

ACT 45

10 BEST PRACTICES OF COMPANY DRIVEN TRAINING PROGRAMMES FOR UNEMPLOYED LOW-SKILLED ADULTS OVER 45 YEARS OLD



OUTPUT 3: GUIDELINES FOR EMPLOYERS AND TRAINERS IN COMPANIES

By Stara Zagora Regional Economic Development Agency
Action Aid Hellas
INE GSEE
RE.TE. Ong
Accion Contra el Hambre

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Introduction

The Guideline for employers and trainers in companies aims to support companies on their central role in the implementation of the Act45 collaboration framework.

The guide includes knowledge resources and recommendations for employers and social partners operating in sectors with suitable and sustainable opportunities for unemployed low-skilled adults over 45 years old.

It is aiming employers and social partners operating in different sectors such as communications, tourism and accommodation, shipping, manufacturing, retail, textile, security. The focus of the document is on presenting the benefits of getting involved in active ageing initiatives, including promoting the image of employer of choice encouraging diversity, addressing the impact of demographic change, creating balanced teams to reduce human resources management costs linked to the higher percentage of younger employees' resignations etc.





The Guideline for employers consists of three main parts:

1. Recommendations considering the active aging challenges and needs, emphasizing the economic and social benefits derived from the adoption of a pragmatic employment policy for low-skilled older adults, both locals and migrants. Direct benefits of employers' involvement for each collaboration stage is also included.
2. Set of 10 good practices implemented in EU countries, where employers were involved in initiatives to provide low-skilled older adults with the skills required by the labour market and incentivize them towards upskilling.
3. Guidelines and useful resources for the implementation of the Act45 collaboration framework and respective stages, including templates for providing structured input about relevant open positions and skills needed, guidelines on how to organize job shadowing initiatives in companies, and how to select and evaluate low-skilled older adults' performance during speed dating interviews.

This short document consists of 10 practices that were selected to serve as good examples of employer's driven initiatives leading to successful results in integrating low skilled adults older than 45 years of age into the labour force.

The employers are an important part of the integration process among unemployed low skilled people of over 45 years of age. Regardless of the efforts put by training providers, CSOs and other stakeholders on national and regional level (mainly authorities, Labour offices, and ministries) the most important factor of the equation would be the employers. They are not only providing the workplace, but they are also the ones that could guarantee its sustainability; at the same time, they could create a trend that might be followed by other employers in the same or different sectors.

More information is available at: <http://act45.eu/>



SKILLING & RESKILLING CAREGIVERS FOR SENIORS

Where?

Grandmama PC, Greece

Target Group

The main characteristics of the target group are:

1. Low-skilled or not skilled at all
2. Low education
3. Over 45 especially women
4. Abused women
5. Homeless who are looking for a second chance in life

What does it consist of?

The main objectives of this project are:

1. To skill, reskill and find a job as a caregiver for seniors
2. Seniors take a better quality of care while staying at home especially now with the pandemics

Activities:

1. Finalize partnerships with organisations that could provide jobs for the target group
2. Organize the material for the seminars together with the Hellenic Gerontology Association
3. Settle dates of the online seminars
4. Ask some caregivers to share their stories during the seminars as guest speakers
5. Inform all the organizations about the dates to gather the candidates
6. Start the seminars
7. Interview people that participated to the seminars to find a job

Which needs does it address?

The organization uses a matching methodology in order to match the caregivers with the senior based on:

- Behavior
- Personality
- Experience
- Evaluation process

How are participants selected?

Participants are selected once they cover the following criteria:

- 1) Their interest for the care of seniors
- 2) Are fluent in Greek
- 3) Basic use of smart phones
- 4) Personal characteristics (empathy, patience, caring)
- 5) No previous working experiences

#NOAGEISMDISCRIMINATION - PROGRAMME EMPPERSONA

Where?

Fundació PIMEC, Spain

Target Group

People who have been or are entrepreneurs who have had to close their companies, in most cases, and also people who are unemployed as a result of regulatory proceedings, most of them managers, CEO's, who had never been in such a situation before.

Many of them are also not entitled to receive any kind of unemployment benefit, tend to be invisible, are alone, helpless, dislocated and with the stigma attached to business failure.

What does it consist of?

The main objectives and activities are:

1. To give visibility to the comparative disadvantage suffered by people over 45 years of age, in the search for employment.
2. Eradicate the social stigma that is implicit in the fact of being over 45 years and unemployed.
3. To increase the employability of this group of people over 45, by promoting an image of a group with a high potential due to their talent acquired throughout their working lives.
4. Prospecting the labour market to offer a wide range of job offers to all beneficiaries.
5. Offering a wide range of services to this group, providing them with the necessary skills and abilities, so that they have a second chance.
6. To raise awareness in Spanish society so that they see failure as learning towards success or the achievement of the personal-professional path.

Which needs does it address?

The methodology used is characterized by the offer of a wide range of services that are designed based on the needs of the beneficiaries, such as:

- emotional support with coaches and psychologists;
- assignment of tutor and an external mentor, an expert in the corresponding subject;
- help in the outplacement processes, providing personal or technical tools and knowledge;
- advising on entrepreneurship processes;
- legal advice, emotional support, and consultancy on the Second Chance mechanism;
- tutoring with active or non-active volunteer entrepreneurs and specialized organizations of the Empersona-Second Chance Network

How are participants selected?

The organisation has a selection process to be able to focus on the businessperson, generally over 45 years of age, who is in a difficult personal or professional situation.

The main headquarters of the organisation is in the city of Barcelona, but regional offices throughout Catalonia, create an impact in the entire autonomous community, serving any regional user who is contacting the organisation.

SUCCESSFUL INTEGRATION

Where?

Ate Plast Ltd., Bulgaria

Target Group

The low-skilled workers over 45 years are a specific target group that need special attitude. The employer considers everybody's work as important; however, the statistics show that nearly 90% from the target group is from Roma origin, which requires a tailor-made approach. Important characteristic of the envisaged workers group is their unwillingness to upskill and develop within company's hierarchy.

What does it consist of?

The specially designed program for low-skilled workers over 45 years has certain steps that are obligatory for all newcomers. The first level is an interview that consists of fast check whether candidate's profile matches to the desired one. Every new employee is attached to a skilled and experienced colleague that is trained how to introduce the new material in the most proper way for the special group of low-skilled workers over 45 years. The intensive one-week theoretical training focused mainly on work safety and procedures, the new employee must pass an exam that shows how he/she precepts the flow of information, whether he aims to memorize it and if he/she is able to adapt to the new team. If the test is passed, the newcomer has a statute of a "trainee". During the next 6 months of the training the newcomer is closely attached to the mentor and dedicate to the essentials of the real working process, followed by a next test that aims to find out to what extent the newcomer perceived the basics of the working process. After the specialized 6 months program and introduction to the work the trainee can evolve to the next level – assistance operator. After 1 successful year within the company the employee is promoted as a senior operator.

Which needs does it address?

The only instrument to deal with the tough integration of our target group within the working process is skilled and experienced trainers and staff. The long years of experience contributed to discover functioning mechanisms to integrate all kind of workers. The company's management is already aware with the special characteristics so they put significant effort in designing a suitable training program that will meet the needs of the target group.

How are participants selected?

The selection criteria for the target group of low-skilled workers over 45 are significantly minimized. The employer does not require a broad set skill and knowledge since it is relied on the specialized training. The most welcomed and appreciated features of the newcomers is loyalty, correctness, and sense of responsibility. All fulfilled tests and exams during the training period are in front of a commission of HR specialist, team leader, foreman, head of maintenance, etc.

SALESPERSON COURSE

Where?

Forma-re-te, Italy

Target Group

Unemployed low-skilled people over 45 years-old integrated as a small group in regular classes, to prevent their isolation, and to reduce the appearance of discomfort feelings.

What does it consist of?

The course aim to acquire fundamental skills related to the sale process, such as:

- Accomplish collateral operations of the sale process
- Display the merchandise
- Accomplish sale operations
- Accomplish wrap operations
- Lead sale processes
- Support purchasing/selling process in all the main duties
- Choose the tools for products presentation

Which needs does it address?

AOne of the main needs of low skilled adults is the lack of digital skills. To fill this gap, tablets will be supplied to participants to:

1. Avoid paper documents, with efficiency and environmental advantages.
2. Encourage and support the use of digital devices, along with a development of IT skills.
3. Explain how to use Internet for looking for jobs and applying, including the creation of profile on social platforms as LinkedIn.
4. Increase confidence thanks to the use of a personal device (often over 45 years-old adults let their kids monopolize family devices).
5. Participate in online webinar and trainings (a current real need).

How are participants selected?

The selection process consists in an orienteering motivational interview. At the end of the course the organisation sends the names of participants (only of those who authorize that) to companies and retailers of any size and sector and to institutions of interest. The participants are supported in the update of CV and in the active searching, and eventually applying, for a job.

COLLABORATION IN THE PROJECT "COOKING YOUR TALENT": GUIDED VISIT TO FACILITIES AND PARTICIPATION ON THE TAPAS' FAIR

Where?

MERCAMADRID, Spain

Target Group

People over 45 years old, unemployed and in situation or risk of social and labour exclusion, mostly women.

What does it consist of?

The main objective of the good practice was:

1. To contribute to the training and acquisition of practical knowledge of people in a situation of vulnerability, with the expert knowledge of the organisation in a sector in which the beneficiaries of the good practice wanted to find employment.
2. To contribute to bring the company closer to the unemployed. This helps them to feel recognized, to lose the fear of approaching companies or the sector in which they want to be employed because they do not know its characteristics, operation, etc.
3. Encourage motivation and empowerment of participants, by providing a space for professional development in the sector of their interest, to feel visible to large companies and receive messages of support from them.

Which needs does it address?

On the one hand, there is the need for unemployed people undertaking professional training to have a real knowledge of the situation of the sector they are targeting. That part of the training, in this case on the fresh product, is given by the company and helps to avoid that gap between what is learned in class and what is done in the real job.
It also covers the need for people participating in these programs to feel visible and recognized by companies of their interest, helping to maintain their motivation with the possibility of achieving what they propose,

How are participants selected?

The vulnerability of the participants was assessed in the selection process and was given by two or more of the following factors:
I. Situation of long-term unemployment. II. Situations of exclusion.

- 1). People referred by Social Services;
- 2) People referred to other social entities. Persons receiving Minimum Insertion Income;
- 3) People with no formal studies or professional qualifications;
- 4) People without work experience or with less than 1 year of work experience;
- 5) Degree of recognized disability (from 33%);
- 6) Persons with a residence permit and extra-community nationality;
- 7) Persons who are victims of violence and/or abuse;
- 8) Persons responsible for minors in solitary confinement;
- 9) Persons with judicial measures (executed and/or pending);
- 10) dependents (ascendants or descendants).

EFFECTIVE MEASURES FOR INTEGRATION OF LOW-QUALIFIED 45+ WORKERS

Where?

Standard Profil Inc., Bulgaria

Target Group

Main characteristics of the target group – low qualified workers over 45 years, mainly due to their low standard of living and poor conditions.

What does it consist of?

The specific training for the target group is adapted to their skills and competences, offering special materials for low-qualified and illiterate workers. For illiterate workers, the company has developed information materials consisting of pictures and signs. For better orientation, the employer also presents video tutorials and information movies. The specialized course based on the principle "One person – one operation" includes acquiring one single operation from one worker good enough, in order to be sure that the working process is professional, timely and safe. Essential factor for better adaptation of low-qualified employees over 45 years is to be assigned to a mentor who leads them through the training period. The mentors not only explain the details in the working process, but also introduces them to the team and assist for a better integration into the new community. The new low-qualified workers over 45 are being evaluated on a specific time schedule: on the third day after the start of their training, at the end of the first week, 30 days after the beginning, at the end of the third month and at the end of the sixth month in the company. This strict evaluation procedure is made in order to exclude mismatches in the perception of work, responsibility and tasks.

Which needs does it address?

The specifics in training low-qualified workers over 45 are multilevel and require special attitude on behalf of the training and the mentor. They need to know the target group and their features quite well, being aware that they perceive information more difficult and slower compared to other workers. Therefore, the learning materials that are specially developed are adapted to workers with limited skills and experience. The training materials contain more pictures, signs and animations for visual perception and memorization of the new information.

How are participants selected?

Since the company has experience in working with the target group, it has developed a strategy for smoother recruitment procedure, onboarding courses and training. They go through specially developed by psychologists IQ tests that evaluate many factors for match of their profile to the vacancy. The illiterate candidates can use special CV templates and applications for appointment. Final step in the selection criteria is the personal interview where multilevel commission consisting of HR specialist, team leader and engineer decides if the candidature is suitable for the working position offered.

E-LEARNING TRAINING

Where?

AB Vasilopoulos, Greece

Target Group

The good practice is not addressed only to the target group of the project as the company do not make a separate category for low skilled over 45 years old, but a good percentage of company's employees (mostly in the stores) have low digital skills and are 45 years old

What does it consist of?

Every employee in the store follows a specific training path. This path starts from the on-the-job training which is realized by a senior officer that transfers his know-how to the newcomer. In parallel, the induction process is starting via an e-learning course. Second e-learning addressed to all employees is based on the company's values. After several months in the job position, the employee can follow specific training concerning customer service techniques and attitudes. This training is also provided via an e-learning course. For the employees that work on sales (vegetables, cheese, etc.) an advanced customer service course specialized in sales is designed. Employees have unique accounts with identification codes in an e-learning platform. Every store has 3-4 tablets to facilitate the participation process. All employees participate in rotation. People who have low digital skills are supported by their peers to connect and follow the training in an unofficial way. Nevertheless, there is a hotline that supports employees to resolve any issue they may encounter with the platform. All trainings and e-learning are attended within working hours.

Which needs does it address?

The fact that the training is part of the job position assure the upskilling of all employees. The gamification of the trainings and the link with possible situations that an employee can encounter can motivate the target group to follow the training (scenario-based approach). The helpline and the peer to peer activity can be very useful for low skilled over 45 years old.

How are participants selected?

All employees are eligible to this process. This initiative helps the company to build a common culture and to keep high quality in customer service.

NO PROBLEM - A COURSE FOR ACTIVE JOB SEARCH

Where?

CPIA 4 TORINO, Italy

Target Group

1. Women coming from Romania, with varying degrees of education
2. African migrants with a refugee status
3. Low skilled Italians, mostly social services recipients. It is mostly in this category we can find people over 45

What does it consist of?

A 3-week course consisting of 32 hours/lessons.
 Goal 1 - detect previous knowledge and skills enhancing self-awareness (8 hours)
 Goal 2 - the role of soft skills in job seeking (8 hours)
 Goal 3 - giving operative instruments (digital competence, how to write a CV, the local job market, basic financial management, basic safety rules) (16 hours)

Which needs does it address?

Learning by doing is privileged, as it is convenient to adult learners and in order to produce meaningful and useful output

How are participants selected?

A school for adults and the local social services identify the students after an interview, considering the following criteria:
 1. past experiences
 2. needs
 3. motivation

PACK +45

Where?

Worketik & Asociación +45 Activos, Spain

Target Group

The organisation facilitates a non-discriminatory selection process to all people who wish to use their employment website. They will simply record their data in such a way that no discrimination will be allowed for issues irrelevant to the position. Beneficiaries of the pack+45 are the members of an association for unemployed people, over 45 years old and actively looking for a job.

Pack+45 recruitment service to companies is done only with this age group as a way to promote their opportunities in accessing to employment.

What does it consist of?

The practice would be developed with this sequence:

1. The organisation contacts companies committed to carrying out non-discriminatory selection processes.
2. When a company publishes a vacancy, it is offered the possibility of accessing pack+45: selection process and providing the most suitable candidates.
3. If the company accesses this service, the organisation serves as an intermediary and finally the company, has a series of profiles suitable for their needs that have been previously filtered among the almost 9800 members of the association's +45 assets.

Which needs does it address?

Allowing people over 45 to participate in selection processes on an equal footing with younger people.

The need is to fight against ageism, or age discrimination, which in Spain represents 50% of the population in unemployment with a total of 1800,000 people.

It is a practice that affects the need for companies to value talent without labels

How are participants selected?

A school for adults and the local social services identify the students after an interview, considering the following criteria:

1. past experiences
2. needs
3. motivation

GREEK LESSONS FACILITATING INTEGRATION IN THE LOCAL SOCIETY

Where?

Teleperformance, Greece

Target Group

The target group is often foreign people of all ages that mostly work as customer service representatives or mid-management positions (Supervisors, Quality Analysts).

What does it consist of?

The best practice has the following objectives:

1. Improve language skills of foreign employees
2. Facilitate their social integration
3. Contribute to the upskilling of employees

The activities are organized as follows:

1. Employees must apply for the courses via a platform
2. Participants are divided into groups depending on their skills (basic-intermediate-proficient)
3. Managers and supervisors follow the educational itinerary of the employee and encourage him/her
4. Employees follow the courses and have the opportunity to enrol and obtain a national certification (A1-C2)

Which needs does it address?

This best practice has as main goal to upskill employees and support them in their integration process to the national context. Given that many of the users are migrants or even refugees this practice is addressed to people with low literacy skills concerning Greek language. In this context the courses are adapted to the needs of each group of participants and active methodology is preferred.

How are participants selected?

There are no specific criteria for someone to enrol for Greek classes. They are open to everyone that wants to learn the language.

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