in a context of blended service delivery; Information management skills	

Source: own development.



# Summary

- Recruitment & training of PES staff that is ready to work with employers should be perceived in a more holistic/ systematic way,
- No “one-size fits all” solutions,
- Competency profiles as a tool for coordination of recruitment/training/assessment/career activities.



# Thank you for your attention!

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