



European Labor Mobility Support –
LAMOS EU
REGIONAL RESEARCH ANALYSIS
REPORT

[OCTOBER, 2017]



Table of Contents

Introduction	3
Chapter 1: State of the art.....	4
Chapter 2: Existing Support Schemes for workers	48
Chapter 3: Training Needs Analysis	92
Chapter 4: Existing Tools for Employers and Employees	117
Chapter 5: The opinion of the stakeholders	162
Chapter 6: Conclusions/ Recommendations.....	168
References.....	174
Annex A: Research Questionnaires	176



Introduction

The freedom of movement in the framework of the European Union together with the reduction of the costs of travel and the increase of digital and communication technologies have contributed significantly to the increase of labour mobility inside the European Union. However, labour mobility is not always smooth and can create significant challenges both to the individuals and the companies involved.

The project “European Labor Mobility Support- LAMOS EU”, funded by the Erasmus+ programme of the European Union has been developed in order to address these challenges and provide support to all the actors involved in the framework of labor mobility inside the European Union.

The present document is the Regional Research Analysis Report that has been developed as part of the LAMOS EU project with the following aims:

- Analyze the State of the art (literature review and EU good practices) in the field of labor mobility support
- Identify the existing supporting schemes for workers before and after leaving the country of residence to adapt them to foreign environment
- Detect the training needs of the target groups (employees, employers, counselors, trainers)
- Identify the existing training offers, tools and methods to adapt an employee to new environment and help employer in adaptability of foreign employee
- Identify the existing tools and methods used by counsellors related to supporting employee interested in transnational labour mobility
- Obtain the perceptions of the stakeholders and policy makers in the field of transnational mobility
- Elaborate recommendations for developing the training content and materials, tool for assessment of transnational mobility readiness and adaptability in terms of target groups - defining dimensions of capacity and readiness for transnational labour mobility, training objectives and delivery methods.

The Regional Research Analysis Report is the first step of the LAMOS EU project in order to build solutions and tools that will aim to support individuals, training organisations and companies that are involved in international labor mobility. The report was based on data collected and analysed in the 5 countries that are participating in the consortium: Cyprus, Greece, Poland, Spain and Germany. However, European data has also been collected.



The Regional Research Analysis Report consists of the following chapters:

- 1) State of the art
- 2) Existing supporting schemes for workers before and after leaving the country of residence to adapt them to foreign environment
- 3) Training need analysis of the target groups
- 4) Existing training offers, tools and methods to adapt an employee to new environment, to support an employee interested in labor mobility and to help employer in adaptability of foreign employee,
- 5) Stakeholders perceptions in the field of transnational mobility
- 6) Recommendations for developing the training content and materials, tool for assessment of transnational mobility readiness and adaptability in terms of target groups, training objectives and delivery methods.



Chapter 1: State of the Art

1.1 General Description of the situation

1.1.1 Size of the Labor Mobility

Labor Mobility is a concept that becomes relevant for an always increasing number of European citizens, fact which justifies the necessity of projects as LAMOS EU. Of course, labor mobility is not distributed equally across Europe since there are countries that are predominantly destination countries and others that are departure countries. This is generally related with the level of economic growth of each country. In this section, we are going to present data related with the size of labor mobility in a European level but also in each of the partner countries of the LAMOS EU project.

1.1.1.1. European Overview

In 2015, there were 11.3 million EU-28 movers of working age (between 15 and 64 years old) across the EU-28 (an increase of around 1.4% compared to 2014). Of those, 8.5 million were employed or looking for work. Furthermore, there were 1.3 million cross-border workers and 1.7 posted workers (of all age groups) within the EU-28¹.

'Long-Term' EU-28 migrants of working age	11.3 million
...of which employed or looking for work	8.5 million
Cross-border workers (all age groups)	1.3 million
Posted workers	2 million

Table 1: Composition of intra-EU labour mobility by different types, EU-28 citizens in the EU-28, 2015²

The most commonly cited figure on mobility relates to the stock of people living in another EU country other than the one they were born in. For the EU this is around 3% of the population or 17 million people. However, this is the stock. The annual flow, the share of people moving from one country to another, is only one tenth of this at 0.3%. Mobility reaches a magnitude of 20 million people (included those who only work in

¹ European Commission , 2016 Annual Report on Labour Mobility Final Report, 2016, UE.

² Eurostat data on population by citizenship and age group



another member state but maintain residence in their home country). Of this 20 million mobile citizens 10 million are pensioners, accompanying family members, job-seekers and students. Of the other 10 million, around 7 million people live and work in another member state, so-called regular mobile workers, whereas the rest are 1.3 million cross-border workers and 1.7 million posted workers. In 2014 the number of posted workers increased to 1.9 million³.

It is important to keep in mind that the movement of people within the Union is not equally distributed. Eastern European countries have been the primary sending countries since the enlargement. Today, only 7% of EU mobile citizens reside in Eastern Europe, which is a little more than 1 million persons (or 1% of their population).

In terms of annual flows, in 2013, around 1 million EU-28 and EFTA4 citizens moved to another EU-28 Member State – a slight increase compared to 2012 – and around 118,000 EU-28 and EFTA citizens moved to another EFTA country. In addition, almost 700,000 people moved back to their country of citizenship, a slight decrease (-5%) compared to 2012. Considering that a high level of return migration was found to be one of the main reactions to the economic crisis, a slight decrease may signal increased job opportunities in the countries of destination.

In 2014, the **main countries of residence** of EU-28 movers of working age were still Germany, the UK, Spain, Italy, Switzerland and France. The most represented groups of citizens, namely Romanians, Poles, Italians, Portuguese and Germans, made up 56% of all EU-28 movers across the EU-28 in 2014⁵.

The highest number of EU-28 movers of working age, as shown in Table 2, can be found in Germany, where about 2.5 million of them live. Other countries with significant numbers of EU-28 movers aged between 15 and 64 are the UK (2 million), Spain (1.5 million), Italy (1.2 million), France (1 million) and Switzerland (1 million). Compared to 2013, the number of EU-28 movers has decreased in Germany and Spain (-4%) and increased in France (+2%), Italy (+4%) and the UK (+5%).

EU-28		EFTA		TCNs		Total foreign population	
GERMANY	2541	44.4%	32	0.6%	3152	55.1%	5725

³ Mikkel Barslund and Matthias Busse, Labour Mobility on the EU, Addressing challenges and ensuring ‘fair mobility’, CEPS Special Reports, n. 139, 2016.

⁴ Iceland, Norway and Switzerland

⁵ European Foundation for the Improvement of Living and Working Conditions, Labour Mobility in the EU: Recent Trends and Policies, Luxembourg, 2014.



UK	2007	50.3%	20	0.5%	1961	49.2%	3988
SPAIN	1540	41.9%	17	0.5%	2116	57.6%	3673
ITALY	1185	30.8%	6	0.2%	2651	69.0%	3842
FRANCE	975	33.6%	38	1.3%	1888	65.1%	2901
SWITZERLAND	967	65.5%	3	0.2%	507	34.3%	1477

Table 2: Top 5 countries of residence of EU-28 movers in total numbers, 2015, foreign population by broad groups of citizenship (totals in thousands and row %), working age citizens (15-64)

The table below shows the size of migrant groups compared to the total population of the host Member State, which results in a very different ranking. Some of the five countries with the highest shares of EU-28 movers are among the EU countries with the smallest populations (LU and CY). This is natural since, in these countries, even a small number of movers greatly affect the composition of the national population. EU movers make up a record 42% of the working age population in Luxembourg, an increase of 0.7 p.p. compared to 2014. Switzerland experienced a comparable increase (+0.6 p.p.), while the shares in Belgium, Ireland and Cyprus are very similar to 2014 figures.

	EU-28	EFTA	TCNs	Total Foreign Population	Total Population
LUXEMBURG	42.2% (160)	0.2% (1)	6.6% (25)	48.9% (186)	(380)
SWITZERLAND	17.6% (967)	0.1% (3)	9.2% (507)	26.9% (1477)	(5495)
CYPRUS	14.6% (88)	0.0% (0)	7.2% (43)	21.8% (131)	(599)
IRELAND	10.0% (300)	0.0% (1)	4.5% (139)	14.6% (440)	(3011)
BELGIUM	8.3% (607)	0.0% (3)	4.6% (338)	13.0% (947)	(7304)

Table 3: Top 5 countries of residence of EU-28 movers in shares of total population in countries of residence, 2015, migrant population by broad groups of citizenship (shares of total population and totals in thousands in brackets), working age citizens (15-64)

In the Union, the most represented nationalities (Romanians, Poles, Italians, Portuguese and Germans) make up 56% of all EU-28/EFTA movers.



The breakdowns by country of residence show very different situations: in France, Spain and Italy a single group makes up a very large share of the EU-28/EFTA movers (Portuguese in France, Romanians in Spain and Italy). In Germany and in the United Kingdom there are significant shares of Polish citizens, Italians are very important groups in Germany and in Switzerland, and Germans are the most represented EU nationality in Switzerland⁶.

Other large groups of working-age EU-28/EFTA movers are the British (with an 8% share in both France and Spain), the Irish living in the UK, the Greeks and Croatians living in Germany and the Portuguese and French living in Switzerland.

The composition of the EU-28/EFTA movers population has almost not changed compared to 2014, changes being between 0 and 2 p.p. The largest changes are the following: in the EFTA countries, the share of Portuguese increased by 2 p.p., in the UK the share of Irish decreased by 2 p.p., in Spain the share of Romanians increased by 2 p.p. and the share of Britons decreased by 2 p.p.

Within the EU15, the crisis caused a major reversal in the apparent economic convergence. The deteriorating labour market situation in southern Europe, in particular for young people, resulted in higher outflows of nationals of these countries. Absolute figures remained low, however. Five years into the crisis, the net emigration rates for Spanish and Italian nationals had only increased slightly, to less than 0.1%. Nationals of Greece and Portugal are somewhat more mobile, with a net emigration of around 4 individuals for every 1,000 nationals. Ireland has seen somewhat more mobility, probably due to ties to the UK and the language advantage⁷.

1.1.1.2 Focus on the partner countries of the LAMOS EU project

The LAMOS EU project is focusing its activities on 5 countries: Cyprus, Greece, Germany, Spain and Poland. The main characteristic of this partnership is that Germany is a country of net immigration while the other countries are mainly countries of emigration. Spain is a country which has in the same time, a large immigration and a large emigration.

1.1.1.2.1 Cyprus

⁶ Cornell University ILR School, "Labour Migration in the EU: Recent Trends and Policies", Luxembourg, 2014.

⁷ Mikkel Barlsund, Matthias Busse and Joscha Schwarzwalder, "Labour Mobility in Europe: An Untapped Resource?", CEPS Special Reports, n. 327, March 2015.



The data from previous years show that the numbers of people immigrating in Cyprus were a lot higher than the number of people from Cyprus emigrating to other countries for labor purposes. In other words, the labor mobility of incoming workers in Cyprus used to be more popular than the labor mobility of outgoing workers from Cyprus (in absolute numbers). In 2016, the total number of EU citizens working in Cyprus was 45,131 (Via Statistical Service of Cyprus).

The regional and international reasons that account for the migratory flows to Cyprus are the following: On the one hand, economic developments such as the worldwide growth in tourism and migration flows resulted in economic growth which increased the demand for labour in Cyprus. On the other hand, political developments such as the collapse of the Soviet Union resulted in the migration of labour from **ex-Soviet countries**, but also to the migration of a large number of Pontiacs from the Caucasus region who were granted Greek nationality and were thus able to enter Cyprus without too many formalities. In addition, the Gulf war, successive crises in the Gulf region, and unrest in Israel/Palestine have caused the inflow into Cyprus of both economic as well as political refugees from the affected countries.

However, due to the small size of the island's population the picture is different when it is expressed in percentages and not in absolute numbers. In 2014, Eurostat reported the highest rates of emigration for Cyprus, which accounted for 28 emigrants per 1000 persons. However, no data is available regarding which countries people are going.

1.1.1.2.2 Greece

From 2008 onwards, Greece is in a deep financial crisis which has resulted in the reduction of GDP by almost 25% and the rise of the unemployment rates from 10% to 28%. As a result of the financial crisis, many Greeks have left the country in the previous years. As a matter of fact, over 427,000 people left Greece since the onset of the economic crisis in 2008, marking the third wave of mass emigration in the 20th and 21st centuries.

The figures come from a recently released Bank of Greece report entitled "Fleeing of Human Capital: Contemporary migration tendencies of the Greeks in the years of crisis".

Historically and traditionally, Greece is among the countries with high emigration experience. Since the beginning of the 1900s, 1,764,000 Greeks left the country seeking a better life abroad. The number of Greeks aged 15-64 who left the country since 2008 is 427,000. In 2013 alone, 100,000 people migrated, tripling the yearly average until then. The phenomenon continued with unabated intensity in 2014 and further exacerbated in the first half of 2015.



Greece ranks fourth in the European Union in migration outflow and the proportion of the workforce in the country. Cyprus is first, followed by Ireland and Lithuania. It ranks third after Cyprus and Spain in the percentage of young emigrants. Specifically, the outgoing Greeks, only in 2013, represented more than 2% of the total workforce of the country, while the proportion of people aged 25-39 years was over 50% of all emigrants. The profile of the emigrants are mostly young, educated people with professional experience, directed mainly to Germany, the United Kingdom and the United Arab Emirates.

In relation with immigration, Greece has received recently many immigrants from non-European countries as a result of the refugee crisis. It traditionally hosted many immigrants from the Balkan area. However, in the recent years, because of the crisis, these immigrants from the Balkan countries have started to emigrate again because of the loss of jobs.

1.1.1.2.3 Germany

As it was explained previously, Germany is a country of net migration. Net migration (from European Union countries) to Germany has increased quite significantly since 2011 with 300 000 to 400 000 persons per year.

Besides the extent of labour immigration, the composition of immigrants has changed considerably in recent decades:

- 1960s/ early 1970s: low skilled “guest workers” from Turkey, Yugoslavia, Italy, Portugal, Greece;
- Since 1990s: immigrants from Eastern European countries as the main group;
- Since 2008 (euro and financial crisis): in addition, labour immigration from the "old" EU Member States.

In 2011 two out of three immigrants arrived from the EU member states.

In particular, immigration from the "new" EU Member States (membership since 2004 and 2007) has increased. (For example, immigration from the acceding countries in 2004 has doubled since its accession to almost 300,000 people in 2012.)

A further increase can be seen with the entry into force of the free movement of workers (since 2011). Similarly, immigration from Bulgaria and Romania has increased since the time of accession from under 40 000 to more than 170 000 persons per year (with one third of them, leaving Germany again within one year).

A second, probably temporary development of recent years is the increase in immigration from the "old" EU Member States (EU15). Since the euro and financial



crisis, immigration has risen again, especially from 2010, due to the comparably good economic situation in Germany.

The following table reflects the employment situation of foreigners (according to countries of origin) in December 2016.

	Net Migration	Population (%)	Employed	Unemployed
EU members	+271,000	45.0	50.7	31.2
Poland	+59,000	8.3	9.4	6.7
Italy	+25,000	7.0	8.8	6.4
Romania	+80,000	4.4	5.1	2.2
Greece	+12,000	4.0	4.7	3.6
Croatia	+29,000	3.2	3.7	1.7
Bulgaria	+35,000	2.2	2.0	2.1
Austria	+1,000	2.2	2.1	0.9
Hungary	+18,000	1.9	2.4	0.9
Spain	+11,000	1.8	2.2	1.2
Netherlands	+3,000	1.8	1.2	0.8
Portugal	+3,000	1.6	2.2	1.1
France	+3,000	1.5	1.6	0.7
UK	+2,000	1.3	1.3	0.6
Other Europe	+73,000	33.4	33.0	43.1
Asia	+137,000	13.2	9.1	17.5
Africa	+51,000	4.5	3.7	6.3
America	+12,000	3.0	2.6	1.8
Other world	+5,000	0.9	0.8	0.9

Table 4: Employment Situation of foreigners in Germany (December 2016). Source: Statistics of Federal Employment Agency⁸

It is interesting to note in the table above that, from the partner countries, especially **Poland** and **Greece** represent a very high number of the immigrant population. Polish immigrants are the largest immigrant population group in Germany while Greek immigrants is the 4th largest group.

While an immigration boom has been recorded for years by EU citizens in particular, relatively few is known about emigration of German citizens abroad.

In numbers of emigrating Germans the list of hosting countries is dominated by Switzerland because of the more favorable income situation (high salaries) there and practically not existing language or cultural barriers. The more, Switzerland as well as

⁸ Statistik der Bundesagentur für Arbeit, Analytikreport der Statistik, Analyse des Arbeitsmarktes für Ausländer, Dezember 2016



Austria are very attractive for seasonal workers, in particular in sports and leisure industries (winter sport resorts).

According to a recent study⁹, annually more German nationals emigrate than return back to Germany, especially young and qualified people: Between 2009 and 2013 Germany lost an average of around 25,000 citizens per year through emigration (i.e. net migration).

The study did not confirm apprehensions that the demographically aging industrialized state of Germany will be losing young high-qualified persons on a large scale. Emigration of highly qualified persons is more of a temporary character and emigrants come back with new experiences, skills and networks. Such temporary emigration has no negative impact at the social systems and the competitiveness of Germany.

According to this study 1.5 Million Germans emigrated from 2004 to 2013 to:

Switzerland	209,000
USA	136,000
Austria	109,000
Poland	94,000
UK	89,000
Spain	74,000
France	71,000

Table 5: Number of German citizens emigrating abroad

1.1.1.2.4 Poland

One of the most specific features of recent migration from Poland is the domination of labor mobility. According to LFS¹⁰, most of Polish migrants (more than 90%) take up employment while staying in foreign countries.¹¹ Poland is by far the country with the largest migration flows in absolute terms.¹²

The labor mobility is mainly outgoing. The most important EU - destinations for Polish migrants are Germany, the UK, the Netherlands, Ireland and the Southern European countries. Though, Polish migrants are present in most EU countries. The UK, Ireland,

⁹ „International Mobil. Motive, Rahmenbedingungen und Folgen der Aus-und Rückwanderung deutscher Staatsbürger“ Sachverständigenrat deutscher Stiftungen für Integration und Migration (SVR), March 2015

¹⁰ Labor force survey

¹¹ Page 129 of ‘Labour Mobility in the EU: Dynamics, Patterns and Policies’

¹² Page 153 of ‘Labour Mobility in the EU: Dynamics, Patterns and Policies’



France and Germany now have very large Polish populations, with every Western European nation having sizeable communities.

According to the national statistical data about 2.4 mln of Poles stayed abroad in 2015, including almost 2.1 mln in Europe. The number of Polish expatriates has increased especially in Germany - by 7% - and in the UK - by 5.1%. Considering the EU countries, the largest number of Polish expatriates remained in the UK (720,000), Germany (655,000), the Netherlands (112,000), Ireland (111,000) and Italy (94,000). In 2015 there was a significant increase in the number of Poles residing in Germany and in Great Britain, i.e. in the main target countries of Poles in recent years. In the case of Germany this figure increased by 41 thousands, so almost 7%. The opening of the German labor market and the low unemployment rate in Germany (4.4% in December 2015) made Poles more and more willing to go to Germany. In the UK, the number of Poles increased by 35,000 (5.1 %). Among other EU countries, small increases were also observed in Belgium, the Netherlands, Sweden, Austria, Denmark and France. At the same time, there was an increase in the number of people in non-EU countries, including Norway - in 2015 there were 84,000 Poles. It is estimated that about 80 % of temporary emigrants from Poland are staying abroad for at least 12 months.

The drop in the number of emigrants from Poland in comparison to the previous year was recorded in Spain (by 6.3%) and Greece (by 11%), i.e. in countries with high unemployment (in December 2015 in Spain the unemployment rate was 20,8 %, Greece 24.2%). Fewer Poles were also living in Ireland (down by 1.8%).

The National Statistical Office has pointed out that the estimation results should be considered as approximate due to the different migration calculation systems in each country and the different availability of migration data. Host country data showing the number of Poles or persons born in Poland also include those who have emigrated from Poland permanently and they are not covered by the above-mentioned estimation. In addition, particular countries often take into account different periods of residence as a criterion for the classification of migrants. Many of them use the one-year criterion and do not publish or publish short-term migration statistics. One of the difficulties in estimating data for particular countries is the fact that many people who left Poland change the country and go to another one, for example from Great Britain to Norway or another country - more attractive in terms of finding work, salaries or access to social services.

Data of migration and emigration in previous years:

1) Immigration

in 2005: 9.364

in 2010: 54.499

in 2014: 46.129

2) Emigration

in 2005: 22.242

in 2010: 41.216

in 2014: 54.960

Net migration

in 2005: -12.878

in 2010: 13.283

 in 2014: -8.831¹³
Statistical data of emigrants per country and year:

Country	Number of emigrants (Poles) in thousands											
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total	1 000	1 450	1 950	2 270	2 210	2 100	2 000	2 060	2130	2 196	2 320	2 397
Europe	770	1 200	1 610	1 925	1 887	1 765	1 685	1 754	1816	1 891	2013	2 098
UE	750	1 170	1 550	1 860	1 820	1 690	1 607	1 670	1720	1789	1901	1983
Austria	15	25	34	39	40	36	29	25	28	31	34	36
Belgium	13	21	28	31	33	34	45	47	48	49	49	52
Cyprus	.	.	.	4	4	3	3	3	2	1	1	1
Czech Republic	.	.	.	8	10	9	7	7	8	8	9	9
Denmark	.	.	.	17	19	20	19	21	23	25	28	30
Finland	0,4	0,7	3	4	4	3	3	2	2	3	3	3
France	30	44	49	55	56	60	60	62	63	63	63	64
Greece	13	17	20	20	20	16	16	15	14	12	9	8
Holland	23	43	55	98	108	98	92	95	97	103	109	112
Spain	26	37	44	80	83	84	48	40	37	34	32	30
Ireland	15	76	120	200	180	140	133	120	118	115	113	111
Germany	385	430	450	490	490	465	440	470	500	560	614	655
Portugal	0,5	0,6	1	1	1	1	1	1	1	1	1	1
Sweden	11	17	25	27	29	31	33	36	38	40	43	46
UK	150	340	580	690	650	595	580	625	637	642	685	720
Italy	59	70	85	87	88	88	92	94	97	96	96	94
Europe (non-UE)	20	30	60	65	67	75	78	85	96	102	112	115
Norway	36	38	45	50	56	65	71	79

Table 6: Statistical data of Polish emigrants per country and year

Over the past three years, the number of foreigners who hold valid documents entitling to stay in Poland (including a temporary or permanent residence permits) has increased by almost 90 thousands (by 61%) - from 146 thousands to over 234 thousands. The largest group is formed by citizens of Ukraine. The data does not include people staying in Poland on the basis of visas.

¹³ P.781 of the statistical yearbook of the republic of Poland



The list of the most significant nationals holding valid residence documents has not changed in the past three years. The current order is as follows: Ukraine 84 thousands, Germany 23 thousands, Belarus 11 thousands, Russia 10 thousands, Vietnam 9 thousands, Italy 7 thousands, China 6 thousands, France 5,5 thousands, Great Britain and Bulgaria - 5 thousands.

The biggest increase (nearly three times) concerns the citizens of Ukraine - by 55 thousands (from 28 thousands to almost 84 thousands). In 2013 the citizens of Ukraine accounted for 1/5 of the total population of foreigners in Poland, and now it is 36%. The numbers of Ukrainians already arriving/living in Poland’s major cities is very noticeable. Some estimates suggest that the number of unregistered Ukrainians in Poland could be as high as 400,000. Officially, Ukrainians are invited to Poland for temporary or seasonal positions. However, only a small fraction is given residency.

It is expected that the number of foreigners in Poland will increase. The greatest potential immigration is the citizens of Ukraine.

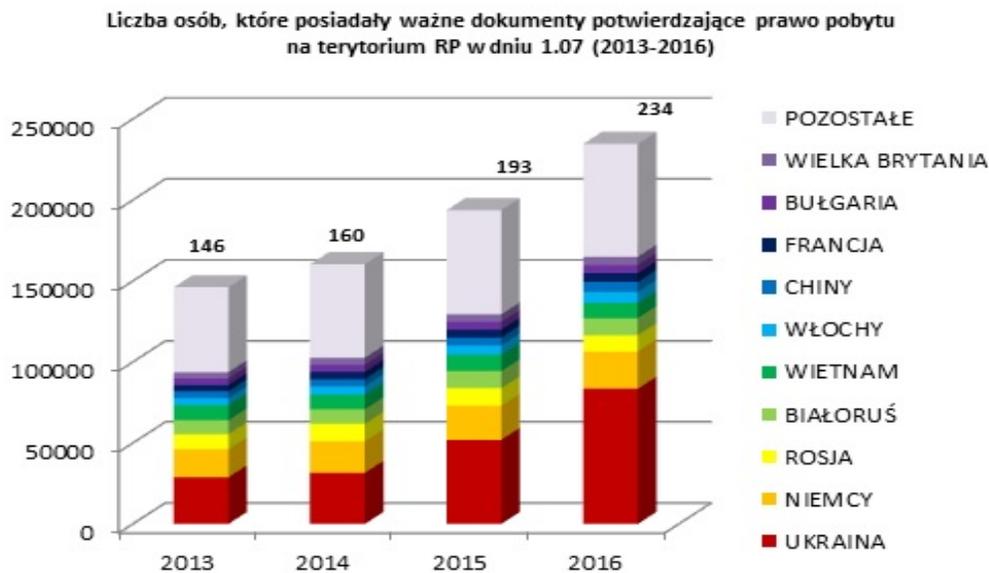


Figure 1: Number of foreign workers in Poland

Citizens of other countries in Poland	Work Permissions issued in Poland in 2016
TOTAL	127394
Bangladesh	721
Armenia	156
Brazil	247
Belarus	4870
Canada	162



China	1213
Georgia	142
India	1772
Japan	250
Korea - North	364
Korea - South	150
Moldavia	2844
Russia	1008
Serbia	804
Vietnam	439
Turkey	672
Ukraine	106223
United States of America	391
Uzbekistan	836

Table 7: Statistical data of immigrants in Poland per country (non-EU countries) in 2016

1.1.1.2.5 Spain

Spain is an important destination country for immigrants all over the world. In 2016, 4.4 million persons living in Spain were from a foreign country, of which 3.5 were from 15 to 64 years old, 2.7 million were actively looking for work or working and 1.9 million were employed. Of the total of foreign people living in Spain, almost 2 million persons were from EU-28 countries, of which 1.4 million were of working age, 981.000 were working or actively looking for work and 794.100 were employed¹⁴.

	Any country	EU-28
Migrants in Spain	4.4 million	2 million
...of which of working age	3.5 million	1.4 million
...of which employed or looking for work	2.7 million	981.000
... of which were employed	1.9 million	794.100

Table 8: Immigrants in Spain 2016

In 2016, there were 1.4 million EU-28 citizens with nationality different of the Spanish of working age (between 15 and 64 years old) living in Spain. Of those European workers in Spain, 981.000 were employed or looking for work. The active EU-28 people was divided in 49% females and 51% males. Spain is one of the main countries of destination of EU-28 movers, behind Germany and UK, receiving the 16% of the total EU-28 movers.

¹⁴ Eurostat data on population by citizenship and age, and employment by citizenship and age.



Migrants in Spain usually come from Romania and Morocco. From the total of migrants in Spain in 2016, 1.9 million come from EU-28 countries while 2.4 are from another country. It is remarkable that less than the half of the immigrants in Spain are between 15 and 64 years old, this is caused by two different reasons: Big percent of children from countries like Romania, Morocco or China (countries of origin of workers who emigrate with children); and big percent of seniors from countries like United Kingdom, Italy, Germany and France (countries of origin of retired people who emigrate looking for welfare). The total of migrants by citizenship is represented in the table below, as well as the number of persons of working age:

	Total	Working age
Foreign country	4.4 million	1.9 million
EU-28	1.9 million	1.4 million
Romania	695.000	582.000
Morocco	680.500	472.500
United Kingdom	296.500	162.000
Italy	191.500	157.000
China	172.000	128.000
Ecuador	159.000	142.000
Germany	142.000	92.000
Colombia	136.000	121.500
Bulgaria	130.000	110.000
Portugal	102.000	87.000
France	100.000	74.500

Table 9: Immigrants in Spain by Citizenship 2016

Regarding the outgoing situation, in 2016, there were 142.000 Spaniards who emigrated to some EU-28 country, and the total of Spanish people living in some foreign country is 2.4 million, of which 1.5 million of working age, and about Europe, 820.000 is the total of Spanish people living in some European country at the end of 2016, of which 550.000 are between 15 and 64 years old¹⁵. Of the total of emigrants, almost 60% were born in a foreign country, what means that they have returned to their country of origin or they have changed to another country looking for new opportunities.

¹⁵ Data from *Instituto Nacional de Estadística España* (Spanish Statistics Institute) on Spanish Emigration.



	Any country	EU-28
Spanish migrants of working age in EU-28	2.4 million	820.000
... of which of working age	1.5 million	550.000

Table 10: Spanish Emigrants 2016

About Spanish people living in a foreign country, the most important destination is the American continent. From 2.4 million people living abroad, 1.5 million are in America, and Argentina is the main country of residence of Spanish emigrants. From the total, more than 800.000 are living in a European country, the most important countries of residence across Europe are France, Germany Switzerland and United Kingdom. The next table shows the total number of Spanish Emigrants by the main countries of residence, as well as the number of persons of working age:

	Total	Working age
All countries	2.4 million	1.5 million
America	1.5 million	944.000
Europe	822.000	550.000
Argentina	448.000	264.000
France	243.500	144.000
Venezuela	180.500	112.000
Germany	148.000	104.500
USA	137.000	96.000
Cuba	134.500	73.000
Mexico	131.000	92.000
Brasil	129.000	83.500
Switzerland	116.000	84.000
United Kingdom	115.000	82.000

Table 11: Spanish emigrants by country of residence, 2016



1.1.2 Sectors more relevant for European Mobility

European mobility is not divided equally across all sectors. There are sectors, both in the European and in the national level that attract more European immigrants. There seems also to be a difference in the sector according to the country of origin of the movers. This section aims to provide an overview of the sectors that are more relevant for European Mobility.

1.1.2.1 European Overview

Across the EU-28 the main sectors in which EU citizens are employed in seem to vary according to whether they are nationals, recent EU-13¹⁶ movers or recent EU-15¹⁷ movers. The majority of both EU-13 and EU-15 movers as well as nationals are employed in manufacturing. However, compared to recent EU-15 movers, recent EU-13 movers are overrepresented quite strongly in manufacturing, in construction, in activities of households of employers and in agriculture. On the contrary, EU-15 movers are over-represented compared to EU-13 movers in education, in professional activities and in human health and social work. Compared to nationals, both groups of recent EU movers are over-represented in accommodation and food services and in administration.

There are quite large differences between nationals and the two groups of EU-28 movers concerning the types of occupations they are employed in. Accordingly, nationals and recent EU-15 movers are more likely to be employed in high- and medium-skilled occupations, whereas recent EU-13 movers are more likely to be employed in more low-skilled occupations. However, recent EU-15 movers are even less likely to be employed in some lower-skilled occupations than nationals (plant and machine operators and craft and related trades workers) and are more likely to be employed as professionals than nationals.

In the tables below, the most common EU jobseekers profiles are represented for occupation and education field. In 2017 the statistics shows an high and increasing mobility demand in the food services and administrative field(almost 5000 applications) and language teaching (almost 4000). Although, the main education fields represented are not only Business and Administration or Engineering, but also ICT and Humanities (more than 15000 applications)

¹⁶ The countries which joined the EU on 1.4.2004: Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Slovakia and Slovenia (with Bulgaria, Romania and Croatia).

¹⁷ EU Member States up until 30.4.2004: Belgium, Denmark, Spain, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Austria, Portugal, Finland, Sweden and United Kingdom.



Table 12: Jobseekers for ESCO occupation Eures statistics, 2017

1	Waiter/waitress	4944
2	Administrative assistant	4758
3	Language teacher	3756
4	Clerk (general)	3169
5	Hotel receptionist	2754
6	IT project manager	2446
7	Architect	2288
8	Software programmer	2255
9	Secretary	2243
10	Bartender	2215

Table 13: Jobseekers for Education Field Eures statistics, 2017

1	Business and administration	34403
2	Engineering and engineering trades	33007
3	Not known or unspecified	22731
4	Computing	15870
5	Humanities	14804
6	Health	11211
7	Architecture and building	9047
8	Basic programmes	8851
9	Teacher training and education science	7868
10	Manufacturing and processing	7754

1.1.2.2 Focus on the partner countries of the LAMOS EU project

1.1.2.2.1 Cyprus

According to the Statistical Service of Cyprus' report on Human Resources for 2016, the occupational fields that EU Citizens hold in the Cyprus Labour Market are the following (most popular in bold):

- Agriculture, Forestry and Fisheries
- Mining and Quarrying
- **processing**
- Electricity, Gas, Steam and Air Conditioning
- Water supply, Wastewater Treatment, Waste Management and Remediation Activities
- **Constructions**
- **Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles**
- Transport and Storage



- **Activities Services Accommodation and Food Services**
- Information and Communication
- Financial and Insurance Activities
- Real estate management
- Professional, Scientific and Technical Activities
- Administrative and Support Service Activities
- Public Administration and Defense, Compulsory Social Security
- Education
- Activities Related to Human Health and Social Care
- Arts, Entertainment and Recreation
- Other Service Activities
- Household activities
- Activities of extraterritorial organizations and bodies

1.1.2.2.2 Greece

In Greece, the last survey from the National Statistics service related with the presence of the migrants in the labor market was realized in 2014. According to the survey¹⁸, most of the immigrants are working in households (80% of the workers on households are immigrants). Also, high percentage exists in the construction sector (30% of the workers in the sector are immigrants), the tourism sector (20% of the people working in the tourism sector are immigrants) and the sector of support services (22%). The lowest percentage is in public administration (only 1,3% are immigrants). There are not specific data about immigrants from Europe.

1.1.2.2.3 Germany

The following table gives an employment overview of foreign workforce and recent developments by economic branches. It shows a high employment rate of migrant workers in selected sectors (e.g. hospitality, agriculture, temporary employee assignment) and a further upraise in all sectors, with construction, economic services and social services in particular.

	Year-on-year change in%	June 2016
Total	+10.6	10.0
Agriculture, forestry and fishing	+3.6	21.0
Mining, energy and water supply, ...	+5.4	5.0
Manufacturing	+5.9	5.0
from that: Manufacture of mainly domestic...	+12.0	11.3

¹⁸ <http://www.statistics.gr/el/statistics/-/publication/SJO27/->



Metal and electrical ...	+3.9	8.5
Procurement of intermediate goods ...	+5.8	8.8
Construction industry	+16.0	13.1
Trade, maintenance, repair of motor vehicles	+8.5	8.2
Transport and storage	+14.8	14.1
Hospitality	+8.5	30.2
Information and communication	+11.0	8.1
Provision of financial and ...	+5.0	3.4
Real Estate, freelance, scientific ...	+9.2	7.0
Other economic services	+15.8	20.8
Temporary employee assignment	+16.8	27.6
Public administration, defense, ...	+7.7	2.6
Education	+9.1	6.3
Healthcare	+9.9	5.9
Domestic and social services	18.3	6.4
Other services, private households	+7.7	10.3

Table 14: Source: Statistics of Federal Employment Agency

1.1.2.2.4 Poland

Most of the outgoing Polish citizens work in the field of agriculture (picking fruits), construction, transport, metal industry, trade and hotel industry. They work not only in professions that are not wanted by citizens of well-developed countries. Among the outgoing Poles are doctors, engineers or nurses. The Polish statistics don't contain any data about sectors of employment of Polish citizens abroad.

Incoming citizens of other countries

Poland's key industrial sectors are:

- coal mining,
- energy production,
- metallurgy,
- mechanical engineering,
- automotive industry,
- electromechanical industries such as fine mechanics, electronics and electrical engineering,
- transport,
- food,
- textiles and clothing.



Number of Immigrants in Poland in 2016 working based on work permission in particular sectors:

Total (number of work permissions)	agriculture	Industry manufacture	construction	trade	transport	Informatics and communication	finances and insurance sector	research	education	Health and social sector	household
127394	4506	6202	24423	8138	17819	2934	391	12073	414	408	10541

Table 15: Number of Immigrants in Poland in 2016 working based on work permission in particular sectors

Number of Immigrants in Poland in 2016 working based on work permission according to working group and profession:

Total (number of work permissions)	According to working groups			According to profession					
	Managerial staff, advisors, experts total	qualified workers	workers of simple works	Computer experts	lawyers	artists	medical professions	teachers	Including teachers of languages
127394	5141	51891	30750	2752	17	291	636	462	30

Table 16: Number of Immigrants in Poland in 2016 working based on work permission according to working group and profession

1.1.2.2.5 Spain

The total of employed immigrants in Spain is 2 million. The number of persons from the European Union is 794.100, the professional situation of these employed immigrants from the EU-28 is shown on the next table:

	Total	% of Total
Self-employee	137.800	17,3%
... of which Employer	37.800	4,7%
... of which Independent worker	95.300	12%
... of which Helper in family business	4.600	0,5%
Employee	654.800	82,5%



... of which in public sector	19.800	2,5%
... of which in private sector	635.000	80%
Other Situation	1.600	0,2%

Table 17: EU-28 working immigrants in Spain by professional situation, 2016

Regarding the sector of work of the immigrants in Spain, the most of them work on the services sector, it is the same situation in the statistics of the total or workers in Spain, since a 75% of the occupied persons works in the sector of services. The percentages of people from the European Union working in Spain by the different sectors is shown in the next table:

	Total	% of Total
Agriculture	58.500	7,4%
Industry	72.100	9,1%
Construction	71.900	9%
Services	591.600	74,5%

Table 18: EU-28 working immigrants in Spain by sector of work, 2016

1.1.3 Profile of the people that participate in labor mobility

The profile of the people that participate in labor mobility is very crucial in order to determine what kind of support would be more adequate for them. A significant characteristic of the present generation of people that participate in labor mobility, in comparison with the previous ones, is their level of education which is significantly higher.

1.1.3.1 European Overview

➤ **Age structure**

One of the strongest trends is that interregional migrants tend – like cross-border migrants – to be younger than the population average. Populations of active EU-28 movers are younger than nationals (56% of 15 to 35-year-olds and 33%, respectively). Intra-EU movers (inactive and active) from recent years are quite young – both compared to the population in their country of residence and to the population in their country of citizenship. In the majority of EU Member States, people aged between 20 and 40 years are overrepresented in the interregional mobility statistics. For example,



the largest cohort of interregional migrants in Austria, Finland, France, Italy, Norway, Sweden and the UK is in the under-30 category.

In particular, the shares of the age groups 25 to 29 and 30 to 34 years are a lot higher among active recent EU-28 movers than among active nationals. As a result, across the 28 Member States, 57% of EU-28 movers were aged 15 to 34 years, whereas this share was only 35% among nationals. However, we also see that the shares of very young active people (15 to 24 years) are lower among EU-28 movers than among nationals in several countries, and on EU-28 level there is almost no difference. Furthermore , the share of active people aged 55 to 64 years was only 4% among EU-28 movers, but 16% among nationals.

However, one of last year’s reports also indicated that mobility among young people receded in comparison to the older age groups during the crisis and due to generally high youth unemployment rates, even in traditional destination countries. A comparison of bi-annual flows from 2008 to 2014 (Table 6) seems to confirm this. Accordingly, among the active EU-28/EFTA population who moved between 2006 and 2008, the share of 15 to 29-year-olds was still over 50%, while it then constantly decreased during the crisis and among those who moved between 2012 and 2014, it was only at around 45%.

		15-24	25-29	30-34	35-54	55-64
EU-28	2008	25%	29%	17%	27%	2%
	2010	22%	28%	18%	29%	2%
	2012	20%	27%	18%	31%	3%
	2014	19%	26%	20%	32%	3%

Table 19: Age structure of economically active¹⁹ and all EU and EFTA citizens who have been living in an EU Member State other than their country of citizenship for less than 2 years, 2008 to 2014, aggregate of 28 EU Member States as countries of residence (in percent of all) Source: EU-LFS, 2014

➤ Education level

¹⁹ Any person who is either employed or unemployed (EU-Labour Force Survey definition).



Shortly after the beginning of the economic crisis, more and more EU citizens with high education levels seem to have moved to other EU countries and still do. A slight decrease in shares of highly educated among the EU-28 movers between 2012 and 2014 may indicate the beginning of a reverse trend, but it is too soon to consider it a proper reversal of a pre-existing trend. According to the ‘2014 Quarterly Review on Employment and Social Situation in Europe’ published by the European Commission, there was a large increase in the level of education of EU-28 mobile citizens who migrated during the five years before the crisis and between 2008 and 2013. Accordingly, the proportion of movers with a high level of education increased by over 10 p.p. when comparing intra-EU movers with five years of stay in 2008 and in 2013²⁰.

Analysis of most recent figures (using the bi-annual flow approximations from 2012 and 2014) show that the share of highly educated movers decreased both for active and for all movers and the share of middle-educated movers increased (Table 7) between 2012 and 2014. Still, the share of highly educated movers who came within the past 2 years was a lot higher in 2014 (39%) than in 2008 (25%). The structure of EU jobseekers education level described in Table 8, confirms this mobility trend framework. Most of the applicants seems to come from high education studies (Master and Bachelor Degree), and only a minimum part of them from VET-post secondary education or Upper secondary education studies.

		1.Low	2.Medium	3.High	No answer
2008	EU-28	21%	49%	26%	3%
2012	EU-28	18%	36%	44%	3%
2014	EU-28	18%	38%	43%	2%

Table 20: Education structure of economically active and all EU and EFTA citizens who have been living in an EU Member State other than their country of citizenship for up to 2 years, 2008, 2012 and 2014, aggregate of 28 EU Member States as countries of residence (in percent of all). Source: EU-LFS, 2014

1	University studies (Master)	57205
2	University studies (Bachelor)	48576

²⁰ European Commission, EU Employment and Social Situation, Recent trends in the geographical mobility of workers in the EU, Quarterly Review, June 2014.



3	Post-secondary education (Vocational training)	21910
4	Upper secondary education	18241
5	Advanced university studies (Doctorate)	6166
6	Basic education	4407
7	Other	1189

Table 21: Jobseekers for Education level, Eures statistics, 2017

Furthermore, there is a different distribution across education levels within the two groups of movers; on one hand, EU-15 movers have a much higher share of high-skilled persons than both nationals and EU-13 movers on the other hand have an education level that is similar to that of nationals. However, as mentioned above, EU-13 movers take up low-skilled occupations to a much larger extent. This may suggest that the much higher education levels among EU-15 movers makes up for other factors that could lower their chance on the labour market (such as language competence, social ties, etc..). The high shares of EU-13 movers accept in low-level occupations may also reflect income differences and the fact that those movers accept low-paid jobs because they still earn more than in their home country, whereas EU-15 movers traditionally mainly moved for other reasons (such as career purposes).

➤ **Gender**

Among those EU-28 movers who have moved to their current country of residence in 2014 or later, 48% are men and 52% women. Among the national population, the gender composition is 50% men and 50% women. However there are some differences in the gender composition of the different national groups of recent EU-28 movers. As shown in Table 9, in eastern European countries, women are marginally more mobile than men, while in the older Member States, men are generally more mobile than women. But the differences are quite small and probably do not warrant emphasis.

While the share of women is quite a bit higher among recent movers from the EU-13 (54% women to 46% men), the share of men is higher among recent movers from the EU-15 (49% women to 51% men).

Employment differences between gender groups become visible when we look at the gender composition of the groups of active recent EU-28 movers. In the group of recent



movers who either have a job or are actively looking for a job, there are more men – 53% of men against 47% of women. Again, there is quite a large difference between the national groups, showing much higher shares of men within the group of movers from the EU-15 (57% of men and 43% of women in the active population) than within the group of movers from the EU-13 (51% of men and 49% of women).

		2014		2008	
Group of Nationality		Men	Women	Men	Women
EU-28	total	48%	52%		
	active	53%	47%	55%	45%
EU-15	total	51%	49%		
	active	57%	43%	58%	42%
EU-13	total	46%	54%		
	active	51%	49%	54%	46%

Table 22: Shares of men and women among movers living in the EU-28 Member States who have moved to their current country of residence in 2004 or later, by groups of nationalities (EU-28, EU-15, EU-13). Source: EU-LFS, 2014

1.1.3.2 Partner Countries

1.1.3.2.1 Cyprus

The highest share of female immigrants was reported in Cyprus (70%). In Cyprus, the majority of non-nationals were citizens of EU member countries. According to the Statistical Service of Cyprus’ report on Human Resources for 2016, the total number of EU male citizens working in Cyprus were 23,851, and for women is slightly less - 21,280.

1.1.3.2.2 Greece

In Greece, the great percentage of the emigrants are young people that has completed higher education. This profile has contributed to the use of the concept of “brain drain” in the public discourse when referred to this emigration. For example, some 35,000 Greek doctors – the biggest foreign group of its kind – have emigrated to Germany, according to German statistics cited in media reports²¹. According to a report by Greek

²¹ <https://www.theguardian.com/world/2015/jan/19/young-talented-greek-generation-g-worlds-biggest-brain-drain>



academics, Lois Labrianidis and Manolis Pratsinakis²² the Greek neomigrant is around 30 years old, with high education and financial reasons drive them to migration. From almost 190,000 Greek graduates that live abroad, 140,000 of them left after 2010. The new element is that now the 12% of migrants leave the country in an age higher than 40, something that is unheard of in the Greek experience of migration.

Half of the migrants that left after 2010 were unemployed in Greece in the period preceding their migration. Unemployment is one of the most important factors that drive people to migration, though it's not completely determinative. Most of the migrants don't leave just to seek employment, but more specifically in order to find better work conditions and better prospects, as well as work stability, something that is not available at the moment in Greece. The data shows that for many migrants, including several of the graduates, the experience of living abroad is miles away from the ideal picture that is often portrayed about the "life abroad".

On the contrary, related with immigration, until the recent refugee crisis, the common profile was young, male coming from Balkan countries especially Albania, Bulgaria and Romania. This profile has started to change because of the presence of an increased number of migrants from Muslim countries.

1.1.3.2.3 Germany

A key factor in understanding the economic and social impact of migration for Germany is the human capital of immigrants. A high level of education, for example, facilitates integration into the labor market and thus also the potential advantages for the German economy.

The average level of education of immigrants of the working age (25 to 60 years) who came to Germany has increased considerably over the last decades. This positive development can be seen in both male and female immigrants alike. This is mainly due to the increase in the number of persons with a university degree. While only 13% of immigrants who came to Germany in the early 1990s had a university degree, this proportion rose to 37% for immigrants between 2005 and 2009. This means that the percentage of highly qualified immigrants who have come to Germany since 2005 is almost twice as high as in the German labor force, of which 19% have a university degree.

On the other hand, immigration with intermediate qualifications (completed vocational training) has declined sharply from 50% to now 35%. In addition, since 2005, the proportion of low-skilled (without vocational training or secondary school leaving certificate) has declined by 10 percentage points from a very high level (36% for

²² <http://www.newdiaspora.com/greek-neomigrants-research/>



immigrants in 2004). At 26%, however, the proportion of low-skilled people is still high compared to 10% of low-skilled people living in Germany.

Social insurance-related employment of foreigners and Germans in Germany according to structural characteristics (December 2016)

Foreigners (in %)		German citizens (in %)
11.0	Age of 15 to 25 years	9.7
79.3	Age of 25 to 55 years	70.8
9.7	Age of 55 to 65 years	19.5
62.3	Male	52.7
37.7	Female	47.3
3.2	Apprentices	4.3
47.4	With completed IVET	79.8
21.3	Without completed IVET	7.5
28.1	No information	8.5
71.2	Full-time	72.9
28.8	Part-time	27.1

Table 23: Source: Statistics of Federal Employment Agency

1.1.3.2.4 Poland

Significant differences were identified regarding destination countries: the median age of those choosing the UK or Ireland was six to seven years lower than that of those staying in Germany.

As shown by the LFS data, recent Polish migrants are relatively well-educated, with almost 20% having a university degree (compared to 15% in the pre-accession period).

In summary, in contrast to previous flows, “new” migrants from Poland tend to be male, strongly work-oriented, young, and relatively well-educated, and their migration is temporary.

Post-2004 mobility of Polish migrants shows that they go where the jobs are and they are present in all European labour markets (from Cyprus to Iceland).

The overwhelming majority of these are young and would be valuable taxpayers to the Polish economy. The 2011 national census showed that 70 per cent of those leaving post-2004 were under 40. There is increasing concern that not only are many Poles going abroad to work, but many are also having children and settling there, without any plans to return.



Furthermore, female workers from Poland are more highly qualified than the overall population in Germany.

More than 50% of the EU-28 citizens aged 15-34 who left their country of citizenship for another EU/EFTA or third country in 2012 came from Poland, Romania.

The recent research analysis has revealed that men are more likely than women to be looking for a job abroad (56% vs. 44% considering leaving work). Likewise, young people - as many as 75% of those considering a trip are under 35 and 40% of people aged 18-24. Working abroad is also a tempting prospect for residents of smaller cities (up to 100 thousand inhabitants), they account for as much as half of working-age emigrants, the report reads.

1.1.3.2.5 Spain

The main age of the EU-28 workers in Spain is between 25 and 54 years old, being the most representative range the one which include age between 35 and 44 years old. The same situation if we take into consideration the total of workers in Spain, with the exception of young people between 25 and 34 years old, since the percentage of workers from the European Union is higher than the total of workers in Spain.

The profile of EU-28 workers in Spain does not distinguish between male and female, although the percentage of working men coming from the European Union is higher than the women’s. It happens the same regarding the total of workers in the country.

On the other hand, there are more Eu-28 workers with high qualification, especially secondary education. The proportion of low-skilled people is lower than the proportion of the total of workers, but the percentage of people with a university degree is lower among the European workers in Spain than the percentage of total of workers with a degree.

Finally, regarding the marital status, it seems similar the situation of the EU-28 workers and the total of workers in Spain, being around 55% of married workers versus 45% of workers with a different situation, for both European and total of workers in Spain.

The differences between EU-28 workers and the total of workers in Spain is shown in the next table, where the percentages by age, gender, education level and marital status are collected:

% of EU-28 workers in Spain	AGE	% of Total of workers in Spain
4,1% (32.600)	16 – 24 years old	4,2% (669.700)



26,8% (213.100)	25 – 34 years old	19,5% (3.118.600)
36,5% (289.500)	35 – 44 years old	30,6% (4.891.400)
24,2% (192.300)	45 – 54 years old	28,2% (4.502.500)
8,4% (66.700)	> 55 years old	17,5% (2.794.500)
	GENDER	
47,7% (379.000)	Female	45,2% (7.214.400)
52,3% (415.200)	Male	54,8% (8.762.300)
	EDUCATION	
0,06% (500)	Illiterate	0,2% (40.000)
1,3% (10.500)	Unfinished Primary Education	0,9% (171.200)
26,8% (213.200)	Primary Education	32,8% (6.079.300)
28,5% (226.000)	Secondary	14,3% (2.650.300)
8,7% (69.700)	Secondary Education + Professional	9,6% (1.784.800)
34,5% (274.200)	Superior	42% (7.782.600)
	MARITAL STATUS	
45,1% (358.400)	Single	44% (8.148.500)
54,9% (435.800)	Married	56% (10.359.500)

Table 24: The differences between EU-28 workers and the total of workers in Spain

1.1.4 Framework and organizational structure of transnational labor guidance and main stakeholders involved

Various institutions and stakeholders are involved in the transnational labor guidance both in the European and national level. The role of these institutions is related with the facilitation of European labor mobility (in every aspect) and the provision of support for its main actors.

1.1.4.1 European Overview

The European Commission works to increase the transparency of the EU labour market promoting platforms, tools and networks. The DG Employment, Social Affairs and



Inclusion is the internal structure able to implementing and monitoring Eu labour mobility policies.

The key-actors of this framework are:

➤ **EURES - The European Employment Service²³**

EURES (European Employment Service) aims to facilitate the free movement of workers within the countries of the European Economic Area. The network is supported at EU level by the EURES European Coordination Office (ECO) at the European Commission's Directorate-General for Employment, Social Affairs and Inclusion, and is composed of:

National Coordination Offices (NCOs);

EURES Partners and the Associated EURES Partners;

Public Employment Services (PES),

Private employment services (PRES);

Trade unions, employers' organisations and other relevant actors in the labour market.

The partnership is coordinated by the European Commission.

EURES services are:

- available in all EU/EEA countries.
- free of charge.

The services are mostly offered by the national public employment services (PES). They collaborate with a wide network of employers, universities, trade unions and jobseekers. Each country works in its own way, but all provide information on mobility to citizens and organisations and support processes for matching supply and demand in the job market. PES share their publicly available job vacancies on the EURES portal.

The EURES European Coordination Office (ECO) coordinates the activities of the EURES network and manages its common tools and horizontal activities, including the EURES portal and the E(O)JD platform.

Main network functions are:

²³ <http://ec.europa.eu/eures/>



- inform, counsel and provide advice to potentially mobile workers on job opportunities and living and working conditions in the European Economic Area;
 - assist employers in recruiting workers from other countries;
 - provide pertinent advice and guidance to workers and employers in crossborder regions.
- **CEDEFOP**²⁴ (European Centre for the Development of Vocational Training) and CEDEFOP NETWORK (ReferNet, Skilssnet and VetinEurope Project)

Cedefop is one of the EU's decentralised agencies. Founded in 1975 and based in Greece since 1995, Cedefop supports development of European vocational education and training (VET) policies and contributes to their implementation. The agency is helping the European Commission, EU Member States and the social partners to develop the right European VET policies.

Cedefop works to strengthen European cooperation and provide the evidence on which to base European VET policy. Cedefop's added value is the high quality of its comparative analyses and expertise gathered through research and networking, which are used to:

- Provide technical advice and propose ideas for VET policies;
- Fill knowledge gaps and generating new insights that identify trends in and challenges for VET;
- Increase awareness of VET's image and importance;
- Bring together policy-makers, social partners, researchers and practitioners to share ideas and debate the best ways to improve VET policies;
- Support and encourage joint European approaches, principles and tools to improve VET.

➤ **EUROPEAN TRAINING FOUNDATION (ETF)**²⁵

The European Training Foundation is a European Union agency that helps transition and developing countries harness the potential of their human capital through the reform of education, training and labour market systems, and in the context of the EU's external relations policy. Based in Turin, Italy, the ETF has been operational since 1994.

The ETF's mandate includes the provision of assistance to partner countries in:

²⁴ <http://www.cedefop.europa.eu/it>

²⁵ <http://www.etf.europa.eu/web.nsf/pages/home>



- facilitating adaptation to industrial changes, in particular through training and retraining;
- improving initial and continuing vocational training in order to facilitate vocational integration and reintegration into the labour market;
- facilitating access to vocational training and encouraging the mobility of instructors and trainees and particularly young people;
- stimulating cooperation on training between educational establishments and firms;
- developing exchanges of information about and experiences in issues common to the training systems of the Member States;
- increasing the adaptability of workers, particularly through increased participation in education and training in a lifelong learning perspective; and,
- designing, introducing and implementing reforms in education and training systems in order to develop employability and labour market relevance.

➤ **EUROPEAN VACANCY MONITOR**²⁶

The European Vacancy Monitor is a component of the European Commission's endeavour to develop a labour market monitoring system focusing on changes in the demand for skills including contractual arrangements, sector demand, occupational demand, growing occupations, hard-to-fill vacancies (bottleneck occupations) and skills requirements. Monitoring the activities of different recruitment agencies is important because they are at the interface of labour demand and supply, matching vacancies with suitable jobseekers in particular segments of the labour market. Results of the analysis are disseminated on a quarterly basis.

EVM provides regular updates on developments in the following aspects of labour demand:

- Numbers of job vacancies and of job hirings (quarterly)
- Inflow of newly registered vacancies with PES, also by occupational group (quarterly)
- Recruitment demand in TWAs (quarterly)
- Relationship between recruitment demand and supply (quarterly)
- Occupational demand (quarterly)
- Educational level (quarterly)
- Educational field (annually)
- Job vacancies by economic sector (annually)

²⁶ European Commission, European Vacancy Monitor, Issue no. 12, February 2014.



➤ **EU SKILL PANORAMA**²⁷

The Skills Panorama is a central access point for data, information and intelligence on skill needs in occupations and sectors that provides a European perspective on trends in skill supply and demand and possible skill mismatches, while also giving access to national data and sources.

The Skills Panorama was created by the European Commission to improve Europe's capacity to assess and anticipate skill needs, to help make education and training systems more responsive to labour market needs, and to match better skill supply and demand across Europe.

The ultimate goal is to create a lively interactive platform with data and features responding to the needs of different types of users, whether they are policy-makers, practitioners working in employment agencies and guidance services or experts in skill needs anticipation.

➤ **REGULATED PROFESSIONS DATABASE**²⁸

In each EU country, workers are required to obtain special qualifications or specific job titles to perform regulated professions. Different requirements across the EU may make it difficult for qualified professionals to apply for jobs in other EU countries. It may also be difficult to get information on what conditions these professionals have to comply with to be able to work in another country.

The [database on regulated professions](#) provides:

- information on regulated professions in all EU countries, EEA countries and Switzerland;
- statistics on professionals moving abroad and on temporary mobility;
- an interactive map;
- useful links and contacts.

➤ **ESCO (European Skills, Competences, Qualifications and Occupations)**²⁹

ESCO is the [multilingual](#) classification of European [Skills](#), [Competences](#), [Qualifications](#) and [Occupations](#). ESCO is part of the Europe 2020 strategy.

²⁷ <http://skillspanorama.cedefop.europa.eu/en#>

²⁸ <http://ec.europa.eu/growth/tools-databases/regprof/index.cfm?action=homepage>

²⁹ <https://ec.europa.eu/esco/portal/home>



The Commission services launched the project in 2010 with an open stakeholder consultation. DG Employment, Social Affairs and Inclusion – supported by the European Centre for the Development of Vocational Training Cedefop – coordinates the development of ESCO. [Stakeholders are closely involved](#) in the [development](#) and [dissemination of ESCO](#).

The ESCO classification identifies and categorises skills, competences, qualifications and occupations relevant for the EU labour market and education and training.

1.1.4.2 Overview of the situation in the partner countries

1.1.4.2.1 Cyprus

Ministry of Labour, Welfare and Social Insurance, Department of Labour: The Department of Labour is responsible for the promotion and implementation of Government policy in the fields of employment and training of human resources, as well as for the care of persons with disabilities. The Government's main policy aim in this respect is to maintain conditions of full and productive employment and promote conditions for the rational utilization of the labour force, including the persons with disabilities.

More specifically the Department's main aims are:

- To promote full, productive and quality employment by encouraging more participation in employment, and by providing placement services and vocational guidance.
- To promote rational utilisation of human resources, including administrative and coordinating work in the fields of vocational training and education.
- To protect special categories of people in the field of employment, including the securing of conditions of equal treatment and equal opportunities between men and women in employment, the protection of children and young persons, as well as pregnant women and new mothers.
- To guarantee conditions of proper employment of foreign workers, within the smooth operation of the labour market.

Civil Registry and Migration Department: The Civil Registry and Migration Department (hereinafter "CRMD" or "the Department") is the result of the consolidation of the Migration, Registration and Election Services, which were part of the Ministry of Interior [Amendment of the Civil Service (General) Regulations, K.Δ.Π. 921/2003].

Originally the CRMD was mainly responsible for the civil registry issues, whereas



migration issues were of a smaller volume and importance. During the years and especially after the accession of the Republic of Cyprus to the European Union, the competencies of the CRMD expanded significantly mainly regarding the migration related matters.

Nowadays, the main mission of the CRMD is citizens' service for all matters falling into its competencies. The Department also participates actively in forming policies and acts complementary to other governmental institutions.

Furthermore, the Department participates actively in works of the European Union institutions and is in close cooperation with other European, international and local governmental and non-governmental organisations.

The main competencies of the Department are:

Civil Registry

- (a) Keeping the Civil Registry.
- (b) Granting the Cypriot citizenship to foreigners.
- (b) Issuing of Cyprus passports.
- (d) Issuing passports and identity cards to refugees.
- (e) Issuing identity cards and misplaced persons identity cards.
- (f) Issuance of displaced person Certificate by virtue of origin.
- (g) Keeping the central civil marriages registry and issuance of certificates, on the basis of the Marriage Law.
- (h) Keeping the civil union contracts registry and issuance of certified copies of civil union contracts, on the basis of the Civil Union Law.

Immigration

- (a) Issuing of Certificates of Registration for EU citizens and Residence Cards to members of their families who are not citizens of the European Union.
- (b) Handling applications for entry and residence of third country nationals who are family members of a Cypriot citizen and issuing of the relevant permits.
- (c) Issuing of residence permits to third country nationals who are long term residents.
- (d) Issuing of Immigration Permits.
- (e) Handling applications for family reunification and issuing of entry and residence permits.



- (f) Handling applications for entry and residence of third country nationals who wish to enter or reside in Cyprus as visitors and issuing of the relevant permits.
- (g) Handling applications for entry and residence of third country nationals for the purposes of employment (general employment, domestic employment, employment at a foreign company, etc) and issuing of the relevant permits.
- (h) Handling applications for entry and residence of third country nationals for studying purposes and issuing of the relevant permits.
- (i) Issuance of residence permits to third country nationals who are holders of an international protection status.
- (j) Handling applications for entry and residence for other purposes (research, volunteer service, etc) and issuing of the relevant permits.
- (k) Imposing of administrative fines on carriers.
- (l) Imposing of administrative fines on employers who illegally employ foreign students and imposing of such fines to the students illegally employed.

1.1.4.2.2 Greece

In Greece the responsible organization that overviews the labor mobility for the citizens of the European Union is the Ministry of Labor. Nationals of the European Union and the European Economic Area (EAA): Norway, Iceland and Liechtenstein, have the right to live and work in Greece without restriction and without a work permit. They, and their families and immediate dependents, have the same rights as Greek nationals in terms of pay, working conditions, access to housing, vocational training, social security and trade union membership.

Migration from non EU countries is regulated either by the Ministry of Foreign Affairs (which approves visa, issues residence permit etc) or by the Ministry of Migration (which is mainly responsible for the newly arrived refugees)/

1.1.4.2.3 Germany

As stated already above, the main direction of labor market related migration in Germany is incoming migration (immigration).

The German Federal government has a still growing interest in attracting foreign workforce as part of its strategy to cover the skilled workforce deficit of the German economy. It is supported in implementing this strategy by the Federal Employment Service and various programmes at federal and Lands (subjects of the federation) levels. They are directed at:

- Information campaigns by using web based multilingual platforms and other means, like job fairs. The first group of instruments is mainly directed at interested clients in preparation of their mobility (at home) and after arrival in



- Germany. The second category serves mainly the interests of potential employers.
- Systematic support structures for social and employment integration of foreign (EU) citizens offered by the Employment Service and other support structures.
 - Social integration and (vocational) language training courses offered by the Employment Service, the Federal Migration Agency and others
 - Special information and support platforms and structures for refugees and asylum seekers, useful also for labor market immigrants.

1.1.4.2.4 Poland

Ministry of Family, Labour and Social Policy is the main structure of transnational labour guidance at the national level.

Distict labour offices and the municipality labour offices are responsible for transnational labour guidance at the regional and local levels appropriately.

Apart from public employment agencies, there are private employment agencies in Poland for the incoming and the outgoing people.

For instance: OIC Poland Foundation is the employment agency offering help to people seeking employment in Poland – certificate no. 371/1a (03/12/2003) as well as the employment agency offering help to people who seek employment abroad –certificate no. 371/1b (28/05/2008)

There are charity organisations like CARITAS providing the foreigner with labour guidance too.

As concerns incoming foreigners the Office for Foreigners plays very important role as it was established to provide comprehensive and professional service in the scope of legalization of stay and granting protection to foreigners staying in the territory of the Republic of Poland.

1.1.4.2.5 Spain

The Ministry of Employment and Social Security is the ministerial department of the Government of Spain which manages the policies of the Government related to Labor relations, employment immigration and emigration, as well as the organization of the Social Security in Spain.

The Ministry of Employment and Social Security is a department of the General Administration responsible for:



- Suggesting and carrying out the Government policy in employment and Social Security affairs.

- Developing the Government policy in immigration and emigration affairs.

The Secretary of State for Employment is the highest body of the Department responsible for the promotion, management and development of individual and collective labor relations, working conditions, unemployment protection, employment promotion, occupational training, the economy Social, and the promotion of self-employment.

The General Secretary of Immigration and Emigration is the body in charge of developing the migration policy defined by the Government in matters of immigration, integration of immigrants and Spanish citizenship abroad.

The European Migration Network was established via Council Decision 2008/381/EC and is financially supported by the European Union. Its objective is to meet the information needs of EU institutions and of Member States' authorities and institutions by providing up-to-date, objective, reliable and comparable information on migration and asylum, to support policymaking in the European Union in these areas. The EMN also serves to provide the general public with such information. The European Migration Network, coordinated by the European Commission, is a network of National Contact Points appointed in each Member State plus Norway.

The Spanish NCP is composed by experts from the Ministry of Employment and Social Security, Ministry of the Interior, Ministry of Foreign Affairs and Cooperation, and Ministry of Justice and the General Prosecutor's Office. It is coordinated by the Deputy General Directorate for Legal Affairs of the General Secretariat for Immigration and Emigration.

1.1.5 Specific training requests or regulations for incoming foreign workers willing to work on specific sectors of interest or "regulated" occupations

Free movement of European workers is one of the main pillars of the European Union. However, for some specific sectors of interest in some countries there are specific regulations.

1.1.5.1 Cyprus

The newly adopted National Inclusion Policy (NIP) includes elements of support and information of TCNs who are legally residing in the country, utilizing and/or activating local government, and the participation of civil society. Gender mainstreaming has been



identified as a priority target within all policies. The Interior Minister has stated that his Ministry will be monitoring the progressive harmonization of the participation in public life of migrants with long-term stay so that “the conditions are created which will allow them to exercise their rights as citizens.” He added that the success of this task will depend on whether “all kinds of associations and organization, from athletic organizations to political parties accept migrants in their ranks” by implementing equal opportunities policies, electing migrants in all responsible levels of representation, and cooperating with migrant organizations.

Beyond the legislative changes, a number of accompanying measures are foreseen, such as:

- Actions for provision of relevant information, awareness-raising and training;
- Language classes;
- Promotion of equal treatment at work;
- Access to justice;
- Seminars for employers and employees on labour relations, vocational training, health
- provisions at schools, and maternal services (all provided free-of-charge irrespective of nationality);
- Educational measures for the integration of children at schools;
- European Refugee Fund projects and projects under the EQUAL Community Programme.

In case nationals of E.U. Member States wish to pursue a profession that is regulated in Cyprus by legislation determining the specific necessary qualifications and the procedure for acquiring the right to pursue the profession, (such as lawyer, doctor, accountant, engineer, electrician etc.), then the person concerned should contact the competent body responsible to receive and examine applications for the specific profession to acquire the relevant permit, the same way that exists for the Cypriot nationals.

Procedure

Nationals from member states have the right to enter Cyprus by simply showing a valid EU passport or ID card without having to register upon arrival.

If there is an intention to stay and take up employment one has to:

- a) Apply for a Registration Certificate. This application must be submitted within 4-months after entering Cyprus at the local Immigration Branch of the Police (a fine is imposed in case of non-compliance).



In applying for a registration certificate, the EU citizen must turn up personally at the Civil Registry and Migration Department (this service is for the time being, provided at the local Immigration Branch of the Police in all districts except Nicosia where a District Migration Office exists) and submit the following:

- A duly completed standard form (obtainable from Civil Registry & Migration Dept or from the local Immigration Branch of the Police) depending on the category of residence permit one is applying for (employed activity, self-employment etc.).
- Valid Passport or ID Card
- 2 photos
- A fee of €8,54)

(Note: if one is applying for dependants, he must present certified true copies of marriage certificate, birth certificates of children etc.).

b) apply for a social insurance number upon securing employment in Cyprus

The registration certificate is issued within 6 months from the date of application.

1.1.5.2 Greece

In Greece, the requirements for European workers related with a regulated profession are the same as the requirements for Greek citizens (with the exception of some professions where foreign citizens are usually not accepted- such as army and police). The most difficult part is the procedure for the “recognition of equivalence” which is related with the official recognition of foreign vocational or university diploma. There is a specific organization called DOATAP which is responsible for the recognition of university or technological degrees that are awarded by foreign Higher Education Institutions (H.E.I.) through a long bureaucratic procedure. The same procedure is valid also for Greek citizens that have studied in a foreign University. Sometimes, the knowledge of the Greek language is a pre-condition for a job position.

1.1.5.3 Germany

In the European Single (Labor) Market citizens from EU member states are free to take up a job in Germany.



But, similar to German workers, there are some legal restrictions for so-called “regulated” occupations in specific branches, like health and care, education, law, civil service and others. In order to be occupied in such an occupation, foreign applicants have to proof a level of qualification (recognized examination diploma or similar). In particular for the demands of foreign job applicants in these areas, there exists a special “recognition of equivalence” procedure for official recognition of foreign vocational or university diploma in Germany (see Part 2: Best Practice "Recognition in Germany").

1.1.5.4 Poland

Incoming foreign workers have to meet the same requirements and criteria as Poles to work on specific sectors or interest or “regulated” occupations. There are special procedures of recognition of professional qualifications or diploma for foreigners coming to Poland as well as for Poles going abroad. ³⁰

1.1.5.5 Spain

The initial authorization for temporary residence and work shall last for one year and shall be limited, as regards the exercise of employment and except in the cases provided for by Law and International Conventions signed by Spain, to a specific geographical area and occupation. The effectiveness of the authorization will be suspended until obtaining the visa, the entry of the worker in Spain and its subsequent discharge in the corresponding Regime of Social Security by the employer who requested authorization.

For the granting of an initial authorization for temporary residence and paid employment, the following requirements must be met. First, in relation to the residence of the foreigners that it is intended to hire:

- They are not found irregularly in Spanish territory.
- They do not have criminal records, both in Spain and in their previous countries of residence during the last five years, for offenses provided for in Spanish law.
- They do not appear as objectionable in the territorial space of countries with which Spain has signed an agreement in that sense.
- The period of commitment of not returning to Spain from abroad has expired, assumed by the latter in the framework of his voluntary return to the country of origin.

³⁰ http://europa.eu/youreurope/citizens/work/professional-qualifications/recognition-of-professional-qualifications/index_en.htm



- The processing fee for the temporary residence permit has been paid.

And second, in relation to the work activity to be carried out by the foreigners that are intended to contract:

- The national employment situation allows the hiring of the foreign worker in the terms set out below.

- The employer submits an employment contract signed by both parties that guarantees the worker a continuous activity during the period of validity of the authorization.

- The conditions established in the contract of employment are in accordance with those established by current regulations and the collective agreement applicable to the same activity, professional category and locality. In the case of hiring part-time, the remuneration must be equal to or higher than the full-time inter-professional minimum wage and annual calculation.

- The applicant employer has formalized its registration in the corresponding system of the Social Security system and is aware of the fulfillment of its tax obligations and Social Security.

- The employer has economic, material or personal means, sufficient for his business project and to meet the obligations assumed in the contract against the worker under the terms established in Article 66 of the Regulation.

- The worker has the training and, where appropriate, the professional qualification legally required for the exercise of the profession.



1.2 Horizontal Skills in relation with migration

The main reasons behind migration are related with economic difficulties. However, various studies (e.g. Markus Jokela- “Personality and the Realisation of Migration Desires”) refer that “the individual who is making the decision, voluntary residential mobility can be seen as a process that transitions through different stages”. The process initiates with “a desire to move” and there are specific personality traits that create a predisposition for movement. Therefore, the studies suggest that exist individuals that have increased predispositions or migration in comparison with others.

Evidence from several countries suggests that personality traits are differently distributed over geographical areas. In the representative population-based Midlife in the United States Study (MIDUS), higher Openness to Experience and lower Agreeableness were predictive of residential mobility within and between states over a 7-year follow-up period, whereas higher Extraversion predicted only withinstate migration (Jokela, 2009). In a sample of older Americans, symptoms of depression and anxiety and low life satisfaction were associated with higher likelihood of moving to a new location (Colsher & Wallace, 1990). In the Italian study cited earlier, individuals who had left the islands and moved to the mainland were more extroverted and more open to experiences than those who had stayed in the islands (Camperio Ciani et al., 2007; Camperio Ciani & Capiluppi, 2011)³¹.

There is a great scarcity of studies related with psychological traits of migration. In the framework of this research, apart from the literature review, there was made an analysis of 45 stories of migration that appear in blogs, newspapers, magazines, forums social media etc. The analysis had as an aim to identify the main psychological traits of the people have already migrated and those that they consider as the most important for the migration experience.

The main characteristics are identified in the table below and are intended in the way that it is explained.

Adaptability	Capacity to be able to adjust to new conditions
Cultural awareness of the country you have migrated to	Knowledge of the culture/ customs/ traditions of the country to which you have migrated
Language Skills	Knowledge of the language of the country you have migrated
Intercultural skills	Ability to communicate appropriately and effectively with people from other cultures

³¹ Markus Jokela- “Personality and the Realisation of Migration Desires”))



Communication skills	Ability to convey information to another effectively and efficiently
Internet Research skills	Ability to use internet effectively in order to acquire all the necessary information regarding different aspects of living abroad
Use of social media	Ability to use effectively the social media in order to link with groups/ people that can facilitate the adaptation in a foreign country
Openness	Enjoy to try new things, ability to be creative and open to new ideas, cultures, people etc
Conscientiousness	The personality trait of being careful, or vigilant
Agreeableness	Individual behavioral characteristics that are perceived as kind, sympathetic, cooperative, warm and considerate
Extraversion	A tendency to seek out the company and stimulation of other people
Emotional Stability	Ability to remain stable and balanced
Resilience	Ability to successfully adapt to life tasks in the face of social disadvantage or stressful/ highly adverse conditions
Optimism	The ability to think the best possible thing will happen, and hopes for it even if it's not likely
Self-efficacy	Belief in one's ability to succeed in specific situations or accomplish a task

These soft skills were also tested in the framework of the field research with all the target groups.



Chapter 2: Existing Support Schemes for workers

In this part of the report, there are presented existing support schemes for workers before and after leaving the country of residence to adapt them to foreign environment. There are presented examples both in a European level, that are implemented in the partner countries and examples that are specific of the partner countries.

Name of the best practice	YOUR FIRST EURES JOB
Main field of the best practice (2 best practices per field)	Funding Scheme
In case of an online tool	<p>The online tool is intended to:</p> <ul style="list-style-type: none"> - support workers going abroad for work? <p>yes</p> <ul style="list-style-type: none"> - assess the workers' needed predispositions in going abroad for work? <p>yes</p> <ul style="list-style-type: none"> - support employers in adjusting potential foreign workers in their workplace? <p>yes</p>
Responsible Organisation	Italian Ministry of labour with the collaboration of EU Ministries of Labour and training organisation of 9 countries (Bulgaria, Croatia, Cyprus, Greece, Italy, Portugal, Romania, Spain, UK) together with the Città Metropolitana di Roma Capitale and a large network of associated partners.
The practice is	YFEJ prepares workers before departure and upon arrival to the host



<p>intended to preparation of:</p> <ul style="list-style-type: none"> - workers before departure (1a) - workers upon arrival (1b) - potential employers (2) 	<p>country. This practice is for both employees and employers.</p>
<p>In which field of labor mobility is it focused?</p>	<ul style="list-style-type: none"> • Pre-placement support • Linguistic preparation • Financial support • Mentoring • Interview Trip allowance • Relocation allowance • Recognition of qualification abroad
<p>Target group of the practice</p>	<ul style="list-style-type: none"> • Young People (only 18-35) • Nationality of a EU28 country + Iceland and Norway • Legally resident in a EU28 country + Iceland and Norway
<p>Description of the best practice</p>	<p>Your first EURES job aims to help young nationals in the 18-35 age bracket</p> <p>of any of the EU28 countries + Iceland and Norway (EFTA/EEA countries) to find a work placement (job, traineeship or apprenticeship) in another EU EFTA/EEA country. It also helps employers to find the workforce they need for their hard-to-fill vacancies.</p> <p>There is a EUJOB4EU Platform which brings together the curriculum of young jobseekers coming from all EU28 countries + Norway and Iceland interested in a professional experience abroad, and job/apprenticeship/traineeship vacancies of European employers looking for young workers.</p> <p>The platform provides support – information, recruitment, matching,</p>



	<p>placement and funding – for both young jobseekers and employers interested in recruiting from outside their home country.</p> <p>In particular it offers the following services: Pre-placement support to employers to identify their real needs and define their job vacancy, to jobseekers to register on the platform; Recruitment and matching services; Financial benefits for jobseekers to cover their travel expenses, enabling them to attend job interviews and settle in other EU countries to take up employment; for SMEs if they provide an integration programme to their newly hired young workers; Language courses or other forms of training for pre-selected jobseekers; Support for the recognition of qualifications of pre-selected jobseekers; Mentoring support for trainees and apprentices.</p> <p>To participate in the initiative and benefit from YFEJ’s recruitment and support services, you must comply with the following requirements:</p> <p>Jobseekers:</p> <ul style="list-style-type: none"> • Nationality of a EU28 country + Iceland and Norway • Age 18-35 • Legally resident in a EU28 country + Iceland and Norway • Seeking a job, traineeship or apprenticeship in another EU28 country + Iceland and Norway <p>Employers:</p> <ul style="list-style-type: none"> • Large-sized organization or SME located in a EU28 country + Iceland and Norway <p>Work placement:</p> <ul style="list-style-type: none"> • Minimum 6-months contract duration, full- or part-time work placement (no less than 50% full-time equivalent) • Be located in a EU28 country + Iceland and Norway other than the country of residence of the young jobseeker, • Comply with national labour and social protection laws and ensure adequate protection and benefits • Ensure pay and a written contract • For apprenticeship and traineeship: provide on-the-job skill learning and training, re-settlement support and issue a certificate/declaration of acquired skills and competences at the end of the assignment.
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<p>Impact of the best practice</p>	<p>Impact</p> <p>By the end of the first quarter of 2015, all projects together had resulted in 3887 placements which correspond to 78% of the YfEj overall target.</p> <ul style="list-style-type: none"> • All projects together resulted in 4,251 placements (85% of the YFEJ overall target). • A total of 1,733 job interviews in another Member State were supported. • A total of 670 language trainings and 1836 preparatory trainings for YFEJ job finders were supported. • A total of 72 recognition of qualifications abroad for YFEJ job finders were financed. • A total of 1836 preparatory trainings for YFEJ job finders were supported. • A total of 402 integration trainings for SMEs were supported. <p>User profile</p> <p>Similarly to the previous quarter, the share of male job-finders was almost equal to the share of female job-finders (51% females - 49% males). Amongst these young job-finders, 25.2% were in the age bracket 18-22, 38.7% aged between 23 and 26, and 36.1% were in the age bracket 27-30. Over half of YfEj job-finders (56%) had completed higher education (ISCED 5 or higher), and 37% had completed secondary education (ISCED 3-4) (35%).</p>
<p>Geographical Impact of the best practices</p>	<p>Practice implemented at European level</p>
<p>Success Factors</p>	<p>The YFEJ practice was selected for having a deep impact on the target beneficiaries, showed by the high number of jobseeker's placements during the period 2012-2015.</p> <p>The most commonly identified success factors have been: stable partnerships, active cooperation with labour market stakeholders, public awareness raising activities and marketing and communication</p>



	activities.
Reference	Website: http://www.yourfirsteuresjob.eu/en/home Publications/Reports: YFEJ PS Report 2015Q1.pdf 2012-2015 YfeJ Final Monitoring Review

Name of the best practice	ERASMUS FOR YOUNG ENTREPREUNERS
Main field of the best practice (2 best practices per field)	Funding scheme
In case of an online tool	The online tool is intended to: - support workers going abroad for work? yes - assess the workers' needed predispositions in going abroad for work? no - support employers in adjusting potential foreign workers in their workplace? yes
Responsible Organisatio	European Commission



n	
<p>The practice is intended to preparation of:</p> <ul style="list-style-type: none"> - workers before departure (1a) - workers upon arrival (1b) - potential employers (2) 	<p>The EFYE prepares workers before departure and upon arrival to the host country. This practice is for both employees and employers.</p>
<p>In which field of labor mobility is it focused?</p>	<ul style="list-style-type: none"> • Financial support; • Local guidance(Transportation, accomodation, assurance)
<p>Target group of the practice</p>	<ul style="list-style-type: none"> • All european young entrepreneurs who might want to go abroad to learn from experienced entrepreneurs; • experienced entrepreneurs who might want to host new entrepreneurs; • providers of business related services who support entrepreneurs and the development of entrepreneurship.
<p>Description of the best practice</p>	<p>Erasmus for Young Entrepreneurs is a project initiated by the EU. It aims at helping new entrepreneurs to acquire relevant skills for managing a small or medium-sized enterprise by spending time in an enterprise in another EU country.</p>



	<p>EFYE programme provides practical and financial assistance for new entrepreneurs (NE) staying with an experienced host entrepreneur (HE) in another EU country.</p> <p>The typical activities in realising such stays include:</p> <ul style="list-style-type: none">• Matching an eligible NE with an appropriate HE;• Facilitation of contacts between the NE and HE by intermediary organisations (IOs) active in different countries;• Coordination of the activities of the IOs by the Erasmus for Young Entrepreneurs Support Office (SO);• Agreement of the parties involved (i.e. the selected NE, the HE and the IOs responsible) on the conditions for the stay abroad: the Erasmus for Young Entrepreneurs commitment, business/work/learning plan, tasks, responsibilities, financial conditions and legal implications;• Duration of the stay abroad: 1–6 months, with the possibility to divide the stay into slots of a minimum of 1 week spread over a maximum of 12 months.• Assessment and evaluation of the outcomes by the IOs responsible. <p>Activities of the NE during the stay abroad can for example be:</p> <ul style="list-style-type: none">• shadowing a senior host entrepreneur;• market research and developing new business opportunities;• project development, innovation and R & D;• taking a fresh look at existing business operations;• understanding SME finance;• branding, sales and marketing of the HE’s company;• work on concrete projects from one or more of the above mentioned areas.
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	<p>Intermediary organisations have been officially appointed to establish contacts between NEs and HEs.</p> <p>They are involved in promoting entrepreneurship at European, national or sub-national level. IOs are organised in European partnerships bringing together several partners from different EU Member States. Each partnership cooperates with its counterparts all over the EU. Their main task is to facilitate successful relationships between NEs and HEs and to offer match-making services (such as promotion, information, induction, validation of applications, arranging contacts, issuing contracts, logistical support, etc.). Every relationship between an NE and an HE needs two IOs-one as the contact IO for the NE and the other as the contact IO for the HE- as the NE and HE must be from different countries.</p>
<p>Impact of the best practice</p>	<p>Impact Since its beginning in 2009, 2,500 exchanges have taken place, involving 5.000 new or experienced entrepreneurs.</p> <p>User profile Italy and Spain have registered the highest number of outgoing entrepreneurs, followed by Romania, Greece and Poland.</p> <p>The most popular destinations are Spain, Italy, the United Kingdom, Germany and Belgium.</p> <p>The majority of new entrepreneurs are below 40 years old (89%), while experienced entrepreneurs are mostly below 50 (74%). A third of the participants are women. Almost a quarter of the new entrepreneurs already had a company (for 1 to 3 years) when joining the programme.</p>
<p>Geographical Impact of the best practices</p>	<p>Practice implemented at European level</p>
<p>Success</p>	<p>This practice was selected as best practice because:</p>



Factors	<ul style="list-style-type: none"> • The long-term results prove that the exchange is a decisive experience for start-up entrepreneurs. • 78% of the new entrepreneurs who created their company after the exchange consider that the programme contributed significantly to their ambition to set up a business. • Participating host entrepreneurs confirm that the scheme supports the sharpening of the entrepreneurial spirit by helping them to develop new ideas and expand their own businesses (64%). Most of them are also driven by the motivation of sharing knowledge and experience with a new entrepreneur and acting as a mentor (62%).
Reference	<p>Website</p> <p>http://www.erasmus-entrepreneurs.eu/</p> <p>Link/ Publication</p> <p>http://www.erasmus-entrepreneurs.eu/upload/Programme%20Guide%20EN%20May%202015.pdf</p>

Name of the best practice	SOLVIT
Main field of the best practice (2 best practices per field)	Support Mechanism
In case of an online tool	<p>The online tool is intended to:</p> <p>- support workers going abroad for work? yes</p> <p>- assess the workers' needed predispositions in going abroad for work? no</p> <p>support employers in adjusting potential foreign workers in their</p>



	workplace? no
Responsible Organisation	European Commission
The practice is intended to preparation of: - workers before departure (1a) - workers upon arrival (1b) - potential employers (2)	This practice is intended to prepare workers upon arrival. This practice is both for employees and employers.
In which field of labor mobility is it focused?	Eu citizen rights guidance and legal support(work permit, professional qualifications recognition, social security, taxation etc)
Target group of the practice	All Eu citizens and businesses that are or operate in foreign countries
Description of the best practice	SOLVIT is a service provided by the national administration in each EU country and in Iceland, Liechtenstein and Norway. It is mainly an online and free of charge service. Although it is online, there is a SOLVIT centre in each country. This practice aims to find solutions within 10 weeks – starting on the day your case is taken on by the SOLVIT centre in the country where the



problem occurred. They can support only if your [EU rights as a citizen](#) or as [a business](#) are breached by public authorities in another EU country and you have not (yet) taken your case to court (*although we can help if you've just made an administrative appeal*).

This is how SOLVIT works at local level:

Your case will be handled by 2 SOLVIT centres:

- your local SOLVIT centre – home centre
- the SOLVIT centre in the country where the problem occurred – lead centre.

Once you've submitted your problem to SOLVIT, the **home centre** will:

- contact you within 1 week and, if necessary, ask you for further information
- check whether or not your problem falls within SOLVIT's remit
- prepare the case and send it to the lead SOLVIT centre.

You will be regularly informed on the progress of your case by the home SOLVIT centre. Feel free to [contact](#) them if you need an update on how your case is progressing.

When it receives the case from your home SOLVIT centre, the lead SOLVIT centre will:

- confirm within 1 week whether or not they will accept the case
- try to find a solution to your problem together with the responsible authority.

The target deadline for solving problems is 10 weeks from when the lead SOLVIT centre accepts your case.

Typical issues SOLVIT can help you with:

- Getting your professional qualifications recognised
- Visa & residence rights
- Trade & services (businesses)
- Vehicles & driving licences
- Family benefits
- Pension rights
- Working abroad
- Unemployment benefits
- Health insurance
- Access to education



	<ul style="list-style-type: none"> • Cross-border movement of capital or payments • VAT refunds.
Impact of the best practice	<p>Impact</p> <p>In 2015 SOLVIT helped more than 4 700 people by resolving their problem, clarifying the issue(s) or signposting them towards another service.</p> <p>User profile</p> <p>Over the years, businesses have submitted only a fraction of the number of cases compared with those submitted by individuals. From 2005 to 2015, the number of individual applicants has strongly increased (from 200 to over 2000 cases). In 2015, SOLVIT received 10 cases less than in 2014. The highest reduction was in Germany.</p> <p>In 2015 the main problem areas of submission are:</p> <ul style="list-style-type: none"> • Social security-related cases (58%) • Free movement of services (16%) • Free movement of persons and right to reside (15%) • Recognition of professional qualifications (12%)
Geographic Impact of the best practices	Practice implemented at European level
Success Factors	<p>This practice was selected as a best practice because:</p> <ul style="list-style-type: none"> • SOLVIT service is free and user-friendly • SOLVIT service is easily accessible from local centers • SOLVIT service is fast (the first response time is around 7 days, the resolution time is around 70 days)
Reference	<p>Website http://ec.europa.eu/solvit/index_en.htm</p> <p>Link/ Publications</p> <p>Performance Tool Report 2015 http://ec.europa.eu/internal_market/scoreboard/docs/2016/solvit/2016-scoreboard-solvit_en.pdf</p> <p>Evaluation Report 2011 http://ec.europa.eu/solvit/docs/2011/2011_solvit-assesses-</p>



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Name of the best practice	INTERNATIONAL HOUSE COPENAGHEN
Main field of the best practice (2 best practices per field)	Specialized support organisation
In case of an online tool	<p>The online tool is intended to:</p> <ul style="list-style-type: none"> - support workers going abroad for work? yes - assess the workers' needed predispositions in going abroad for work? yes - support employers in adjusting potential foreign workers in their workplace? yes
Responsible Organisation	Copenhagen Capacity- City of Copenhagen
The practice is intended to preparation of: - workers before departure (1a) - workers	This practice is intended to preparation of workers upon arrival. This practice is for both employees and employers.



<p>upon arrival (1b) - potential employers (2)</p>	
<p>In which field of labor mobility is it focused?</p>	<ul style="list-style-type: none"> • Free personalised assistance on matching their job demand and the labour market • Market orientation • General guidance (legal and administrative support; assurance, work permit etc etc)
<p>Target group of the practice</p>	<ul style="list-style-type: none"> • Foreign jobseekers who might want to live in Denmark and danish companies that are looking for highly skilled professionals
<p>Description of the best practice</p>	<p>The International House Copenhagen (IHC) provides different services for foreign labourers. They assist newcomers with their search for a job in the Danish labour market and paperwork for official matters, such as a residence permit, health insurance and tax registration. IHC furthermore provides information on Danish courses and hosts network events for international practitioners.</p> <p>The International House Copenhagen staff is also aiming to help private companies to easily find skilled professionals. Furthermore, they offer a wide range of services from networking to job hunting that can help international staff and their accompanying families overcome the challenges of arriving in a foreign country. This will provide companies new employee with the best possible start to a new life away from home and simply help them skip the hassle of dealing with paperwork and practicalities.</p> <p>IHC has been created in June 2013 as part of the EU-funded project “Copenhagen Talent Bridge” that aims to create a regional platform in order to attract and retain international talent and their families to the Copenhagen. Nowadays, IHC is a private-public partnership that consists of organisations, departments and companies providing services for:</p> <ul style="list-style-type: none"> • accompanying spouses (Copenhagen Career Program) • relocations (home search, contract negotiation, school and



	<p>childcare registration, etc)</p> <ul style="list-style-type: none"> • language courses • job placement (5 days course in job search) • students that are looking for traineeship • reasearchers (mobility programmes)
Impact of the best practice	<p>Impact</p> <p>Over the years the CTB project and ICH provided employment opportunities for 300 researchers and 1.000 spouses.</p> <p>The practices also provided guidance to 40 SME enterprises for international recruitment</p> <p>User profile</p> <p>The statistical analysis on talent flow into Denmark shows that it is predominately men younger than 40 years who come, and that they originate from the countries of close cultural and geographic proximity to Denmark.The greatest demand for competences relates to the fields of information technology, biotechnology and chemistry.</p>
Geographical Impact of the best practices	Practice implemented at national level (Denmark)
Success Factors	<p>This practice was selected as best practice because of:</p> <ul style="list-style-type: none"> • It show an high sustainability over the years (it started in 2010 and it is still running)- The four-year project succeeded in achieving 47 out of 57 goals, outputs and impacts, such as contributing to retaining 392 international talents (goal of 300) and creating 1,020 jobs, including support jobs (goal of 1,000); • the wide impact on both target user- foreigner workers and danish companies have benefited in term of more placement opportunities (In 2014, Copenhagen Capacity assisted 354 foreign talents in finding a job or starting their own business. A total of 139 companies in Denmark used Copenhagen Capacities' talent services).
Reference	Website



	<p>http://ihcph.kk.dk/ Link/ Publication etc.</p> <p>http://copcap-aarsberetning.com/2014/wpcontent/uploads/Talentstrategi_2014.pdf</p>
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Name of the best practice	EURODYSSEE'
Main field of the best practice (2 best practices per field)	Support Mechanism/ Training Course
In case of an online tool	<p>The online tool is intended to:</p> <ul style="list-style-type: none"> - support workers going abroad for work? yes - assess the workers' needed predispositions in going abroad for work? yes - support employers in adjusting potential foreign workers in their workplace? yes
Responsible Organisation	Assembly of European Regions (AER)
The practice is intended to preparation of:	This practice is intended to support workers before departure and upon arrival. This practice is both for employees and employers.
<ul style="list-style-type: none"> - workers before departure (1a) - workers upon arrival (1b) - potential employers (2) 	



In which field of labor mobility is it focused?	<ul style="list-style-type: none"> • Linguistic and cultural preparation; • Financial support; • Other services (Accomodation, insurance cover, tutoring, etc).
Target group of the practice	<ul style="list-style-type: none"> • Young jobseekers and companies from 12 Eu countries³² (France, Italy, Croatia, Bosnia, Romania, Spain, Cyprus, Serbia, Portugal, Switzerland, Belgium and Georgia)
Description of the best practice	<p>Eurodyssée is an exchange programme between European Regions, which allows young job seekers aged between 18 and 30³³ to benefit from a traineeship placement abroad for a period between three to seven months.</p> <p>In a tripartite arrangement, the regional administrations that are members of the Eurodysey programme will submit the young persons application and profile to potential employers of their network in order to find a work placement for him/her.</p> <p>Young jobseekers are the programme beneficiaries. They are providing of:</p> <ul style="list-style-type: none"> • a language course- This may either be an intensive course lasting 3 to 4 weeks before the actual work experience with the firm, or may be spread over a longer period in parallel with the work experience. • an accomodation service- On arrival in the Hosting Region, either trainees are responsible to find accommodation (with the Region's assistance) or the Region fully grants the accommodation. In the second option, trainees will be housed in a young workers hostel Student's residence, a flat or with a family • a pocket money-Trainees will either receive a grant or be paid a salary depending on how the Eurodyssée programme is run in the Region concerned. • a insurance cover- An insurance policy covering personal accident, civil liability, and health and repatriation is taken out and financed for each trainee by the Eurodyssée general secretariat and the AER.
Impact of the best practice	<p>Impact</p> <p>From 2000 to 2010, 5200 young workers held a traineeship under the Eurodysee programme.</p>

³² Not all the country regions are eligible for this programme

³³ The age limit may vary according to the origin region.



	<p>User profile</p> <p>From 2000 to 2010, the Eurodysee programme had registered the following profiles:</p> <ul style="list-style-type: none"> • 65% of female participants and 35% of male participants. • Most of the participants (around 40%) were 24-26 years old • 50 % of participants were 21-23 years old (27%) and 27-29 years old (23 %) • 48% of participants had a high education level (Bachelor Degree) • 20% of participants had a higher education level (master) • 51% of participants came from one of following training sector: Administration/Law (22%), Arts/Audiovisual (16%), Tourism (13%)
<p>Geographical Impact of the best practices</p>	<p>Practice implemented at transnational level (12 EU countries involved)</p>
<p>Success Factors</p>	<p>This practice was selected as best practice because of:</p> <ul style="list-style-type: none"> • sustainability guaranteed by the role of the Assembly of European Regions (the project is running since 2000) • job placement feedback - in Umbria (Italy) 60% of the participants found a job after the period abroad and 73% of them found it abroad³⁴. • The results show a deep impact on recent graduated (bachelor or master degree) helping them in the transitino to job market
<p>Reference</p>	<p>Website http://www.eurodysee.eu/the-eurodysee-programme-traineeship-exchange-programme.html Link/Publication http://www.eurodysee.eu/about-eurodysee/statistics.html http://www.aur-umbria.it/public/images/eurodysee_book.pdf</p>

³⁴ Agenzia Umbria Ricerche, Il programma Eurodysee in Umbria, Un'analisi sulla mobilità europea dei giovani tirocinanti (2013-2015)



Name of the best practice	MoMo and MoDis
Main field of the best practice (2 best practices per field)	Funding Scheme
In case of an online tool	<p>The online tool is intended to:</p> <ul style="list-style-type: none"> - support workers going abroad for work? yes - assess the workers' needed predispositions in going abroad for work? yes - support employers in adjusting potential foreign workers in their workplace? no
Responsible Organisation	Agenzia del Lavoro- Provincia Autonoma di Trento with the support of LIFELONG LEARNING PROGRAMME –LEONARDO DA VINCI (2007-2013)
The practice is intended to preparation of: - workers before	This practice is intended to preparation of workers before departure and upon arrival. This practice is only for employees.



<p>departure (1a)</p> <p>- workers upon arrival (1b)</p> <p>- potential employers (2)</p>	
<p>In which field of labor mobility is it focused?</p>	<ul style="list-style-type: none"> • Linguistic and Cultural preparation (Living condition etc) • Tutoring and mentoring • Financial support
<p>Target group of the practice</p>	<p>All Italian citizens living in the Provincia Autonoma di Trento area which are:</p> <ul style="list-style-type: none"> • Unemployed (MoMo); • unemployed for a period of 6 months (MoDis); • registered on the local mobility list (MoMo); • registered on the local unemployment list (MoDis); • registered on the local employment service (both); <p>and have a good language level (Italian and hosting language) and any professional certification.</p>
<p>Description of the best practice</p>	<p>The project MoMo, funded for the period 2011-2013 by the LIFELONG LEARNING Programme, has provided a 5 weeks training-on-the job period abroad (Ireland-Uk or Germany) in which workers and jobseekers were able to do a working experience with organisations and companies.</p> <p>This mobility plan has provided to all the users a language and cultural preparation support (2 weeks) and a final certification at the end of the mobility.</p> <p>The project MoDis has provided a 1 week language course and a 5 weeks</p>



	<p>training-on-the job period abroad (Ireland-Uk, Spain and Germany). Both mobility scheme were free of charge for users that could have benefited of:</p> <ul style="list-style-type: none"> • a free language course and a free informatic course • a monthly pocket money • a reimbursement of travel cost <p>The MoMo and MoDis practices aims not only to support jobseekers to develop a work experience abroad improving their language levels, but also want to empower communication and relational skills and foster motivation in vulnerable groups, especially unemployed people.</p>
<p>Impact of the best practice</p>	<p>Impact</p> <p>In the period 2011-2013, the practices has the following impact:</p> <ul style="list-style-type: none"> • 73 persons have benefited from MoMo mobility • 90 persons have benefited from MoDis mobility <ul style="list-style-type: none"> • User profile <p>The beneficiaries of MoMo mobility scheme have the following characteristics:</p> <ul style="list-style-type: none"> • 42 years-old (average age) • 37 males; 36 Females • of which: 20 with degree; 53 with professional certification or any lower certificate <p>The beneficiaries of MoDis mobility scheme have the following characteristics:</p> <ul style="list-style-type: none"> • 40 years old (average age) • 41 male; 49 females • of which: 34 with degree; 56 with professional certification or any lower certificate
<p>Geographic Impact of the best practices</p>	<p>Practice implemented at national level (Italy)</p>



Success Factors	<p>This practice was selected for its deep impact in term of:</p> <ul style="list-style-type: none"> • meet users professional and linguistic needs -as shown by evaluation surveys • placement impact- more than 70% of jobseekers involved have a new job within 12 months • european relevance- in 2013 the practice was awarded the European Language Label
Reference	<p>Link</p> <p>http://www.agenzia lavoro.tn.it/lavoratori/formazione_agenzia/momo#normativa</p>

Name of the best practice	SOUTH BALTIC PROFESSIONALS
Main field of the best practice (2 best practices per field)	Support Mechanism
In case of an online tool	<p>The online tool is intended to:</p> <ul style="list-style-type: none"> - support workers going abroad for work? yes - assess the workers' needed predispositions in going abroad for work? yes support employers in adjusting potential foreign workers in their workplace? yes
Responsible Organisation	<p>South baltic Professionals is a INTERREG IVA(2007-2013) project.</p> <p>The partners involved are:</p> <ul style="list-style-type: none"> • Rostock Business and Technology Development mbH(Germany) • Economic Development Corporation Vorpommern mbH (



	<p>Germany)</p> <ul style="list-style-type: none"> • VIRTUS – Institute for new teaching and learning methods (Germany) • Institute for European Initiatives (Poland) • Maritime Institute Gdańsk (Poland) • West Pomeranian Business School (Poland) • Gdynia City Hall (Poland) • Klaipeda University (Lithuania)
<p>The practice is intended to preparation of:</p> <ul style="list-style-type: none"> - workers before departure (1a) - workers upon arrival (1b) - potential employers (2) 	<p>This practice is intended to preparation of workers before departure and upon arrival. This practice is both for employees and employers.</p>
<p>In which field of labor mobility is it focused?</p>	<ul style="list-style-type: none"> • Job Placement • Legal-administrative support • Key competences balance (Cv preparation support)
<p>Target group of the practice</p>	<ul style="list-style-type: none"> • All Eu qualified workers and jobseekers from South-Baltic area (Germany, Poland and Lithuania)
<p>Description of the best practice</p>	<p>The focus of the SB Professionals project has lied on another approach: increasing cross-border labour mobility and improving match-making between employers and employees. Joint actions are required to promote the South Baltic area as an attractive place to live and work in</p>



and to increase labour force mobility (especially with regard to the removal of restrictions on the right to work in any EU country since 1 May 2011). There is a need for providing better information to employers, employees and placement officers about future demands in the labour markets and to give job orientation in the SB area in order to balance the demand and supply as well as to enhance market transparency. On the regional level, the partner regions have started first employment campaigns (e.g. www.mv-professionals.de). Such campaigns could effectively be implemented also on a cross-border level.

The project work plan starts with an analysis of the labour market situation and of barriers to labour force mobility, continues with an exchange of good practices and tools and implementation of pilot actions (e.g. virtual cross-border promotion portal www.sb-professionals.eu, e-learning curricula “Intercultural competences”, South Baltic EURES declaration, Career Days).

The project will:

- a) bring together labour market stakeholders,
- b) develop cross-border job information and promotion concepts helping to meet regional labour market demands,
- c) develop strategies for making the SB labour markets more accessible by initiating internships and exchange co-operations and
- d) develop joint concepts and measures to build the capacity of labour market actors to deal with cross-border job placements.

The 9 partners (PP) - local/regional authorities, business development agencies, universities and training institutions - together with 15 associated organizations (AO) - job centres, chambers of commerce and industry, academic institutions - will be able to use and transfer their gained knowledge in their daily work, make use of collected experiences by employing new recruiting tools and using contacts and networks.

The project facilitated a continuous exchange of information between labour market actors (job centres, industries and chambers, universities and qualified employees) which will help to match job seekers and labour market entrants with businesses in need of skilled workers and thus to



	offset current and coming labour shortages.
Impact of the best practice	<p>Impact</p> <p>The SBProfessionals evaluation report highlights a wide impact in the target area in term of:</p> <ul style="list-style-type: none"> • Cross-border networks based on formal agreements (23) • Organisations involved in new / upgraded crossborder networks based on formal agreements (34) • Integrated/common services and offers of higher education and labour market institutions in the South Baltic area (5) • New structures fostering liaisons between higher education and labour market institutions in the South Baltic area (4) • Practical solutions improving the accessibility of educational offers across borders and in remote areas (2) • Documents and tools prepared to inform potential employees and stakeholders of the labour market about labour market demands and career possibilities in the SB (8) • Job seekers reached at events and fairs (6 000) • Adopted labour market tools (approaches and methodologies) from other regions (4)
Geographical Impact of the best practices	Practice implemented at transnational level (Poland, Germany and Lithuania)
Success Factors	<p>This practice has been selected for the capacity of addressing directly the needs of qualified workers in South Baltic Area, fostering cross-border labor mobility of a relevant number of professionals and initiating a South Baltic EURES network.</p> <p>Sb Professionals has developed a successful range of tools and initiatives for facilitating labor mobility: the main tool is the MOVE portal, created by the interaction of business development institutions, job centres, labour exchange offices, chambers of commerce and educational institutions, is able to connect jobseekers needs and industries offer. Also, the SbProfessional consortium has organised two succesfull career days in Germany and Lithuania, and has launched three e-learning curricula models.</p>



Reference	<p>Website http://www.sb-professionals.eu/about-us.php</p> <p>Link/Publications http://www.sb-professionals-project.eu/</p> <p>Brochure: http://www.sb-professionals-project.eu/news/SB_Professionals_Finale_Broschuere_mittel_14_11_20.pdf</p> <p>Evaluation Factsheet: http://2007-2013.southbaltic.eu/db/index.php?p=6&id_db=4&id_record_=424</p>
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Name of the best practice	Lavoro senza frontiere-Travail sans frontiere
Main field of the best practice (2 best practices per field)	Support Mechanism
In case of an online tool	<p>The online tool is intended to:</p> <p>- support workers going abroad for work? yes</p> <p>- assess the workers' needed predispositions in going abroad for work? yes</p> <p>support employers in adjusting potential foreign workers in their workplace? yes</p>
Responsible Organisation	<p>"Lavoro senza frontiere-Travail sans frontiere" is a INTERREG Alcotra Italy-France 2007-2013 project.</p> <p>The partners involved are:</p> <ul style="list-style-type: none"> • Agenzia Piemonte Lavoro (Italy)



	<ul style="list-style-type: none"> • Pôle Emploi Auvergne Rhône-Alpes (France)
<p>The practice is intended to preparation of:</p> <ul style="list-style-type: none"> - workers before departure (1a) - workers upon arrival (1b) - potential employers (2) 	<p>This practice is intended to preparation of workers before and upon arrival. This practice is both for employees and employers.</p>
<p>In which field of labor mobility is it focused?</p>	<ul style="list-style-type: none"> • Job placement • Tutoring and mentoring
<p>Target group of the practice</p>	<ul style="list-style-type: none"> • All Eu jobseekers from Italy (Piemonte region) and France(Auvergne Rhône-Alpes region)
<p>Descripti</p>	<p>“Lavoro senza frontiere-Travail sans frontiere” is a transnational support mechanism that aims to facilitate the intra-border labour mobility for</p>



on of the best practice	<p>workers and jobseekers from the region of Piemonte and Auvergne Rhône-Alpes. This project, implemented under the INTERREG Alcotra 2007-2013 programme, have the objective of enforcing the cooperation between the Italian and French stakeholders enabling a more efficient interaction from professional, institutional and touristic actors.</p> <p>The platform LSF provides different services to employees and employers:</p> <ul style="list-style-type: none"> • Workers Area- helps you finding any cross-border job opportunity(food services, hotels or construction) <p>Any jobseekers can access to a geolocalised job supply map, to a professional recognition database and to useful information about the local employment services provision.</p> <ul style="list-style-type: none"> • Companies Area- gives to the employers the chance to post job vacancies which will be published on the web platform. • IO LAVORO- is a job fair event launched in 2005 by Agenzia Piemonte Lavoro. In 2012, in order to facilitate the matching between labour supply and demand in the France-Italy border area, the agency has promoted this event in Piemonte region with two editions every year.
Impact of the best practice	<p>Impact</p> <p>From the beginning of the project in 2008 to its follow up, around 14000 interviews and 8000 selections has been achieved, and more then 60 workshops with 1200 active participants has been organised by LST and IO LAVORO entourages. The project events have registered a broad engagement of companies and public bodies (local employment services and training agencies).</p>
Geographical Impact of the best practices	<p>Practice implemented at transnational level (Italy and France)</p>
Success Factors	<p>This practice was selected as best practice because of:</p> <ul style="list-style-type: none"> • the capacity to engage users from both sides of the Italy-France



	<p>border</p> <ul style="list-style-type: none"> • the number of the job placements achieved (around 10000) • a successful dissemination plan able to inform users (useful links,info events, brochure in italian and french language, etc) • a follow-up planned project, “IO LAVORO”, that has guaranteed the project sustainability over the years
Reference	<p>Website</p> <p>http://www.lavorosenzafrontiere.eu/</p> <p>Link</p> <p>http://www.lavorosenzafrontiere.eu/images/IOLAVORO_E_WORLDSKILLS_Comunicato_stampa_23_10.pdf</p>

Name of the best practice	EURADRIA
Main field of the best practice (2 best practices per field)	Support Mechanism
In case of an online tool	<p>The online tool is intended to:</p> <p>- support workers going abroad for work? yes</p> <p>- assess the workers’ needed predispositions in going abroad for work? yes</p> <p>- support employers in adjusting potential foreign workers in their workplace? yes</p>
Responsible Organisation	<p>EURADRIA is a project funded by EASI- EURES programme, implemented by a consortium of 8 partners:</p> <ul style="list-style-type: none"> • Regione Friuli Venezia Giulia (Italy) • Municipality of TRIESTE (Italy); • Confartigianato Friuli Venezia Giulia (Italy);



	<ul style="list-style-type: none"> • Consiglio Sindacale INTERREGIONALE Nord Est Friuli Venezia Giulia/Slovenia GCIL CISL UIL ZSSS KS90 (Italy-Slovenia); • Obalna sindikalna organizacija — Konfederacija sindikatov 90 Slovenije (Slovenia); • Unione Regionale UIL Friuli Venezia Giulia (Italy); • Confcommercio delle Imprese per l'Italia del Friuli Venezia Giulia (Italy); • Croatian Employment Service (Croatia)
<p>The practice is intended to preparation of:</p> <ul style="list-style-type: none"> - workers before departure (1a) - workers upon arrival (1b) - potential employers (2) 	<p>This practice is intended to support workers before departure and upon arrival. This practice is both for employees and employers.</p>
<p>In which field of labor mobility is it focused?</p>	<ul style="list-style-type: none"> • Counselling, assistance and placement services • Training • Information
<p>Target group of the practice</p>	<ul style="list-style-type: none"> • Cross-border workers and jobseekers from Euradria region; • SMEs and employer associations, seeking for personnel and skills in the Euradria area;
<p>Description of the best practice</p>	<p>From 2015 Euradria project is active in the cross border area across Italy (Region Friuli Venezia Giulia), Slovenia (Obalno-Kraška, Goriška, Primorsko-notranjska regions) and Croatia (counties of Istria e Primorje-Gorski kota).</p> <p>This practice has aimed at improving the job matching process in the area, and to increase the opportunities for workers and employers by ensuring to the target groups qualified counseling on the job market, assistance, support and targeted actions in order to identify and remove the still persisting mobility obstacles in the area. Euradria final goal is therefore to contribute to the establishment of an integrated and fair cross</p>



	<p>border labor market in the area across Italy, Slovenia and Croatia.</p> <p>Euradria target groups has been therefore represented by workers, job-searchers and commuters active in the cross border area. Notwithstanding the lack of direct statistical data on cross border workers and commuters, cross border workers form an estimated figure of 20,000 persons in the area. A second target group is represented by SMEs and employers' associations seeking for personnel and skills in the cross border area, while all other actors in the cross border job market have been involved in the project activities in order to strengthen the network of Public administration, trade unions, employers' associations, and ngos operating in the cross border labor market.</p> <p>Euradria has operated in a twofold way. Taking as starting point article 45 of the EU Treaty, dealing with the freedom of movement for workers within the Union and the following EU, national and regional legislation, the project offers to the target groups support, assistance and consultancy on all of cross border labour market issues.</p> <p>Secondly, Euradria has developed specific actions to identify segments of cross border labor market. Euradria, in particular, has operated in order to:</p> <ul style="list-style-type: none">• Strengthen the cooperation among the Italian, Slovenia and Croatian Public Employment Services, Eures Advisers involved in the actions and the local institutions;• Offer project website (HYPERLINK "http://www.euradria.org" \h www.euradria.org) as a one-stop-shop where all beneficiaries of cross border labor market can find contacts, operative information and support for many issues;• Proceed to map the demand of skills and professionals in the rapidly growing high tech cluster across Italy and Slovenia;• Proceed to map the mobility of workers in the cross border area thanks to the cooperation between the relevant authorities and the Regione FVG observatory
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	<p>on labor market;</p> <ul style="list-style-type: none"> • Offerer to job seekers, commuters and workers across the Italian/Slovene border an operative "Guide to Cross Border Workers" in order to support them in their daily life; • Enhance the communication and dissemination of Eures and Euradria tools and opportunities among the regional SMEs in order to involve this 'economic backbone' as much as possible and link it to the project operability.
<p>Impact of the best practice</p>	<ul style="list-style-type: none"> • Impact <p>Most of the grant's planned activities were successfully implemented. During its five Steering Committee Meetings and various public events, Euradria has produced three tangible deliverables:</p> <ul style="list-style-type: none"> • the Guide for Cross-Border Workers across Italy and Slovenia, jointly drafted by Regione FVG and Slovene PES; • a report on the needs of professionals and skills in the cross-border area, prepared by the Municipality of Trieste in cooperation with the University of Trieste; • a tentative mapping of cross-border worker-flows in the area. <p>Euradria's target groups can count on an effective partnership and a wide range of tools which enables the partnership to be a convenient one-stop-shop for cross-border workers, resulting in attending to over 660 queries for information and career services. The partnership also organised five networking events for specialists at EU level drawing 61 participants.</p>
<p>Geographical Impact of the best practices</p>	<p>Practice implemented at transnational level (3 Eu countries involved)</p>
<p>Success Factors</p>	<p>This practice has been selected as best practice because:</p> <ul style="list-style-type: none"> • Institutional impact- Euradria has set up an effective and operative institutional network composed of all the major public and private actors of the cross-border job market. • European added value- By operating in the EURES framework of activities, Euradria contributes to expanding EURES services in an area where opportunities provided by the network are still not

	<p>sufficiently known by jobseekers, workers and employers: in this way, EU added value is assured, as EURES is the link to local target groups.</p> <ul style="list-style-type: none"> • Sustainability- Activities of the cross-border partnership are continuing. The partners recognise that there is still a lot to do in the Italy-Slovenia-Croatia border area, as the political, legislative and cultural obstacles to fair mobility show resilience.
Reference	<p>Website http://www.euradria.org/it/</p> <p>Publication Projects and organisations funded by the European Union- Programme for Employment and Social Innovation (EaSI), V Report, October 2016</p>

Name of the best practice	1. REACTIVATE 35+
Main field of the best practice (2 best practices per field)	Training course, support mechanism, specialized support organization, tool, guideline, funding scheme , information website, brochures, information campaigns etc.
In case of an online tool	The online tool is intended to: <ul style="list-style-type: none"> - support workers going abroad for work? - assess the workers' needed predispositions in going abroad for work? - support employers in adjusting potential foreign workers in their workplace?
Responsible Organisation	EURES NETWORK
The practice is intended to preparation of: <ul style="list-style-type: none"> - workers before departure (1a) - workers upon arrival (1b) - potential employers (2) 	This practice is intended to be used before the departure of the worker from his/her country of origin and upon arrival to the host country. It is intended for employees aged 35+.
In which field of labor mobility is it focused?	Funding can be available in order to promote the mobility, based on some clearly defined criteria.
Target group of the practice	Persons aged 35+ who are interested in working abroad (only for potential employees).
Description of the best practice	The ReActivate 35+ Funding Programme is a mobility program for finding employment in the European Union in order to help European citizens over 35 years old to get a job, a training opportunity or internship with an employer in another EU member state.

	<p>The ReActivate 35+ Program is testing a new way to provide customized mobility services for work in Europe and is aimed at citizens 35+ years of age and employers of SMEs (up to 250 employees).</p> <p>Under this program, if matching is successful between a candidate and a vacant position in an employer in another Member State, funding can be available in order to promote the mobility, based on some clearly defined criteria.</p> <p><u>Who can participate in is this program</u></p> <ul style="list-style-type: none"> • In EU nationals over the age of 35 years • All employers who are legally operating in the EU, offering employment contracts for at least six months, or training and work experience for at least three months, provided that these opportunities comply with all the laws and requirements their national labour law. Funding is available only for small/medium employers (up to 250 employees) <p><u>The Cyprus participates in two financing Consortiums:</u></p> <ol style="list-style-type: none"> 1. The Italian Consortium "Reactivate" (www.reactivatejob.eu) 2. The French consortium "Reactivate" (http://www.pole-emploi.fr/informations/reactivate-boost-your-mobility-en--@/article.jspz?id=440705)
Impact of the best practice	<p>This program is currently in its piloting phase, therefore no info is available regarding its impact. However, it is important to note that a need was detected beforehand, the need to offer such services to the specific target group, i.e. persons interested in working in a foreign environment but are older than 35 years old.</p>
Geographical Impact of the best practices	<p>Nationally implemented</p>
Success Factors	<p>This program is currently in its piloting phase, therefore no info is available regarding its impact. However, it is important to note that a need was detected beforehand, the need to offer such services to the specific target group, i.e. persons interested in working in a foreign environment but are older than 35 years old.</p>
Reference	<p>http://www.eures.gov.cy/mlsi/dl/eures/eures.nsf/All/2C9D664BF22E3113C22580C90027ECED</p>

Name of the best practice	ZAV Virtual Welcome Center
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Main field of the best practice (2 best practices per field)	Support mechanism
In case of an online tool	The online tool is intended to: <ul style="list-style-type: none"> - support workers going abroad for work? - assess the workers' needed predispositions in going abroad for work? - support employers in adjusting potential foreign workers in their workplace?
Responsible Organisation	International Placement Services (Zentrale Auslands- und Fachvermittlung - ZAV) of the Federal Agency for Employment
The practice is intended to preparation of: <ul style="list-style-type: none"> - workers before departure (1a) - workers upon arrival (1b) - potential employers (2) 	Has this practice been used before the departure of the worker from Germany and during temporary stay abroad.
In which field of labor mobility is it focused?	<p>Consultation and information on various topics of working abroad, e.g.,</p> <ul style="list-style-type: none"> – Living and working conditions – social protection – Labor market and job search – Qualification options (for example, training, studies, educational pathways) – Application procedure – bridging opportunities (young people between school / study or training) – recognition of qualifications – Residence and work permits <p>for</p> <ul style="list-style-type: none"> – academics – managers – specialists – returnees – artists – work in development cooperation – work in border regions – work for international organizations.
Target group of the practice	Workers looking for temporary work experience abroad in order to extend later career chances after return in the German labour market.



Description of the best practice	Contact persons of the ZAV Welcome Center answer related questions and give individual support in the successful search for a job abroad. The contact person remains the contact of the emigrant during the stay abroad and gives assistance in return to Germany. (Individual consultation by phone, e-mail or video chat) The ZAV internet platform provides useful information on items mentioned above. ZAV cooperates with the EURES network (European Employment Services).
Impact of the best practice	The Welcome Center ist he first reference point for Germans (emigrants, returnees) or foreigners (immigrants) that are looking for answers to individual questions in addition to webbased information sources.
Geographical Impact of the best practices	Practice implemented worldwide
Success Factors	Individual consultation. Continuing contact during temporary employment abroad
Reference	https://www3.arbeitsagentur.de

Name of the best practice	Network "Integration through Qualification (IQ)"
Main field of the best practice (2 best practices per field)	support mechanism (since 2005)
In case of an online tool	The online tool is intended to: - support for migrant worker in „integration trough qualification“ (e.g. recognition of foreign qualifications) - support for employers in adjusting potential foreign workers in their workplace
Responsible Organisation	The programme is funded by the Federal Ministry for Labour and Social Affairs (BMAS) and the European Social Fund (ESF). Strategic partners in implementing the programme are the Federal Ministry for Education and Research (BMBF) and the Federal Employment Agency (BA).
The practice is intended to preparation of: - workers before departure (1a) - workers upon arrival (1b) - potential employers (2)	Practice to be used upon arrival of workers to the host country? The practice is for employees and employers
In which field of labor mobility is it	To improve employment opportunities for people with



focused?	<p>a migration background:</p> <ul style="list-style-type: none"> - recognition of foreign vocational qualifications: counselling for credentials recognition and - counselling for skills advancement. - Broad and diverse spectrum of IQ language training in the 16 regional networks - Migrant Entrepreneurship and the Migrant Economy - Diversity management advice and training - Support in acquisition of foreign workers - information, advice and training to labour market stakeholders in order to raise awareness for the specific concerns of migrants
Target group of the practice	People with migrant backgrounds as well as companies, and labour market stakeholders working with them
Description of the best practice	<p>Integration into the job market is successful when all labour market actors connect and work together. At the local level, the 16 regional IQ networks (one for each <i>Bundesland</i> or federal state) cooperate closely with relevant actors, such as employment agencies, job centres, chambers or counselling centres.</p> <p>In the 2015-2018 funding phase, the sixteen regional networks and their about 380 subprojects in all federal states focus on three priority areas:</p> <ul style="list-style-type: none"> - Counselling on Credential Recognition and Job Training - Bridge Training within the Context of the Recognition Act - Development of Intercultural Competence
Impact of the best practice	380 projects
Geographical Impact of the best practices	regional/ local level
Success Factors	<ul style="list-style-type: none"> - To raise awareness to see cultural diversity as a chance - Active support in labour market integration of foreigners at regional/ local level: occupational qualifications acquired outside Germany should lead to employment appropriate to one's level of education.
Reference	http://www.netzwerk-iq.de



Name of the best practice	DIA – Germans in foreign countries” Association
Main field of the best practice (2 best practices per field)	Specialized support organization
In case of an online tool	Web portal and databank in support German workers and enterprises abroad
Responsible Organisation	DIA is an association of German-speaking travelers worldwide. The association provides advisory services and networking activities in support of their living and working conditions. Target group are Germans or German-speaking expats as well as companies abroad.
The practice is intended to preparation of: - workers before departure (1a) - workers upon arrival (1b) - potential employers (2)	This practice been used by worker and enterprises upon arrival to the host country
In which field of labor mobility is it focused?	cultural preparation, soft skills, guide for accommodation, social security, guide for health services, legal system etc?
Target group of the practice	Germans and German speaking people abroad
Description of the best practice	<p>DIA e.V. maintains a popular address database with thousands of Germans abroad offering their services and contact details.</p> <p>On the topic "Working abroad" explanations on various foreign activities and useful links are offered.</p> <ul style="list-style-type: none"> – Internships and jobs. Au Pair. – Study and school – Work and travel – Language courses – Working in EU countries <p>http://www.deutsche-im-ausland.org/arbeiten-im-ausland/arbeiten-im-eu-ausland.html</p> <ul style="list-style-type: none"> – Work with German companies worldwide – Work with foreign companies worldwide – Occupational health care – Work at NATO, UNO, and others – Insurance tips
Impact of the best practice	Portal and databank enjoy great popularity.
Geographical Impact of the best practices	worldwide
Success Factors	Networking of expats for mutual benefit
Reference	www.deutsche-im-ausland.org



Name of the best practice	EURES (national)
Main field of the best practice (2 best practices per field)	support mechanism
In case of an online tool	N/A
Responsible Organisation	EURES
The practice is intended to preparation of: - workers before departure (1a) - workers upon arrival (1b) - potential employers (2)	Workers before departure (1a)
In which field of labor mobility is it focused?	Information on international job placement, living and working conditions in the Member States, as well as identification and counteracting mobility barriers
Target group of the practice	Employees seeking for job, employers seeking for employees
Description of the best practice	European Employment Service (EURES) counsellors, trained specialists who provide three basic EURES services: information, guidance and mediation between employers and jobseekers in the European labour market. In Poland, EURES has its network of counsellors and assistants operating in Voivodeship Labour Offices, and employment agents carrying out EURES tasks in Poviats Labour offices.
Impact of the best practice	
Geographical Impact of the best practices	National, Transnational
Success Factors	EURES services are generally accessible, free of charge and addressed to job seekers, people interested in work in another country and to the employers, willing to recruit the employees from abroad.
Reference	www.eures.praca.gov.pl http://www.eures.europa.eu/

Name of the best practice	2. EURES CYPRUS
Main field of the best practice (2 best practices per field)	Training course, support mechanism, specialized support organization , tool, guideline, funding scheme, information website , brochures, information campaigns etc.
In case of an online tool	The online tool is intended to:



	<ul style="list-style-type: none"> - support workers going abroad for work? YES - assess the workers' needed predispositions in going abroad for work? YES - support employers in adjusting potential foreign workers in their workplace? YES
Responsible Organisation	Organisation that is responsible for the development or management of the practice: Public Employment Service Cyprus, Ministry of Labour and Social Insurance
The practice is intended to preparation of: <ul style="list-style-type: none"> - workers before departure (1a) - workers upon arrival (1b) - potential employers (2) 	EURES Cyprus prepares workers before departure and upon arrival to the host country. This practice is for both employees and employers.
In which field of labor mobility is it focused?	In EURES Cyprus, the jobseekers have the opportunity to read booklets that explain how is living in Cyprus, in various languages (English, German, Romanian etc.). It also offers guidance on technical procedures such as applying for social insurance, Registration certificate and general information before moving in Cyprus.
Target group of the practice	No age range. Nationality of a EU28 country + Iceland and Norway Legally resident in a EU28 country + Iceland and Norway
Description of the best practice	<p>In Cyprus, EURES is well intergraded into the operations of the PES. Since 2004, Public Employment Service has nominated 9 Labour Officers for the position of EURES Advisors; all of them received the proper training at EU Level, and are currently placed at Central and District Level in the PES Offices</p> <p>Seven EURES Advisors are placed at District and Local Labour Offices, while two EURES Advisors are placed at Central Level. Each EURES Advisor is responsible for all vacancies of his or her area.</p> <p>In every District and Local PES Office, EURES Services are highly visible. EURES Desks, clearly marked with EURES signs, are situated next to other PES services while job seekers can access the EURES Job Portal from the self-service area available in all offices.</p> <p>Finally, all employers wishing to place a vacancy through the PES Vacancy System are always being informed about EURES and most of them visit the EURES advisors for assistance.</p>



	<p>EURES is also an integrated part of the PES policy on issuing work permits to third country nationals. Based on our operational guidelines, all employers should advertise their vacancies in EURES for a period of 45 days, and only if there is no interest from European citizens to fulfill these vacancies, their demand for issuing a work permit is being reviewed by the PES.</p> <p>The main objectives of EURES are:</p> <ul style="list-style-type: none"> • To inform, guide and provide advice to potentially mobile workers on job opportunities as well as living and working conditions in the European Economic Area; • To assist employers wishing to recruit workers from other countries; and • To provide advice and guidance to workers and employers in cross-border regions.
Impact of the best practice	The website of EURES Cyprus is visited often by interested persons and has received praised for its well-developed content and user-friendly interface, however no public data are known regarding the number of people who have benefitted from this useful tool.
Geographical Impact of the best practices	EURES Cyprus is a national network but it belongs to the wider network of EURES, which is on a European level.
Success Factors	The EURES Cyprus portal (online) is user-friendly, allows jobseekers and employers to easily look for jobs/employees through filters and through the constant collaboration with the PES it has managed to become very well-known.
Reference	http://www.eurescyprus.eu/index.html

Name of the best practice	MIGRANT.INFO
Main field of the best practice (2 best practices per field)	support mechanism
In case of an online tool	N/A
Responsible Organisation	The website is co-financed from the <i>Asylum, Migration and Integration Fund (AMIF) National Programme</i> –



	'Safe harbor' under the project "MIGRANT.INFO - support for immigrants and introduction of them in the Polish society" implemented by the International Organization for Migration in partnership with the Ministry of Internal Affairs and Administration and the Chief Labour Inspectorate.
The practice is intended to preparation of: - workers before departure (1a) - workers upon arrival (1b) - potential employers (2)	1a, 1b, 2
In which field of labor mobility is it focused?	Information on living and working conditions Poland
Target group of the practice	Employees seeking for job, employers interested in employment of foreigners
Description of the best practice	The web-site provides information concerning the stay in Poland, needed documents and applicable procedures, health insurance and medical care, taxes, education, tertiary education, living costs, economic activity in Poland, unequal treatment support, supporting organisations as well as information for Polish employers interested in employment of foreigner.
Impact of the best practice	
Geographical Impact of the best practices	National
Success Factors	The web-site provides very accurate information for incoming foreigners.
Reference	http://www.migrant.info.pl

Name of the best practice	Consulting and training for multicultural business
Main field of the best practice (2 best practices per field)	specialized support organization
In case of an online tool	N/A
Responsible Organisation	ETTA Global Leadership Consulting
The practice is intended to preparation of: - workers before departure (1a) - workers upon arrival (1b) - potential employers (2)	1a, 2
In which field of labor mobility is it	Development of managerial skills, Cross-cultural



focused?	training, Virtual teams, Business coaching, Leadership skills, Diversity & talent
Target group of the practice	Potential workers going abroad, professionals
Description of the best practice	ETTA Global Leadership Consulting is a consulting and training company providing services in the development of managerial competences, teams and entire organizations. It is specialized in effective cooperation in the international environment and diversity management. Through consulting, various forms of training and individual sessions, it enables managers and employees of companies to effectively use the potential of diversity in the organization. ETTA delivers projects in English, Polish, German, French & Dutch.
Impact of the best practice	5262 participants, 45 corporate clients, 355 development projects delivered
Geographical Impact of the best practices	National
Success Factors	Collaborate with big companies, innovative in their scope of practice and timeous.
Reference	http://ettaconsult.eu/strona-glowna/ https://www.youtube.com/user/ettaConsult

Name of the best practice	1. Cogmos
Main field of the best practice	Support mechanism.
In case of an online tool	The online tool is intended to: -Participants to register so they can be selected.
Responsible Organisation	General Foundation of the University of León and the Company (FGULEM) training practices, funded by the Autonomous Body of European Educational Programs.
The practice is intended to preparation of:	This practice is intended to preparation of students (potential employers) upon arrival and before departure.
In which field of labor mobility is it focused?	Work formation.
Target group of the practice	For graduates, engineers, graduates, technical engineers, architects ... Have recently obtained a university degree of average degree or superior in any Spanish university, public or private. Not having previously enjoyed a Leonardo Scholarship.
Description of the best	Cogmos is a university mobility project, whose



practice	<p>objective is to favour the realization of professional practices in European companies.</p> <p>The project managed by the General Foundation of the University of León and the Company (FGULEM) training practices, funded by the Autonomous Body of European Educational Programs.</p> <p>The objectives are:</p> <ul style="list-style-type: none"> - To promote the development of professional skills and linguistic skills, which favor access to the labor market in an international environment. - Promote professional mobility within a framework of intercultural exchange. - Fostering European knowledge, fostering cooperation between countries and cultures. <p>To apply to this programme you have to register in www.cogmos.eu</p>
Impact of the best practice	For graduates of any Spanish university.
Geographical Impact of the best practices	Practice implemented at national level (Spain)
Success Factors	Combination of language, professional skills training and practical support in job placement
Reference	http://programahermes.es.tl/COGMOS.htm



Chapter 3: Training Needs Analysis

Introduction

LAMOS EU project has conducted a comprehensive training needs analysis for the target groups of the project through desk and field research in order to identify their training needs and analyse the fields in which the next intellectual outputs of the project should focus the most. The project has organized the field research with five main target groups: employees that are currently working abroad, employees that have already worked abroad and returned, individuals that are willing to go abroad to work and employers that have a multicultural working environment. Most of the questionnaires were collected online in English. Some of the partners have decided to translate the questionnaire in their own language, then send the questionnaire to the target group and then transfer the results in the online questionnaire. No national reports were needed since all the questionnaires were collected in a centralized way and it was possible to analyse them all together. The target number of questionnaires to be reached in each country was identified according to the specificities of each country (as a country of immigration or emigration), For this reason, a difference was made between Germany and the other partner countries. The questionnaires were divided between the different partners according to the following table:

Category	Country	Required Number
Employees interested in transnational labor mobility	Germany	4
	Each of the other partner countries	24
Enterprises	Germany	28
	Each of the other partner countries	18
Employees who are working in foreign environment	Germany	28
	Each of the other partner countries	18
Counselors/training organizations	Germany	10
	Each of the other partner countries	10
Employees who have returned (optional)	Germany	15
	Each of the other partner countries	15

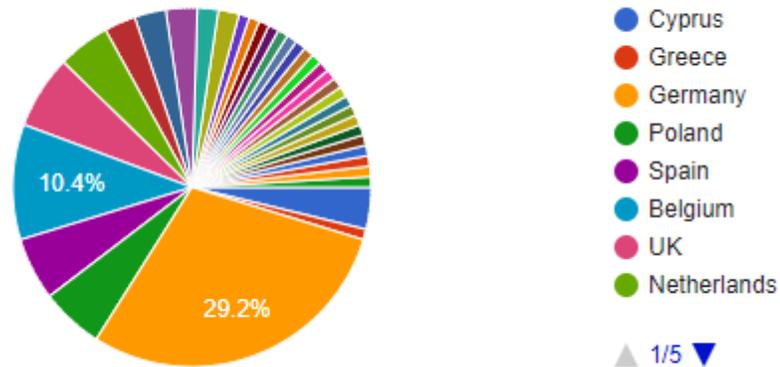


Employees already employed in the partner countries

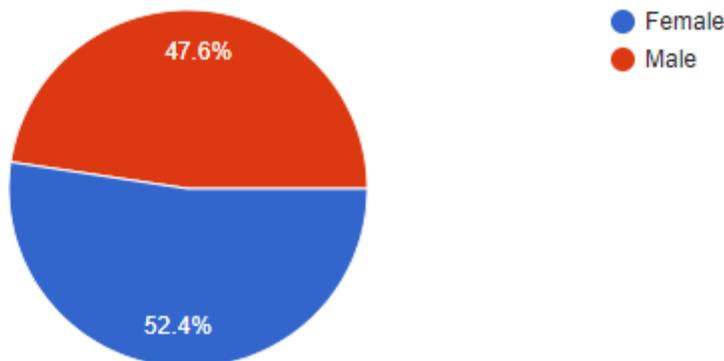
Profile

The people that are already employed in the partner countries were a very important target group for the research because they could provide their experience related with the problems that they have faced while abroad and provide specific recommendations related with the content of the training.

Most of these people are working in Germany (29,2%), fact which is very normal given the fact that Germany is the most important country of destination for people all over Europe. Belgium (11%) and UK (7%) were also important countries of destination for immigrants all over Europe.

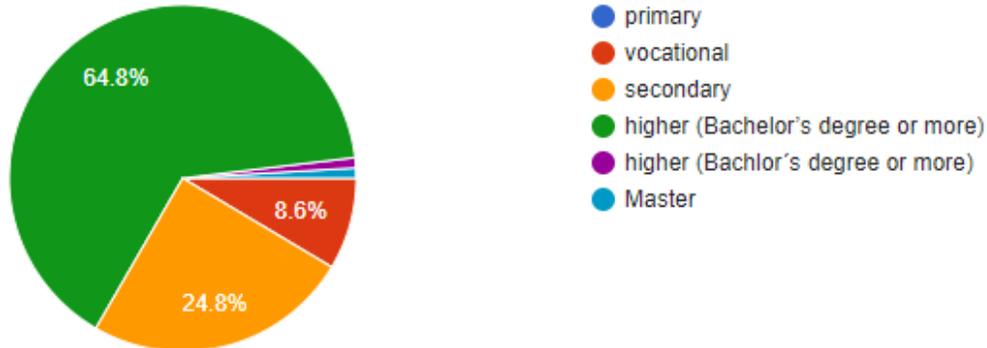


Related with the gender of the respondents, the distribution was almost equal with a slight highest number of female respondents.

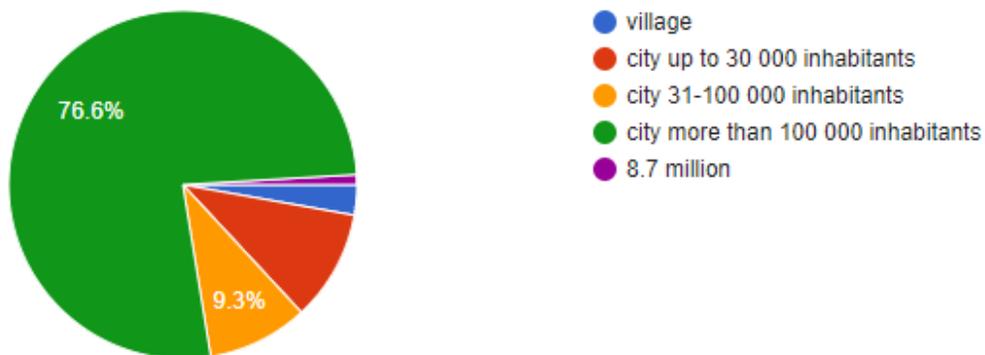




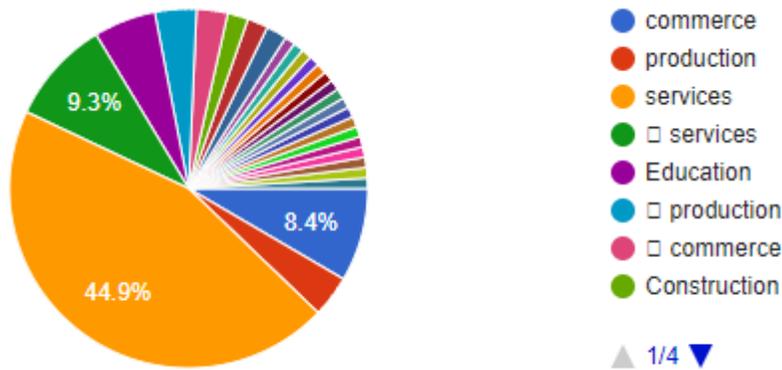
Related with the educational level, the vast majority of the people who have replied are of higher education. This is a very important qualitative characteristic that distinguishes the people that work abroad now from the people that worked abroad in previous generations. While in the past, immigrants were usually low-skilled workers, nowadays, immigrants are mostly highly qualified young people that are not able to find in their home country a job that is adequate for their skills.



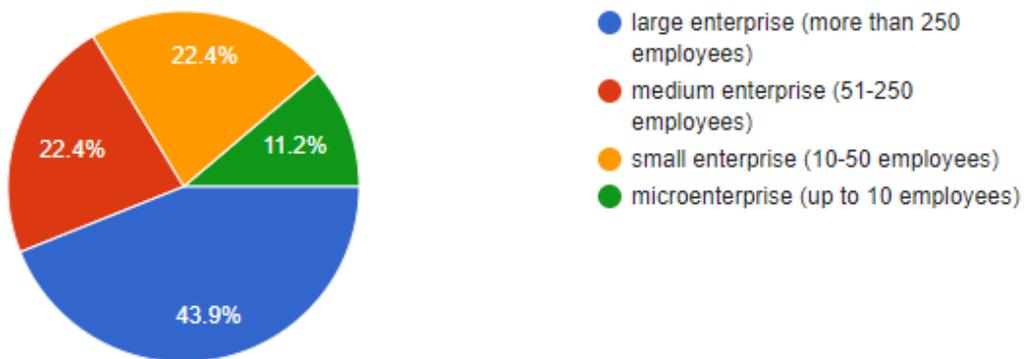
Also, we are talking about an urban population, given the fact that most of the respondents are working in a big city.



The main business sector in which this target group is working is definitely the services sector (which also represents the most important sector in the European economy).



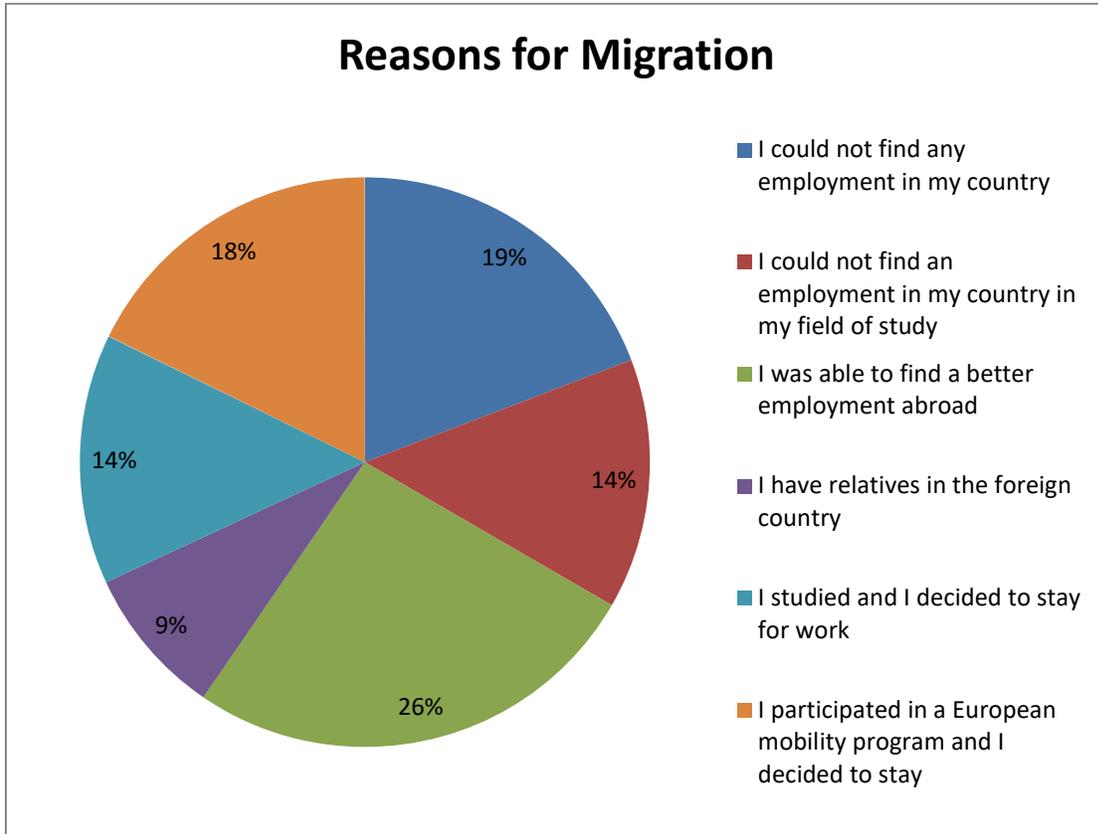
The people interviewed are working predominantly in large enterprises for which it is easier to employ foreign employees.



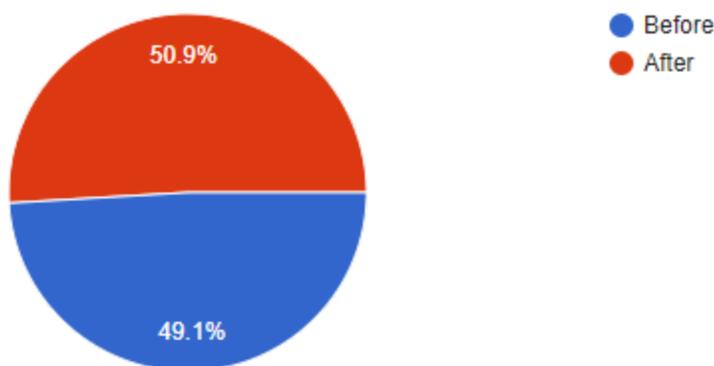
Finally, most of the people interviewed have been abroad for a long period since 36,4% of them has stayed abroad for more than 3 years and more than 70% has stayed for more than 1 year.

Training Needs Analysis

The first question was about the reasons that they decided to work abroad. The reason that most of the respondents have mentioned as the most relevant (26%) is that they were able to find a better employment abroad.



Half of the people interviewed have managed to find an employment before leaving the country and half after their departure.



The most important challenge encountered by the people is finding proper house/ accommodation. Very close to this it was mentioned the problem of the language and the finding of information support structures. Following in order of importance is the



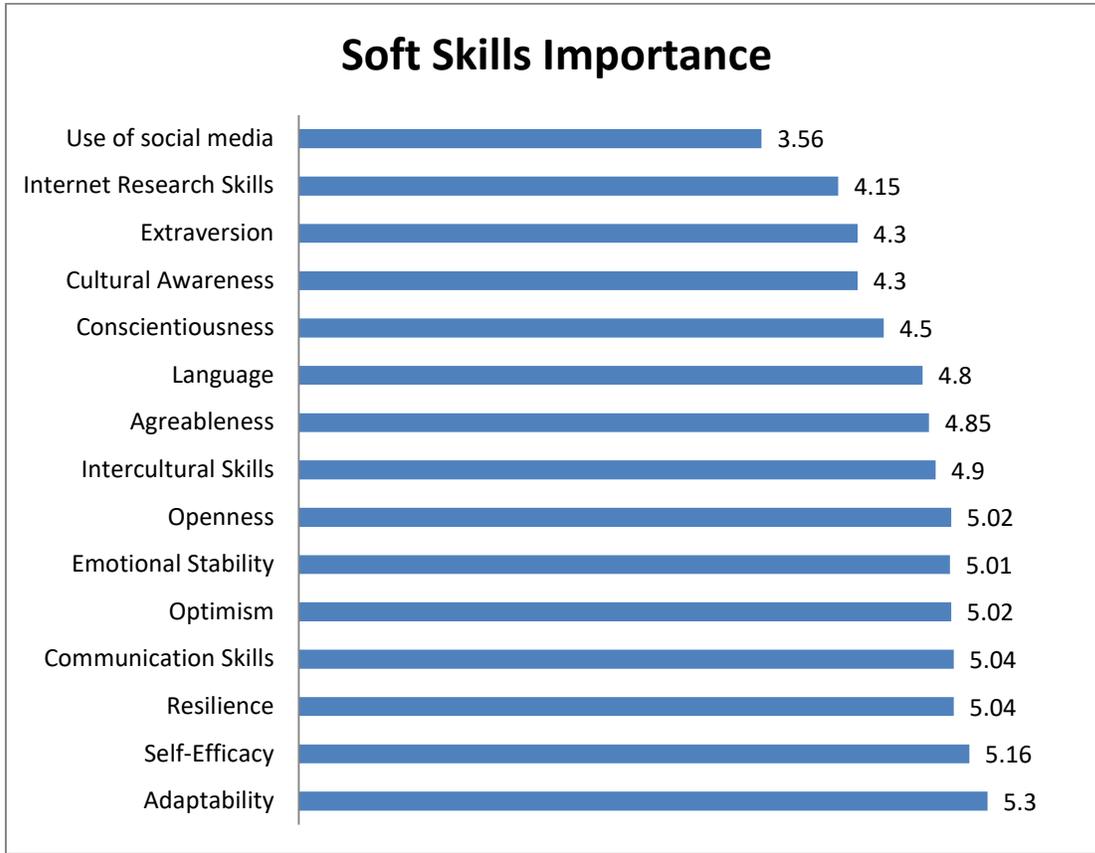
distance from family, the personal relations, the working culture and the weather. All these issues are considered relevant since they have received an average score below 5.

Less relevant problems are the culture of the foreign country, finding information about work and racism/ xenophobia which was reported as the least important issue of all.

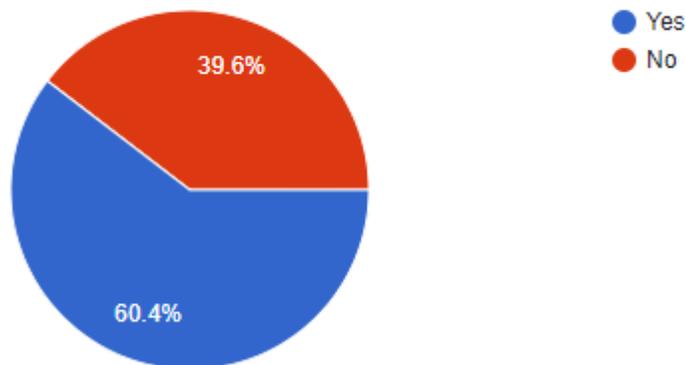
The skill that is considered the most important for the employees that are already working abroad is Adaptability (average: 5,3/6). The last important is considered the use of social media. In a scale of importance the soft skills are rated as follows:

1. Adaptability (5,3/6)
2. Self- Efficacy (5,16/6)
3. Resilience (5,04/6)
- Communication Skills (5,04/6)
5. Optimism (5,02/6)
6. Emotional Stability (5,01/6)
7. Openness (4,99/6)
8. Intercultural Skills (4,9/6)
9. Agreeableness (4,85/6)
10. Language (4,8/6)
11. Conscientiousness (4,5/6)
12. Cultural Awareness (4,3/6)
- Extraversion (4,3/6)
14. Internet Research Skills (4,15/6)
15. Use of Social Media (3,56/6)

With the exception of the use of social media, all the other skills were considered to be quite relevant (scored more than 4/6).



Most of the people interviewed have received a support in order to facilitate their adaptation in the work environment.



The most frequent form of support was the provision of language courses for the language of the host country.

Related with the support that could help them adapt better to the new environment the following answers (open question) were the most characteristic:



- Language courses/ language support (focusing also on key aspects of society and culture)
- Person who know about this country and can help any time by talking/ consulting
- Information about social security system, explanations on bureaucratic matters
- Information network tool about the international/ former Erasmus community, local people to build social relations/ Social Events
- Information about the work and possibilities in specific sectors of specialization (comment from participant: you need for one year at least to understand how working environment works)
- On the job training, training in relation to the work culture and what is and what is not acceptable in the work environment

The answers provided by the people that are working abroad are divided. 43% of the respondents replied that they want to stay permanently on the country in which they are now living while 40% wants to go back. 17% do not know yet. The people that have already worked abroad and returned have made this choice for the following reasons:

- Found a better job in the home country
- Prefer the quality of life in the home country
- Home sickness
- Birth of a child and desire to have closer relations with relatives and raise a child in the home country
- Desire to be close to relatives/ partner- Parents/ relatives health problems
- Termination of temporary contract

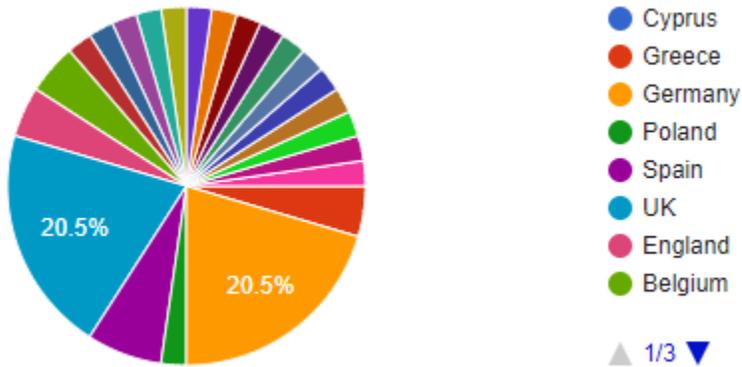
However, those who have returned, in a great percentage (83,7%) would consider again the possibility to work abroad.

Employees that have worked abroad and returned

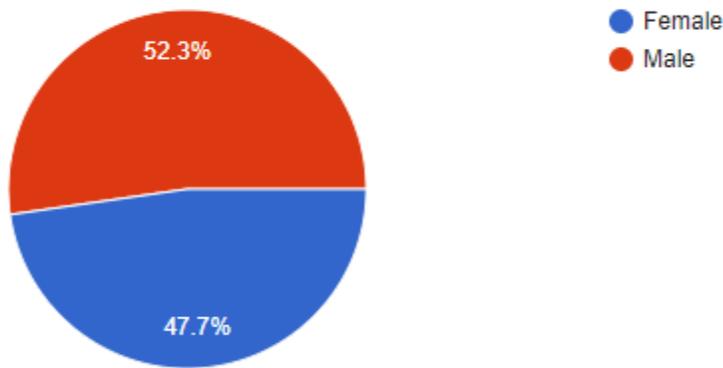
This target group was not included in the initial planning of the research, however it was added later given the fact that it could provide very important information for the project.

Profile

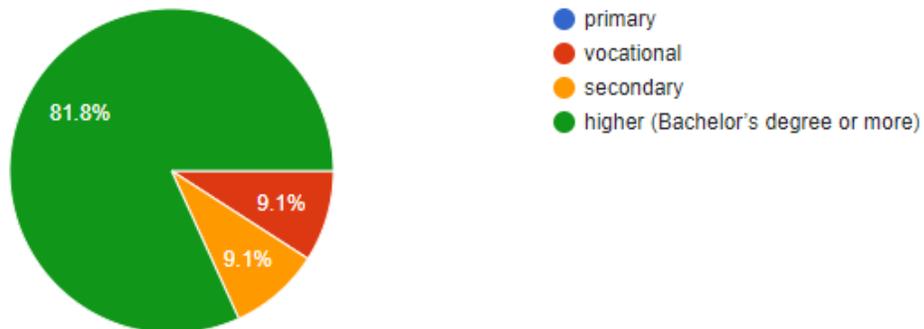
As it is the case with the target group of the employees that are already working abroad, those that have worked abroad and returned have stayed mainly in Germany and UK.



The gender distribution is more or less equal even if the percentage of men is slightly higher

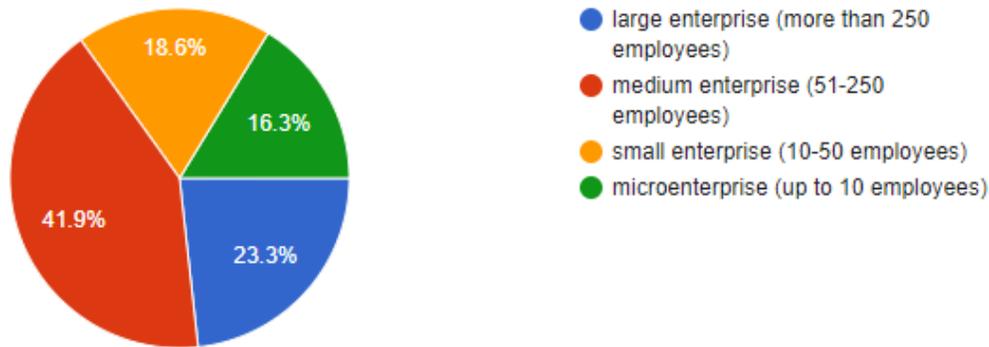


The education level, as in the previous case is predominantly higher education

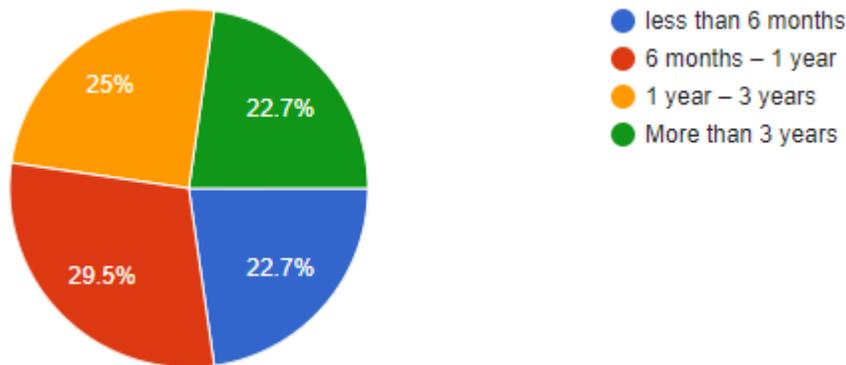




Also, as it was the case with the previous target group examined, the company residence is predominantly in big cities and the business sector is predominantly services. Where this group differs in the profile is the size of the company on which they work. Most of the members of this target group were working in a medium sized company.

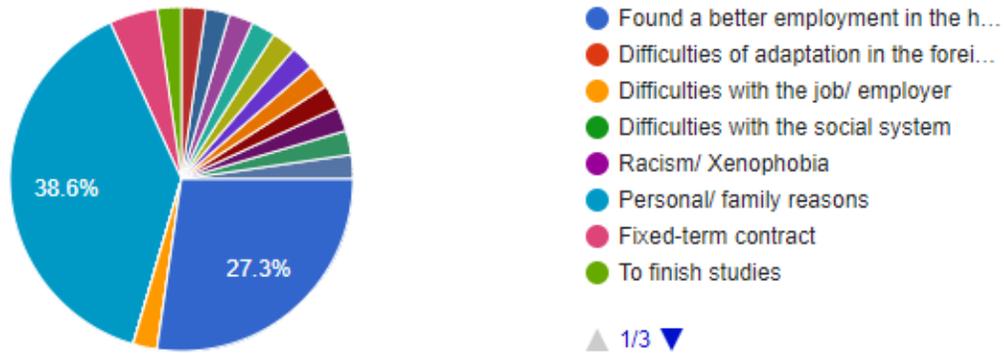


Related with the time this target group has spent abroad, the percentages are very much equally divided.



The answers to the question why they went abroad were similar to the ones of the previous target group. The most common response (34,1%) was that they were able to find a better employment abroad.

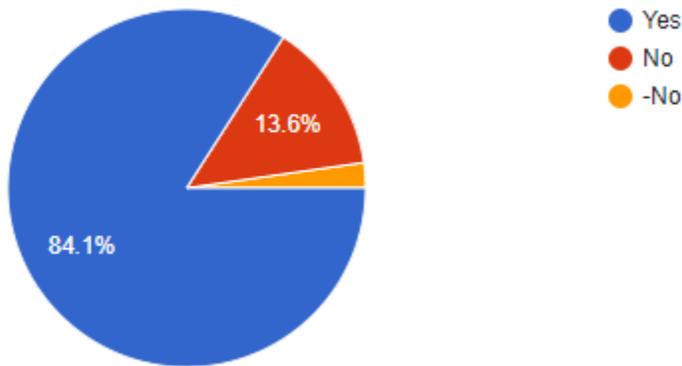
An interesting question made to this target group was about the reasons for which they have returned. Here, the most common replies were not related purely with job reasons but most with personal/ family reasons.



When asked to comment, these were some characteristic comments:

- the job in home country was related to my studies and very challenging for my professional career .Furthermore I prefer the quality of life in my country
- homesickness was the main reason to come back
- I have to finish my studies
- After my children were born I decided to come back to Poland because I had missed my relatives and wanted my children have a close relation with them.
- Had to return because of parents' health problems
- 3 years was OK
- I wanted to come back to my country to be with my relatives
- End of the established employment period
- according to personal career planning
- I never wanted to stay in the UK permanently, I wanted to have the experience of working abroad and when I felt that I wanted to be closer to my family and friends I returned.
- Economic crisis in Greece, I lost my job
- I had an one year contract and when it expired I decided to come back
- Just wanted to find out if I can find a good job in Poland
- I wanted to raise my children in Cyprus
- I wanted to be close to my children
- I came back when I got a good job in my field of study
- I had better working conditions
- I wanted to come back to be with my family and partner
- I come to try back to my country cyprus

However, the vast majority of the respondents considered working abroad a very positive experience and the vast majority of them would consider doing it again.



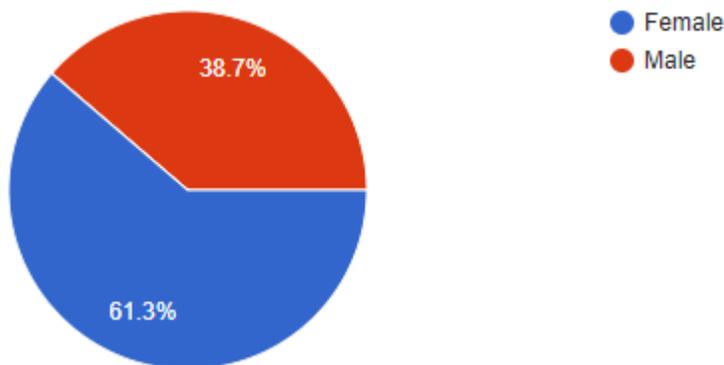
Related with the challenges that they have faced, the most important challenge was related with the working culture of the host country followed by finding proper house/ accommodation, language finding proper house/ accommodation and distance from family/ partner/ friends. The culture of the foreign country and racism/ xenophobia were not considered important challenges most probably because the target group in this research are European immigrants.

Related with the skills, self-efficacy was considered the most important skills, followed by adaptability and optimism. Use of social media and social research skills were considered as the less important from the list of skills presented.

People that are interested to work abroad

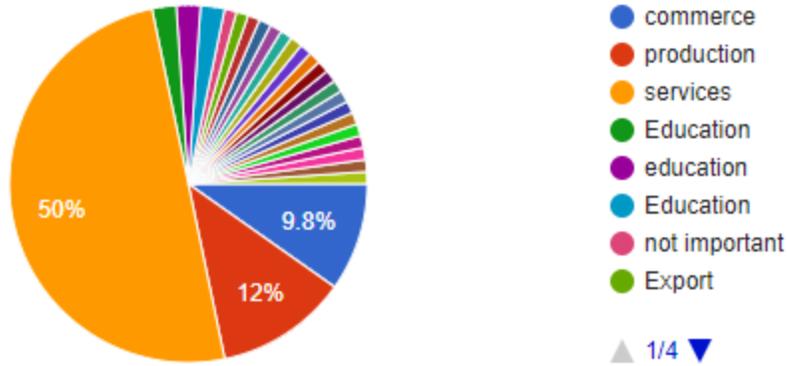
Another category of the research which was considered very important was the people that have not left yet but are willing to go abroad in order to find a job.

In contract with the other target groups, where there was a balanced division of gender, the respondents of this target group were predominantly female.

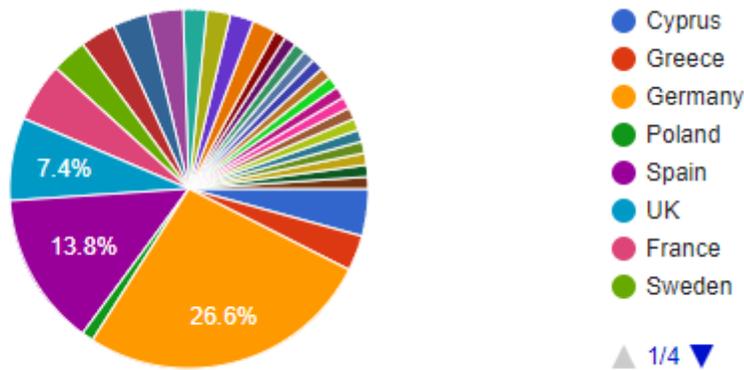




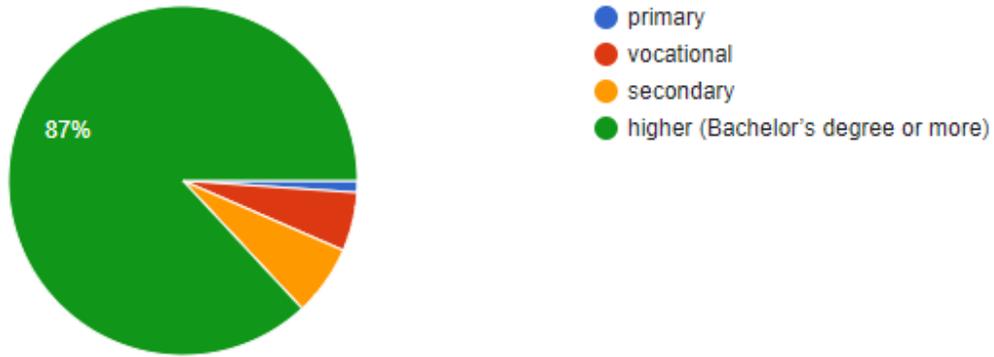
As it was the case with the previous target groups, the business sector in which they are most interested to work is the services sector



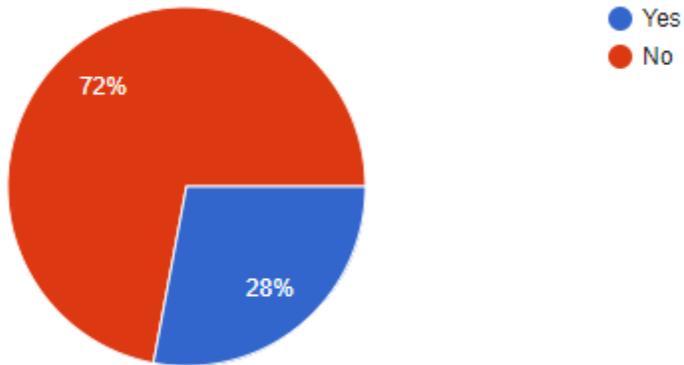
In the same time, Germany is the preferred destination



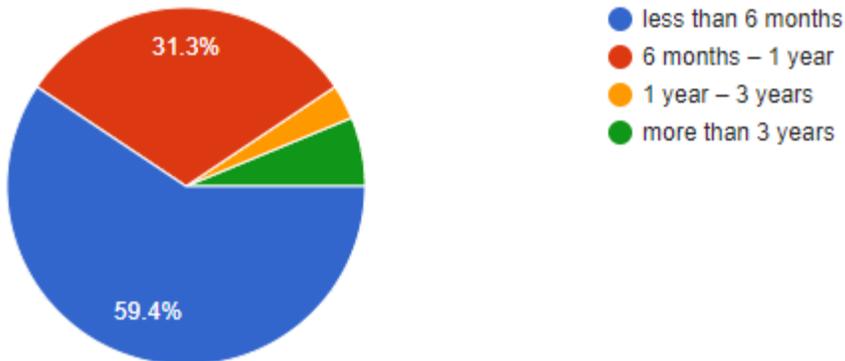
As it was the case with the previous target groups, also this target group is overwhelmingly highly educated



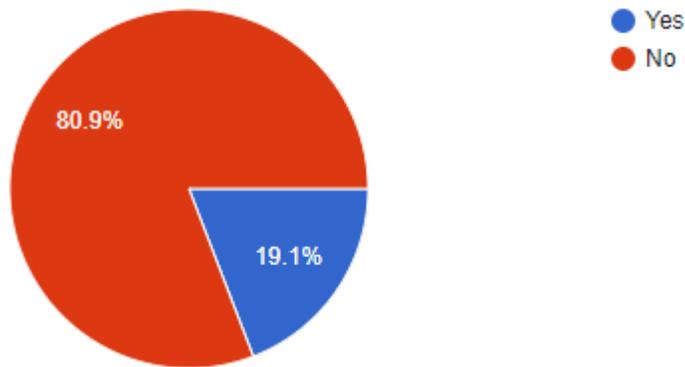
Most of the respondents have not worked before



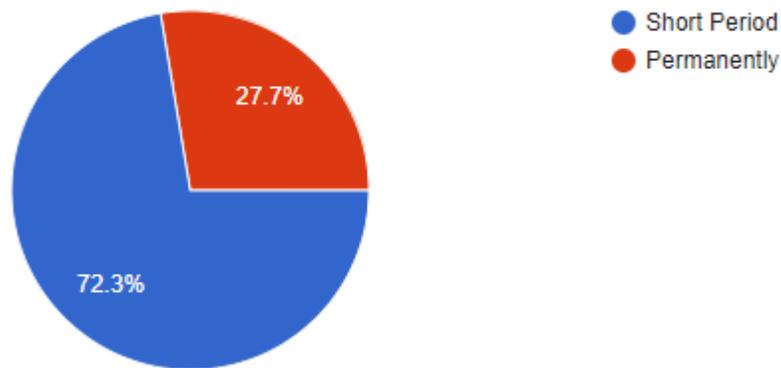
Those who have worked, have worked only for a small period (less than 6 months)



Also, most of them, have not found a job yet



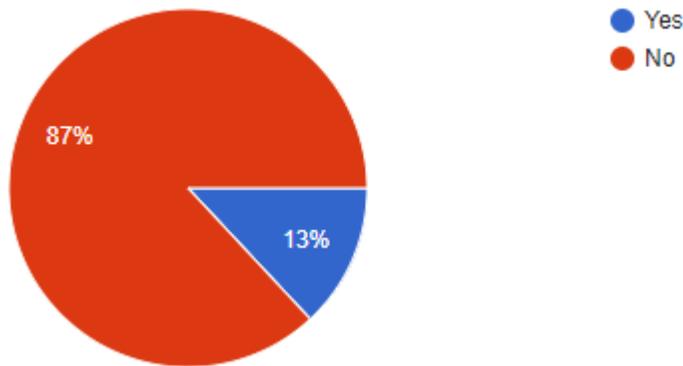
Most of the respondents also do not schedule to move abroad on a permanent basis but only for a short period of time.



The most important problem that the respondents of this group have said that they think they are going to face is related with the language. This also justified by the fact that while all the respondents know English, many of them do not know the language of the host country (if it is not UK). Finding information about support structures/ social security systems etc in the foreign country was also mentioned as a problem that they think they are going to have. On the contrary the weather conditions and racism/ xenophobia were not considered so important challenges.

Related with the soft skills, the most important was considered adaptability followed by communication skills and resilience.

Most of the target group has not received any support until now.



The answers provided related with what support would be useful for them focus mainly on language and culture training. They are summarized in the following table:

- Language course
- Training of how to seek a job position abroad and how to be better prepared to apply for a job position and have more chances to succeed
- Experience sharing from a network of people that has done it before.
- financial support schemes (voluntary programmes)
- Information. Get in contact with other people that work there and give me feedback about what to expect and be as much more prepared i can be
- Financial assistance
- Information about work etiquette rules, working schedule, salary, social security; where to seek help when needed
- Mentoring from a colleague about the responsibilities
- Training and induction
- Gathering with my colleagues
- workshops
- meeting people with similar intention
- consultation
- Few weeks of mentoring
- information prior departure about the working conditions language preparation
- support to find a proper work
- Information about accommodation, about health and government services etc.
- security, work
- information on the country of destination, working culture, institutions providing support, their adresses and areas of support. Basic language course would also be helpful
- Psychological support and practical support for your company.
- career guidance, knowledge of the culture/ customs/ traditions of the country, finding proper accommodation, information about support structures/ social security systems
- labour law in country of destination



Info about Everyday Life, Place To Stay, Help In Learning The Foreign Language
sure work contract, security about you will find everything as it was planned before you
go

information about legal aspects and social security procedures

support organizations to inform about social security and accommodation

language training

friends living close

some known person living there who can help me at the beginning

more information and consulting services

training

support from the work to get adapted and about the life style in the country

personal and economic support

personal support

job placement

To meet fellows before departure

Some kind of support to help you getting used to live in a different country

GUIDANCE IN THE WORKING PLACE

training in a few working environment

how to find a work

cultural training

update my skills in the field i`ll work and training on communication skills

Training on the working culture in another country

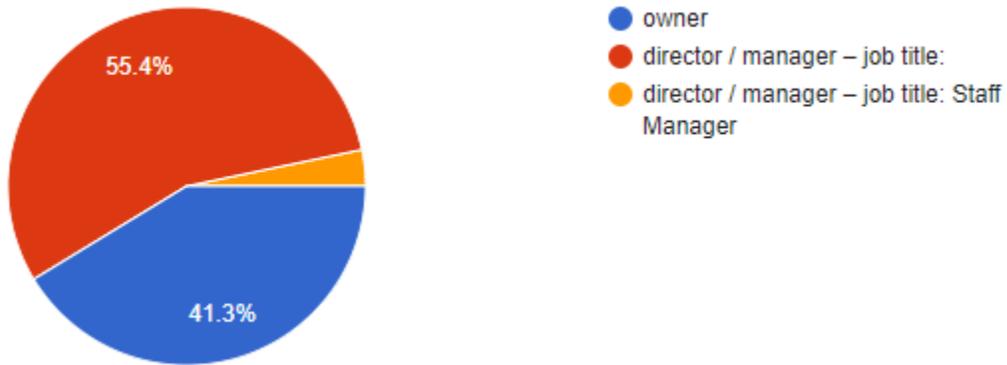
Language training and on the working culture

How to be prepared for an interview and to apply for a job abroad

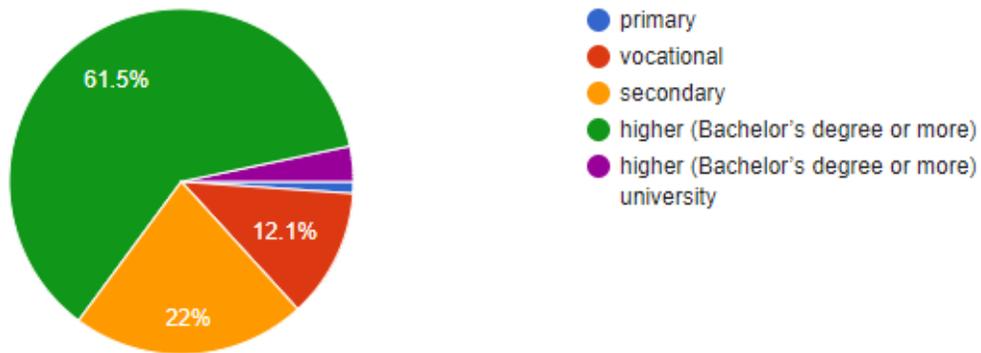
Enterprises

Enterprises are the other spectrum of the labor mobility. They employ people that are coming from other countries, fact which poses both many opportunities and challenges for their company.

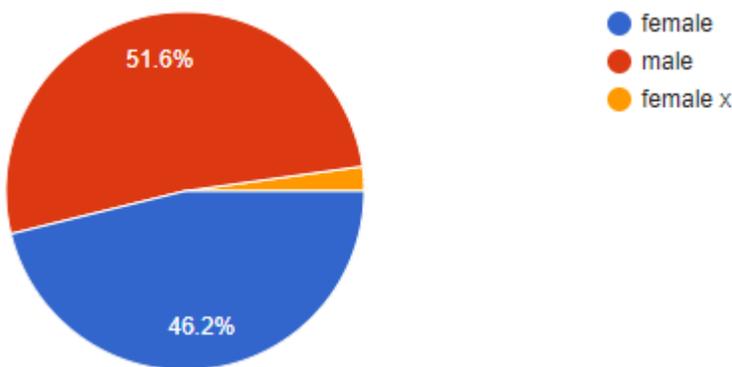
The people interviewed were mostly directors and managers of their company



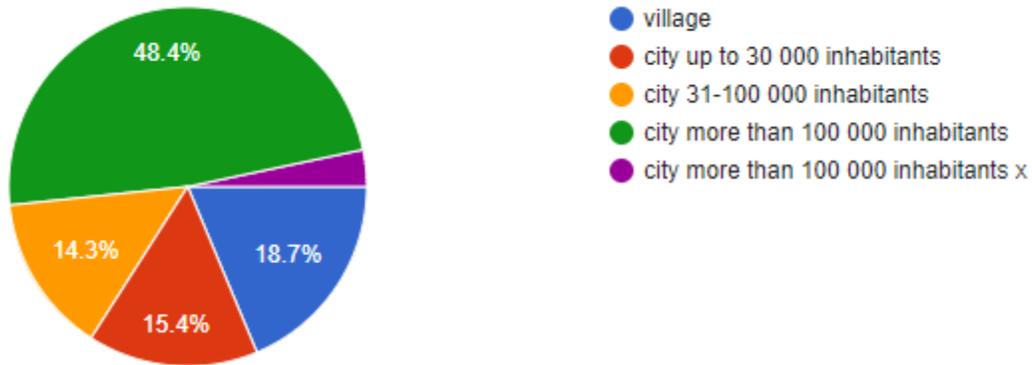
Their education level is predominantly higher



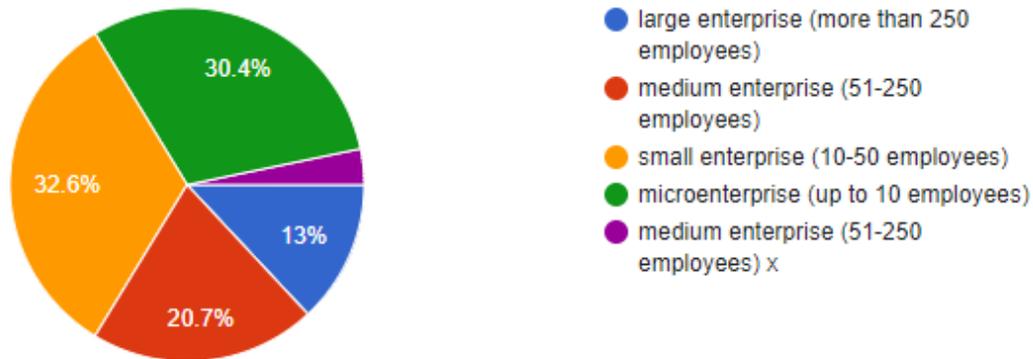
Their gender is generally balanced even if there were few more males interviewed



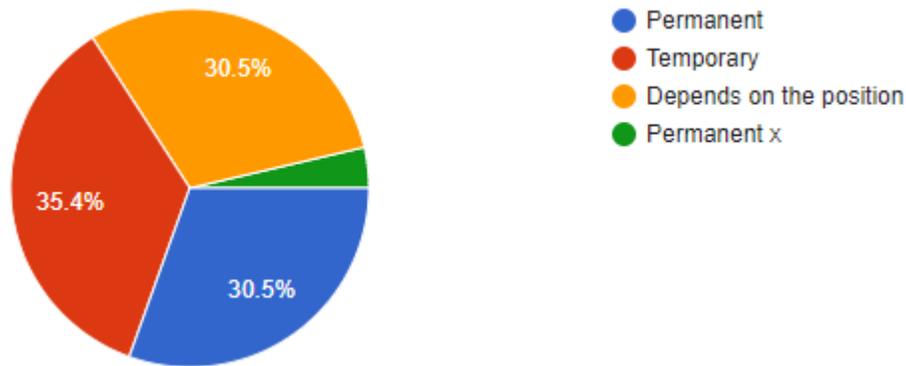
The company residence is usually, as it was the case with the previous target groups, in big cities



The size of the companies that have participated in the research were usually small and micro. This is different from the previous target groups that have reported to work predominantly in medium and large companies. However, it is justified by the fact that large companies have developed their own structures and procedures and therefore the smaller companies need more the support that LAMOS EU project intends to offer.



The division of the work positions that are offered to people coming from other parts of Europe is divided between temporary and permanent. In many cases, it depends on the position



Related with the management of the diversity inside the company, most companies do not use a specific methodology. Other companies use the following methods:

- staff officer in charge of foreign workers
- mentoring by German worker
- support by external advisor (ABU)
- Information packs that assist them to familiarise with school procedures and laws of Cyprus as well as a pack from Tourist organisation.
- manager in charge of integration.
- intercultural and diversity training of our staff
- An employee receives an information pack on company organizational structure, rules and procedures
- It is a thorough supporting and mentoring programme, both in the working place as well as during free time activities. There are many integration meetings organized, if there is a language barrier, language courses are offered; in the case of any technical, logistical problems/ difficulties, we try to react fast and support foreigners
- Welcome document online where we explain everything
- Integration events
- Meetings, seminars, training
- By having some meetings with all the staff together and talk about our role in the job
- Meetings with all the staff together
- Meetings and seminars
- We try to show them the job details and what are their duties, and always make meetings to know what are they face (e.g problems etc) or if they need something else/more
- we help them to solve their doubts. We have some tutors and assessors to inform them
- help for the adaptation period
- we apply the same working conditions for all our employees ,we encourage team working and we explain to the new employees life culture of our customers and how to behave and to tackle different situations, mainly is on the job training
- we have diversity policy not only for foreign employees but also for gender equality. promotion of team working e.t.c.Diversity is considered an asset in our organization
- the nature of our organization is to provide language training. Therefore we have many native language teachers
- Make them feeling part of the common scope
- we make no difference between staff of local or foreign origin



Language courses and support in social/ cultural adaptation courses: work with old people
 diversity management as integral part of staff management
 staff officer in charge of diversity management
 I would be ready to employ people from nearby countries with similar cultural background.
 contract basis
 idea: work in tandems (German + foreign worker together)
 We do nothing special, we just provide them help when they need it
 We have some Erasmus+ students doing internship
 We have mentors assigned
 we give the foreign employees a manual with the basic information they may need. Usually the other workers help them with the adaptation
 We designate a tutor for every employee who will inform and help them when they have doubts
 Team building workshops
 On the job we provide consultancy on procedures and regulations and on the working culture
 We just offer help to get adapted when they need something

The enterprises consider language as the most important challenge that the foreign employees face, followed very closely by the working culture. On the contrary, the weather conditions were considered as the less important challenge. Other challenges identified by the enterprises are the following:

- official recognition of foreign certificates
- Ability to transfer skills and knowledge from one setting to another
- understand/ follow existing rules and dominating habits
- integrate easily into our team
- Cultural differences
- fast adaptation to new environment
- Religion issues
- to integrate into out team
- ability/ readiness to work with old/ ill people
- orientation in an unknown environment
- integration into society of a small town
- quick integration
- to live apart from the family
- Home sickness
- sexual discrimination
- second language (in this case, english)
- work culture

When the employers were asked to justify their reply related with the most important challenge, the following answers were provided:



The adaptability to the working culture is very crucial and it would be very helpful to have support and training from experts' organizations for our foreign employees and before their arrival in the country maybe through on line training
home sickness is an important issue

German language skills are essential. English is not enough

In Education it is imperative that teachers come prepared to meet the different cultural expectations of the school and its parents.

Most of our foreign employees come from countries that are very well organized. Greece lacks the proper infrastructures and has a very unfamiliar mentality. The overall lack of organization in Greece and the lack of a mentality of social responsibility causes a strong shock to most of them.

Language mainly causes communication problems

I need employees that integrate without problems into our small company.
as above

Despite of ethnical, cultural differences etc., when staying in a country, you may come across many cultural differences which may cause misunderstandings and unresolved issues create unnecessary problems in the future. Thus, the most important aspect is constant dialogue and mutual understanding. Knowledge of language is a priority when going abroad for work.

The language is important to establish relationships between the staff

Language barrier and cultural discrepancies between European nations

Language is the main obstacle when it comes to employees with secondary or vocational education.

To follow the rules of our enterprise (work regime) and basic German language are most important.

'otherness' is always a problem

Information about the work and the language are important for the development of the job

the most important is to provide information about the working culture and the style of life in the country

The main aspect is the adaption to the country and the work

The life style in the country, and also family and friends

working culture and new country

the adaption to the new country

competences and skills in the sector they work, adaptability, communication skills, basic language skills

adopt a diversity policy in the organization which will be the same of all the employees, training and consulting on the culture and activities of the organization

adaptability in a new living and working environment

Many left their countries because of war

work culture: to stick to our rules and not to habits from home (e.g. punctuality)

to understand/ adhere to German cultural traditions/ rules/ habits...

Language, work culture



communication with guests (German language)
Integration into work teams is essential for their acceptance/ successful integration
Workers stay for a limited period (harvest).
similar understanding of work culture. I wonder if this can be learned easily or if it is a matter of different education, culture, climate... .
They (South East Europe) are good workers but have often difficulties to get integrated into our work regime.
The most difficult aspects are the language and the working culture
Racism and sexual discrimination are still a problem in Spain
the most important are the accommodation and the social services that the country can offer
The language and the working culture of the country are the most important factors on the adaptation
the most difficult are learning the language and find information about the social security system
It is very important and difficult to get adapted to the working culture in Spain, as well as learning spanish.
working culture and culture of a foreign country might be very different from our culture
it is very important for us to speak the greek language beside english since most of our customers are greek and middle age
It is very important for the employees to find information about job positions which are relevant for them but also for the enterprises to know where to find the skilled workforce they need
Language skills are necessary in order to work abroad and also it is indispensable to understand the working culture of the country they work
The working culture of the country is important
The most difficult aspect for them is to find previous information about the work, when they are here, the adaptation to the culture.
Development of interpersonal relations and friendships especially in the workplace.
Very important is overcoming the language barrier

Related with the skills, adaptability was considered the most important skill followed by emotional stability. Team working, even if it was not in the list of skills, was considered also very important for the employers.

Finally, related with the support that they would need in order to facilitate the adaptation/ integration, their needs are the following:

Consultancy and training by specific organizations before and after the arrival in Greece
support by external integration services, social media, web portals
social integration support: social security, health insurance, housing, bank account



to motivate my German staff: readiness to work with foreign colleagues despite starting problems

the best tool we found for this was socialising before school starts and praising efforts of new staff

website (information)

Whatever would make our own lives as Greeks easier would also enable the integration and adaptation of others in Greece.

Detailed job description

early personal contact

mentoring

Innovative multimedia are very supportive, programmes you use at work should be available in different languages

Digital skills and competences are very important since they will mainly learn and work on an online environment

information and advice

Training, seminars and supervision

seminars

Coaching

Seminars and training

training, cultural or language courses

we try to get a nice environment for them, with the tutors and the support we provide

we help them with any problem or doubts they may have

every opinion from the employees will be taken into account and we will help them

provide them with information and support

we have some persons that can help them and make the adaption period easier

friends that can help them

if offered language courses to the foreign employees and training on the culture of the country and on the working conditions

language courses for learning the greek language

cultural training of the country they decided to work

Language learning tools

coaching by an external consultant (individual support at the enterprise)

advice on demand

Advice (A consultant comes to my company, understands the situation/ problems/ challenges and gives me individual advice). But who will pay for it?

Support in selection of potential employees (able and ready to work with old people).

Basic German language courses at home (before departure to Germany).

work based diversity training of employees (no theory)

foreign language course for my native staff (English) - problems: time and financing

short (max. one day) management training seminar (for directors): What is important to know, if I am interested to employ foreign workers?

financial support for first months

To have more resources for integration support (personnel, finances, time ...)



contact with local people
continous contact with workers (outside work period at my company)
some persons who can help them to facilitate the adaptation
spanish language training
more online tools to communicate between us
workers or staff that can help them with the adaptation
More information, some economic support or grant they can apply for...
some kind of guide where they can get information, training...
Group or community formed by foreign people in the country
more information to provide the foreign employees when they arrive
creation of groups or communities that we can recommend them
more information about support mechanisms for them
ice breaking games
case studies, tools facilitating the second language acquisition
language preparation
Workshops on line training to update the skills of the employees
Consultancy and training opportunities from organization who are experienced with international mobility
Training consultancy on procedures and training for improving the language skills of the foreign employees and for improving their communication skills
Training consultancy from specialized organizations
financial support
some office to provide them information about aspects like accommodation, how to solve problems like social security, etc.
welcome package, trainings for foreign employees and domestic employees, tutor methodology
language courses, cultural preparation, general information on places with labor shortages to ensure mobility in regions and industries where there are shortages of domestic workforce
trainings



Chapter 4: Existing Tools for Employers and Employees

It is not possible to make a clear distinction between the existing tools, methods and training courses that are addressed to the employers and the ones that are addressed to the employees of the labour mobility. Most of the tools are addressed directly to the employee (before or after departure) while some of the tools that are addressed to the employees can be used also by employers. There are very few examples of tools that are addressed primarily to employers. In the template where these practices are described we have made the distinction and identify clearly even if the mentioned tools and practices are addressed to the employees (before or after departure), to the employees or both.

Name of the best practice	"Connecting people - hire foreign specialists" - Information and application fairs for employers
Main field of the best practice (2 best practices per field)	information campaign
In case of an online tool	
Responsible Organisation	International Personnel Service in cooperations with IQ network of the Chamber of Industry and Commerce and the Chamber of Crafts (recognition of foreign degrees) and others.
The practice is intended to preparation of: - workers before departure (1a) - workers upon arrival (1b) - potential employers (2)	Practice for employers
In which field of labor mobility is it focused?	Information desks, forums and lectures for employers on "Recruitment and employment of foreign specialists": - recruitment from European and non-European countries - work permit, - intercultural organization, - recognition of foreign degrees, - possibility of videochats with applicants - presentation of applicant dossiers - presentation of job offers for foreign specialists in IPS database.
Target group of the practice	German employers
Description of the best practice	Information campaign for raising employers' interest in employing foreign (EU) specialists and practical support in matching employers with foreign applicants
Impact of the best practice	
Geographical Impact of the best	The information campaign is implemented at regional levels



practices	(Lands) with special focus at branches with urgent demands
Success Factors	First hand information. Focus at employers' information and support demands. Practical support.
Reference	http://www.thaff-thueringen.de/fileadmin/thaff/pdfs/Aktuelles/Veranstaltungen/2017/2017-03-08_connecting_thueringen/flyer_connecting_thueringen.pdf

Best Practice 1: Europass

Name of the best practice	Europass
Main field of the best practice (2 best practices per field)	Tool
In case of an online tool	<p>The online tool is intended to:</p> <ul style="list-style-type: none"> - support workers going abroad for work? <p>yes</p> <ul style="list-style-type: none"> - assess the workers' needed predispositions in going abroad for work? <p>no</p> <ul style="list-style-type: none"> - support employers in adjusting potential foreign workers in their workplace? <p>yes</p>
Responsible Organisation	European Commission and CEDEFOP
The practice is	The practice is intended to preparation of workers before departure. This



<p>intended to preparation of:</p> <ul style="list-style-type: none"> - workers before departure (1a) - workers upon arrival (1b) - potential employers (2) 	<p>practice is for both employees and employers.</p>
<p>In which field of labor mobility is it focused?</p>	<ul style="list-style-type: none"> • Cv's preparation support; • Competencies balance;
<p>Target group of the practice</p>	<ul style="list-style-type: none"> • All jobseekers • Pupils and Students • Employers • High education staff • Teachers and Trainers
<p>Description of the best practice</p>	<p>Europass offers to all european workers and students:</p> <p>Five documents to make their skills and qualifications clearly and easily understood in Europe:</p> <ul style="list-style-type: none"> - Two documents freely accessible, completed by European citizens: <ul style="list-style-type: none"> • the Curriculum Vitae helps presenting your skills and qualifications effectively and clearly. You can create your CV online using tutorials or download the template, examples and instructions. • the Language Passport is a self-assessment tool for language skills and qualifications. You can create your Language Passport online



	<p>using tutorials or download the template, examples and instructions.</p> <p>- Three documents issued by education and training authorities:</p> <ul style="list-style-type: none"> • the Europass Mobility records the knowledge and skills acquired in another European country; • the Certificate Supplement describes the knowledge and skills acquired by holders of vocational education and training certificates; • the Diploma Supplement describes the knowledge and skills acquired by holders of higher education degrees. <p>- A network of National Europass Centres - the first point of contact if you want to learn more about Europass</p> <p>The main objectives of Europass</p> <ul style="list-style-type: none"> • to help citizens communicate their skills and qualifications effectively when looking for a job or training; • to help employers understand the skills and qualifications of the workforce; • to help education and training authorities define and communicate the content of curricula.
<p>Impact of the best practice</p>	<p>Impact</p> <p>End-users revealed that Europass had contributed to helping people change their job or location (CV, Language Passport and Certificate Supplement were all reported to be instrumental in this by more than 60% of their surveyed users) and gain learning opportunities such as admission to educational institutions (46.3% of Certificate Supplement users, 49.9% of Language Passport users, and smaller proportions of surveyed users of other documents). Moreover, Europass played an important role in mobility within the same country (40% of surveyed users were domestically mobile).</p> <p>Aside from mobility impacts, Europass had a “pedagogic impact” as it motivated individuals to reflect on their own skills and competences in a new way, and to communicate them in a clearer way. Moreover, the Diploma Supplement and Certificate Supplement were important tools helping educational institutions to orient and structure their educational</p>



	<p>programmes better.</p> <p>User profile</p> <p>Although younger people were proportionally the age group that used the Europass documents most (82.7% of surveyed end-users were younger than 36), the extent of the Europass impact on occupational / educational experience was mixed within all age groups. Unemployed (12.8%) and volunteers (1.1%) were the group of users who used it least and also experienced the lowest impact of the documents aggregated for all purposes of use (with the exception of Certificate Supplement).</p>
<p>Geographical Impact of the best practices</p>	<p>Practice implemented at european level</p>
<p>Success Factors</p>	<p>The Europass initiative played an important role in helping people to gain various learning opportunities across Europe.</p> <p>The Europass implementation structure has proved itself, evidenced by a sharp rise in the awareness, usage and appreciation of Europass documents (particularly of Europass CV) for their professional look, international recognition and convenience. This strong increase in usage was possible due to stable levels of funding. Overall Europass documents increased the transparency of skills and qualifications and exerted a positive influence on international and domestic mobility alike.</p>
<p>Reference</p>	<p>Website:</p> <p>http://europass.cedefop.europa.eu/</p> <p>Publications/Links</p> <p>http://europass.cedefop.europa.eu/resources/statistics</p> <p>http://europass.cedefop.europa.eu/sites/default/files/europass_evaluation_report_final.doc</p>

Best Practice 4: Your Europe Advice



Name of the best practice	YOUR EUROPE ADVICE
Main field of the best practice (2 best practices per field)	Tool
In case of an online tool	<p>The online tool is intended to:</p> <ul style="list-style-type: none"> - support workers going abroad for work? yes - assess the workers' needed predispositions in going abroad for work? no - support employers in adjusting potential foreign workers in their workplace? no
Responsible Organisation	ECAS (European Citizen Action Service)
The practice is intended to preparation of: - workers before departure (1a) - workers upon arrival (1b)	This practice is intended to preparation of workers upon arrival. This practice is both for employees and employers.



- potential employers (2)	
In which field of labor mobility is it focused?	<ul style="list-style-type: none"> • Counselling (social security, Entry procedures infos, travelling/ living/ working/retiring or studying in another EU country, rights of consumer)
Target group of the practice	<ul style="list-style-type: none"> • individuals EU workers who are nationals of the European Union, Norway, Iceland or Liechtenstein • non-Europeans workers – if they are family members of an EU national or resident in an EU country • businesses having their seat in the EU
Description of the best practice	<p>Your Europe Advice is an EU advice service for the public, currently provided by the legal experts from the European Citizen Action Service (ECAS) operating under contract with the European Commission. It consists of a team of 65 independent lawyers who cover all EU official languages and are familiar both with EU law and national laws in all EU countries. They</p> <ul style="list-style-type: none"> • provide free of charge and personalised advice in the language of your choice, within a week • clarify the European law that applies in your case • explain how you can exercise your EU rights <p>Enquiries can be submitted either via an online form or by phone (00 800 6 7 8 9 10 11). Topics typically handled by Your Europe advice concern social security (questions about pension rights, family benefits, unemployment benefits), vehicles (registering or buying a car in another EU country, driving licences), visas (Schengen and other visas for people from outside the EU), residence (the right to live in another EU country, and what formalities are involved), work (recognition of professional qualifications and diplomas, people sent to work abroad), and taxes (finding out in which country you have to pay taxes).</p> <p>In order to provide an high-quality service to the end-users, ECAS has to:</p> <ul style="list-style-type: none"> • coordinate the enquiries and their responses between the legal experts. • Ensure the quality control of the replies in terms not only of legal



	<p>accuracy, but especially of the user-friendliness of the replies (easily understandable and jargon-free language, links to legal provisions and signposting to relevant authorities).</p> <ul style="list-style-type: none"> • Develop quarterly feedback reports on the latest developments based on the enquiries received by YEA. These reports are used by the Internal Market Scoreboard to highlight ongoing issues with developing the internal market. • Co-organise with the European Commission an annual training seminar for YEA experts in Brussels. • Facilitate YEA outreach activities in the member states.
<p>Impact of the best practice</p>	<p>Impact</p> <p>Your Europe Advice has been in existence for more than 20 years and has provided tailor-made advice in more than 210 000 cases since 1996. Since 2009 the number of enquiries has more than doubled (90% of enquiries are eligible). Compared to last year (2015), the use of Your Europe Advice increased by 14%.</p> <p>User profile</p> <p>More than 30% of YEA’s end-users are employed, but there is a relevant percent-age (15%) of un-employed or jobseekers users. The number of enquiries from young and adult people (18-24 and 25-44) is the most relevant (almost 15000 enquires only in 2015), followed by the senior group (45-64) with 5000 enquires submitted. Compared to previous year (2014) the use of YEA within teenagers is increased by more than 50%.</p> <p>The most relevant group of users by nationality are Britons, followed by Italians and Spaniards.</p>
<p>Geographical Impact of the best practices</p>	<p>Practice implemented at European level</p>
<p>Success Factors</p>	<p>The Your Europe Advice is a successful practice because:</p> <ul style="list-style-type: none"> • the service is efficient and fast (Over 95% of replies are sent within 3 working days and over 99% within four working days)



	<ul style="list-style-type: none"> • while the number of enquiries handled by this service has more than doubled since 2009 and the complexity of the questions has increased, the timeliness and quality of replied provided by the legal experts has been maintained. • the adoption of a quality controls of experts' replies and the good system of quarterly feedback reporting on the problem areas identified via the enquiries. • Social media platforms have been used to give real-time online advice to citizens. • Cooperation & coordination with the Commission's related support services (SOLVIT, Europe Direct Network, Your Europe website) has improved. • Your Europe Advice has significantly contributed to updating and developing the Your Europe Portal.
Reference	<p>Link/Publication</p> <p>Link to the Form: http://ec.europa.eu/eu-rights/enquiry-complaint-form/home?languageCode=en&origin=</p> <p>Privacy</p> <p>Statement: http://ec.europa.eu/citizensrights/front_end/data_protection/index_en.htm</p> <p>Performance Tool Report:</p> <p>http://ec.europa.eu/internal_market/scoreboard/_docs/2016/your-europe-advice/2016-scoreboard-your-europe-advice.pdf</p>

Best Practice 6: European Job Days

Name of the best practice	EUROPEAN JOB DAYS
Main field of the best practice (2 best practices per field)	Info Campaign/ Info Website
In case of an online tool	<p>The online tool is intended to:</p> <p>- support workers going abroad for work?</p>



	<p>yes</p> <p>- assess the workers' needed predispositions in going abroad for work?</p> <p>yes</p> <p>support employers in adjusting potential foreign workers in their workplace?</p> <p>yes</p>
Responsible Organisation	EURES
The practice is intended to preparation of:	This practice is intended to preparation of workers before departure. This practice is both for employees and employers.
<p>- workers before departure (1a)</p> <p>- workers upon arrival (1b)</p> <p>- potential employers (2)</p>	
In which field of labor mobility is it focused?	Job Placement (free assistance for jobseekers and employers)
Target group of the practice	<ul style="list-style-type: none"> • All Eu jobseekers or workers who might want to go abroad. • Employers from large companies and SMEs
Description of the best practice	<p>The European Job Days are an initiative of the European Employment Service (EURES) to support intra-EU labor mobility.</p> <p>Hundreds of Job Days take place each year in 32 countries.</p>



	<p>Employers get access to thousands of CVs for free whilst jobseekers get to apply for jobs across Europe in a variety of sectors – from medicine to tourism.</p> <p>The main benefit for the end-user is that he doesn't have to be physically present at an event: indeed, in 2011, the EURES network launched a new innovative platform called EOJD (European Online Job Days), that let the user attending each session thanks to online chat tools and livestreaming.</p> <p>This platform aims to help intermediary organisations, such as public employment services, to organise recruitment events both on-site and online – events known as 'European Job Days'.</p> <p>The platform is simple to use, interactive and offers many ways of tailoring an event to the specific needs of the organiser(s), users or country or region's specific needs— some focus on professional sectors, others on cross-border recruitment, some are aimed at university graduates, others concentrate on regions with skills shortages.</p> <p>The EOJD platform provides the following services:</p> <ul style="list-style-type: none">• interactive site for employers and jobseekers that advertises upcoming events. For each event, a tailor made site is set up beforehand, to organise the event and manage the interaction between the end users: employers, jobseekers and EURES staff. Employers can list vacancies on the platform before the event and set up interviews. Jobseekers can use it to find jobs and information on living abroad and chat with employers or EURES staff. The service is free, and all it takes is to register. Visitors can also follow live events as they happen, with many of the presentations available for download. EURES staff have unlimited access to the content of their own events.• LIVESTREAMING-Jobseekers who can't visit the actual event can see all the presentations, and participate through the chat tool if they want to send a question that a moderator will then relay to the speakers. The streaming can also be watched after an event.• CHAT ROOMS-Rather like Skype, the E(O)JD platform has chat rooms where employers, jobseekers and EURES staff can write, verbally ask or film their questions during an
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	<p>event, and receive instant replies from employers or EURES staff. Jobseekers can use this as a first contact with an employer that may lead to a meeting, or to ask EURES staff specific questions about moving to another country.</p> <p>The EU budget covers the operational cost of the platform and the European Commission provides the organiser(s) with technical support.</p>
Impact of the best practice	<p>Impact</p> <p>Since its creation in 2011, around 2 000 EU citizens have found jobs in another Member State at events promoted by this platform.</p> <p>The number of EOJDs is increased during the years: from 74 events in 2011, to 214 events in 2014 with a broad geographic spread that has seen Italy, Spain and France as lead countries (more then 200 events organised in the period 2011-2014).</p>
Geographical Impact of the best practices	Practice implemented at european level
Success Factors	<p>The EOJB is a succesful practice because of:</p> <ul style="list-style-type: none"> • a deep impact on the target user(jobseekers and employers) • the support of a ICT platform interactive and user-friendly, in order to disseminate the Job days across Europe • high replicability
Reference	<p>Website</p> <p>https://www.europeanjobdays.eu/en</p> <p>Publication</p> <p>European (Online) Job Days- Broadening Work Horizons, European Commission, 2016.</p>



Name of the best practice	FIT4JOBS- Training for Employment Programme
Main field of the best practice (2 best practices per field)	SUPPORT MECHANISM/ Training Course
In case of an online tool	<p>The online tool is intended to:</p> <ul style="list-style-type: none"> - support workers going abroad for work? yes - assess the workers' needed predispositions in going abroad for work? yes - support employers in adjusting potential foreign workers in their workplace? yes
Responsible Organisation	<p>Fit4Jobs is a project funded by <i>the European Union Programme for Employment and Social Solidarity – PROGRESS (2007-2013)</i>.</p> <p><i>The lead applicant is “Fast Track to IT” LTd (Ireland) and the pilot action involved partners from Latvia, Lithuania, Portugal, Greece and Spain.</i></p>
The practice is intended to preparation of: - workers before departure (1a)	<p>This practice is intended to preparation of workers before departure and upon arrival. This practice is both for employees and employers.</p>



<p>- workers upon arrival (1b)</p> <p>- potential employers (2)</p>	
<p>In which field of labor mobility is it focused?</p>	<ul style="list-style-type: none"> • Training and mentoring • Job placement (ITC sector)
<p>Target group of the practice</p>	<ul style="list-style-type: none"> • Eu jobseekers from partner countries, especially unemployed people with a technical/ ICT background
<p>Description of the best practice</p>	<p>The Fit4Jobs training model is based on the successful FIT LTD. training strategies. FIT is an industry led non-profit initiative, in close collaboration with government departments, national training and education agencies and disadvantaged communities. Its service and skill trainings enable greater access to employment for long-term job seeker in Ireland. FIT has started a pilot in 2013 for replication of their services in Spain, Portugal and Greece, and is willing to extend their programmes to other EU member states that face high unemployment.</p> <p>This pilot action can be described as having the following elements:</p> <ul style="list-style-type: none"> • Engage with employers throughout the process • Select job seekers with good aptitude for ICT • Provide courses (skills) that are in demand • Provide softskills training and support to job seekers on course • Organise work experience and/or job placement with employers • Track progress of successful students for 3 years after successful completion of training <p>Each Project Partner is implementing this training model in their country with slight variations. Each partner has chosen to work with companies and training providers relevant for their country.</p>



Impact of the best practice	<ul style="list-style-type: none"> • Impact - 3.000 people trained - 3.000 interns placed - 2.250 confirmed job placements <p>Some highlights of FIT4Jobs in Lithuania:</p> <ul style="list-style-type: none"> • 37 trainees did internships with participating employers • 17 interns received a job offer from their employers while still on internship • 5 youngsters got employed after the internship • 11 other trainees have found a job later • 89% of employment rate
Geographical Impact of the best practices	Practice implemented at transnational level (6 Eu member states involved)
Success Factors	<p>This practice can be considered successful because all partners successfully completed their respective project and the overall results exceeded expectations. Final analysis of the overall project metrics clearly shows that the goal of 75% progression into jobs was met.</p> <p>The main successful factors are:</p> <ul style="list-style-type: none"> • Employer engagement, especially in specifying skills needs. • Attention to careful selection of candidates to ensure good outcomes for all stakeholders. • Attention to soft skills training & support for candidates
Reference	<p>Website</p> <p>http://fit4jobs.eu/</p>

Name of the best practice	3. “Know before you go to Cyprus: A guide for European citizens and their families”
Main field of the	Training course, support mechanism, specialized support



best practice (2 best practices per field)	organization, tool, guideline , funding scheme, information website, brochures, information campaigns etc.
In case of an online tool	The online tool is intended to: <ul style="list-style-type: none"> - support workers going abroad for work? YES - assess the workers' needed predispositions in going abroad for work? NO - support employers in adjusting potential foreign workers in their workplace? NO
Responsible Organisation	EURES CYPRUS
The practice is intended to preparation of: <ul style="list-style-type: none"> - workers before departure (1a) - workers upon arrival (1b) - potential employers (2) 	This useful guide is intended to be used by incoming EU workers in Cyprus, and its purpose is to help them settle in Cyprus before arrival and upon arrival by offering very useful information that will enable the workers to make their experience smoother.
In which field of labor mobility is it focused?	Useful information about: <ul style="list-style-type: none"> - Regulations governing EU citizens in Cyprus and their family members - Knowing the local language - Finding work before arriving in Cyprus - Regulated professions - Self-employment - Accommodation - Finding schools for children and other dependants - Employment contracts - Health care - Social security
Target group of the practice	Foreign EU citizens who wish to work in Cyprus.
Description of the best practice	The purpose of this initiative is to provide information which will be helpful to you coming to Cyprus for work. This guide sets out the steps that potential employees should take before they travel and after they arrive in Cyprus. Moving abroad can be a great experience, offering people the chance to experience the cultural, social and economic way of life of another country. Cyprus is a popular destination for mobile European jobseekers, especially those coming from the Balkans and Eastern Europe. However, to make the most of



	their experience it is very important to obtain information on job opportunities, living and working conditions, employment rights and the current economic situation before you go. In this guide, useful information and addresses for further assistance are also provided.
Impact of the best practice	n/a
Geographical Impact of the best practices	This guide is implemented on a national level, as it is tailor-made to address incoming employees to Cyprus from other EU countries.
Success Factors	The guide is: <ul style="list-style-type: none"> - Very user-friendly - Provides sufficient information about key issues to consider before and upon arrival to Cyprus - Clear, with condensed information - Available online and free
Reference	http://www.eurescyprus.eu/downloads/knowbeforeyougo/KNOWB4UGO_leaflet%20foldout_3.pdf

Name of the best practice	„Make it in Germany“ Campaign
Main field of the best practice (2 best practices per field)	Official multilingual campaign of the Federal Government for interested international qualified professionals (website, publications, presentation at exhibitions, fairs etc.
In case of an online tool	It informs people interested in migrating to Germany how to successfully plan their move – from the preparations in their home country right through to their arrival and first steps in Germany.
Responsible Organisation	Make it in Germany is funded by the Federal Ministry for Economic Affairs and Energy and implemented by Institut der deutschen Wirtschaft Köln (Cologne Institute for Economic Research). A range of personalised advisory services are offered by the International and Specialized Services (ZAV) of the Federal Employment Agency of Germany (BA), the Federal Office for Migration and Refugees (BAMF) and the Federal Institute for Vocational Education and Training (BIBB).
The practice is intended to preparation of: - workers before departure (1a)	The portal is used by foreign professionals (before departure and upon arrival) and German employers.



- workers upon arrival (1b) - potential employers (2)	
In which field of labor mobility is it focused?	Linguistic preparation, cultural preparation, soft skills, guide for accommodation, social security, guide for health services, legal system etc.
Target group of the practice	Professionals with medium and high qualifications.
Description of the best practice	The official "Make it in Germany" portal was set up in 2012. Its central feature is the www.make-it-in-germany.com website, which is available in German, English, Spanish and French. The content is continuously updated and extended in constant collaboration with the public bodies concerned. Make it in Germany is intended to be a central hub for all questions about migrating to Germany, and bundles all the relevant information. "Make it in Germany" is present also at trade shows and events.
Impact of the best practice	Public powerful source of high significance
Geographical Impact of the best practices	Practice implemented nationally
Success Factors	Comprehensive, official, up-to-date source of information
Reference	www.make-it-in-germany.com

Name of the best practice	„Welcome to the Federal Employment Agency” (Homepage of the Bundesagentur für Arbeit (Federal Employment Agency))
Main field of the best practice (2 best practices per field)	information website
In case of an online tool	The online tool is intended to: - support workers going for work to Germany - assess the workers' needed predispositions in going for work to Germany - support employers in adjusting potential foreign workers in their workplace?
Responsible Organisation	The Federal Employment Agency offers a broad range of services on the labour and training market for citizens as well as companies and institutions. To perform these service tasks, it has a nationwide network of Employment Agencies and branch offices at its command.



	<p>The main duties of the Federal Employment Agency are:</p> <ul style="list-style-type: none"> – placement in training places and workplaces – vocational guidance – employer counselling – promotion of vocational training – promotion of further training – promotion of professional integration of people with disabilities – benefits to retain and create workplaces – compensations for reduced income (unemployment benefit, insolvency payments). – labour market and occupational research, labour market observation and reporting and records – labour market statistics – child benefit (Family Benefits Office)
<p>The practice is intended to preparation of:</p> <ul style="list-style-type: none"> - workers before departure (1a) - workers upon arrival (1b) - potential employers (2) 	<p>The information source can be used before departure of the worker from his/her country of origin and upon arrival to Germany. It is for both, foreign employees and German employers.</p>
<p>In which field of labor mobility is it focused?</p>	<p>Employment information, social security, legal system etc.</p>
<p>Target group of the practice</p>	<p>Is the practice targeting specific profiles of people? (e.g. young people, women, workers in a specific field etc)</p>
<p>Description of the best practice</p>	<p>The Homepage provides useful information about <u>Working and Job-Seeking</u></p> <ul style="list-style-type: none"> – Counselling Service – JOBBÖRSE – Working in Germany (https://www3.arbeitsagentur.de/web/content/EN/WorkingandJobSeeking/WorkinginGermany/index.htm) <p><u>Benefits</u></p> <ul style="list-style-type: none"> – Child Benefit – Further Training – Insolvency Payments – Persons with Disabilities – Business Start-up – Short-Time Working Allowance – Unemployment Benefit – Unemployment Benefit II



	– Vocational Training
Impact of the best practice	The homepage finds a very huge attention inside but also outside Germany.
Geographical Impact of the best practices	The practice is implemented at national level.
Success Factors	Very useful source of information on labour market policy issues.
Reference	https://www.arbeitsagentur.de/en

Name of the best practice	Analytical Reports: Labour Market for Foreigners
Main field of the best practice (2 best practices per field)	Brochure/ Publication
In case of an online tool	The German Federal Employment Agency (BA) publishes monthly an analysis of the labour market for foreigners which presents the latest figures of employment, unemployment and participation in labour market measures (such as participation in vocational training) and compares these figures with nationals.
Responsible Organisation	German Federal Employment Agency (BA)
The practice is intended to preparation of: - workers before departure (1a) - workers upon arrival (1b) - potential employers (2)	1a: for orientation and guidance of workers before departure (in support of counselling structures in countries of origin)
In which field of labor mobility is it focused?	For individual decision making: labour market chances in Germany
Target group of the practice	no
Description of the best practice	Public, not restricted. Monthly updating. Tendencies of employment by branches of industry.
Impact of the best practice	No figures available
Geographical Impact of the best practices	Analysis at national level with regional breakdown (Lands)
Success Factors	Extensive and current German labour market analysis for purposes of foreign work force integration.
Reference	http://statistik.arbeitsagentur.de



Name of the best practice	„Welcome to Germany“ Website of Federal Office for Migration and Refugees
Main field of the best practice (2 best practices per field)	<ul style="list-style-type: none"> - Information website - Brochure (https://www.bamf.de/SharedDocs/Anlagen/DE/Publikationen/Broschueren/willkommen-in-deutschland.html)
In case of an online tool	<p>The online tool is dedicated to:</p> <p>Migration to Germany (support workers going abroad for work)</p> <ul style="list-style-type: none"> - Entry rules - Subsequent entry of families & spouses - Working in Germany - Studying and education - The reception procedure for Syria - Ethnic German resettlers - Jewish immigrants <p>Welcome to Germany (support after arrival)</p> <ul style="list-style-type: none"> - Residence in Germany - Learning German - Local integration projects - Information and advice - Education - Work and career - Living in Germany - Children and the family - Health and preventive healthcare
Responsible Organisation	BAMF Federal Office for Migration and Refugees
The practice is intended to preparation of: - workers before departure (1a) - workers upon arrival (1b)	It contains information to be referred to before departure of the worker from his/her country of origin or upon arrival to the host country.
In which field of labor mobility is it focused?	Linguistic preparation, cultural preparation, soft skills, guide for accommodation, social security, guide for health services, legal system etc. (see above)
Target group of the practice	Target groups of this informative website are people immigrating to Germany: migrants, refugees but, EU labour migrants as well.
Description of the best practice	Provides comprehensive official information on behalf of the Federal Office for Migration and Refugees.



	Available free of charge in various languages
Impact of the best practice	
Geographical Impact of the best practices	Impact at federal and regional (Land) levels
Success Factors	Broad scale of useful information provided by the federal office in charge.
Reference	http://www.bamf.de/EN

Name of the best practice	“Employment of Foreign Workers in Germany”: Questions, answers and tips for employees and employers
Main field of the best practice (2 best practices per field)	Brochure („Leaflet“)
In case of an online tool	
Responsible Organisation	Federal Employment Agency
The practice is intended to preparation of: - workers before departure (1a) - workers upon arrival (1b) - potential employers (2)	Has this practice been used before the departure of the worker from his/her country of origin or upon arrival to the host country? Is this practice for employees or employers?
In which field of labor mobility is it focused?	Linguistic preparation, cultural preparation, soft skills, guide for accommodation, social security, guide for health services, legal system etc?
Target group of the practice	Is the practice targeting specific profiles of people? (e.g. young people, women, workers in a specific field etc)
Description of the best practice	<p>The brochure informs of the most important legislation to be complied with when employing foreign workers:</p> <ul style="list-style-type: none"> – Important terms and legal bases for the employment of foreigners, – Regulations for labour -market access for individuals that wish to immigrate for the long term. – Summary of occupations that can only be engaged in temporarily in Germany. – Requirements for labour -market access for posted workers. – Admission facts for specific groups of individuals. – Labour-market access requirements based on international agreements. – Regulations for employment in the event of residence for reasons of international law or for refugees and asylum seekers.



	– Information on the prohibition of the recruitment and placement of health-care and nursing professionals from certain states
Impact of the best practice	
Geographical Impact of the best practices	Practice implemented nationally
Success Factors	Useful official information material
Reference	Online: www.arbeitsagentur.de/arbeitsmarktzulassung

Name of the best practice	Network "Integration through Qualification (IQ)"
Main field of the best practice (2 best practices per field)	support mechanism (since 2005)
In case of an online tool	The online tool is intended to: <ul style="list-style-type: none"> - support for migrant worker in „integration trough qualification“ (e.g. recognition of foreign qualifications) - support for employers in adjusting potential foreign workers in their workplace
Responsible Organisation	The programme is funded by the Federal Ministry for Labour and Social Affairs (BMAS) and the European Social Fund (ESF). Strategic partners in implementing the programme are the Federal Ministry for Education and Research (BMBF) and the Federal Employment Agency (BA).
The practice is intended to preparation of: <ul style="list-style-type: none"> - workers before departure (1a) - workers upon arrival (1b) - potential employers (2) 	Practice to be used upon arrival of workers to the host country? The practice is for employees and employers
In which field of labor mobility is it focused?	To improve employment opportunities for people with a migration background: <ul style="list-style-type: none"> - recognition of foreign vocational qualifications: counselling for credentials recognition and - counselling for skills advancement. - Broad and diverse spectrum of IQ language training in the 16 regional networks - Migrant Entrepreneurship and the Migrant Economy - Diversity management advice and training - Support in acquisition of foreign workers - information, advice and training to labour market stakeholders in order to raise awareness for the



	specific concerns of migrants
Target group of the practice	People with migrant backgrounds as well as companies, and labour market stakeholders working with them
Description of the best practice	<p>Integration into the job market is successful when all labour market actors connect and work together. At the local level, the 16 regional IQ networks (one for each <i>Bundesland</i> or federal state) cooperate closely with relevant actors, such as employment agencies, job centres, chambers or counselling centres.</p> <p>In the 2015-2018 funding phase, the sixteen regional networks and their about 380 subprojects in all federal states focus on three priority areas:</p> <ul style="list-style-type: none"> - Counselling on Credential Recognition and Job Training - Bridge Training within the Context of the Recognition Act - Development of Intercultural Competence
Impact of the best practice	380 projects
Geographical Impact of the best practices	regional/ local level
Success Factors	<ul style="list-style-type: none"> - To raise awareness to see cultural diversity as a chance - Active support in labour market integration of foreigners at regional/ local level: occupational qualifications acquired outside Germany should lead to employment appropriate to one's level of education.
Reference	http://www.netzwerk-iq.de

Name of the best practice	"Recognition in Germany" information portal of the German federal government on the recognition of foreign professional qualifications
Main field of the best practice (2 best practices per field)	information website, brochures, information etc.
In case of an online tool	<p>The multilingual portal provides information about the possibilities of having foreign vocational certificates recognised in Germany.</p> <p>The online tool is intended to:</p> <ul style="list-style-type: none"> - support workers going abroad for work



	<ul style="list-style-type: none"> - assess the workers' needed predispositions in going abroad for work - support employers in adjusting potential foreign workers in their workplace
Responsible Organisation	The portal is published by the Federal Institute for Vocational Education and Training (BIBB) on behalf of the Federal Ministry of Education and Research (BMBF).
The practice is intended to preparation of: <ul style="list-style-type: none"> - workers before departure (1a) - workers upon arrival (1b) - potential employers (2) 	This practice is used before the departure of the worker from his/her country of origin and upon arrival to the host country. It is for both, employees and employers
In which field of labor mobility is it focused?	<p>Recognition of professional qualification</p> <p>The unique feature of the website is the "Recognition Finder": Those seeking advice only need a few clicks and this online tool will name the competent authority for their application. In addition, it presents important information about the legal foundations, the recognition procedures for individual occupations and available counselling services in a concise form.</p>
Target group of the practice	<p>It is intended primarily for persons who have acquired a professional qualification abroad and want to find out whether they need an official "certificate of recognition" in order to pursue their profession in Germany.</p> <p>A recognition may be required in certain occupations (for example, in regulated occupations such as medical doctor, teacher or geriatric nurse), or it could improve one's chances in the German labour market. The portal is available in German and English. The most important facts on the topic of "recognition of foreign professional qualifications" are also presented in the following languages: Arabic, Greek, Italian, Polish, Romanian, Spanish and Turkish. For mobile use, there is also a "Recognition in Germany" app, which offers the information in seven languages.</p> <p>The portal supports the staff of recognition counselling services, job centres and employment agencies in their daily work. They can use the "advanced filter" to comfortably search for competent bodies and occupations.</p>



Description of the best practice	<p>Anyone interested in having their qualifications recognised needs to submit an application to a body (public authority or chamber) responsible for the procedure in Germany.</p> <p>The "Recognition Finder"</p> <ul style="list-style-type: none"> - identifies the competent authority for the respective occupation. (by place of residence, occupation, each federal state with different systems) - important information about legal foundations, recognition procedures for individual occupations and available counselling services.
Impact of the best practice	<p>Any person with a foreign vocational degree looking for its recognition in Germany</p> <p>All staff of recognition counselling services</p>
Geographical Impact of the best practices	nationwide
Success Factors	<p>The "Recognition in Germany" portal is, together with the anabin database and the BQ portal, one of the three central information portals dealing with the recognition of foreign vocational qualifications. These three portals work in close cooperation and thereby ensure a high level of uniformity and quality of content.</p>
Reference	<p>https://www.anerkennung-in-deutschland.de</p> <p>Info Flyer: https://www.anerkennung-in-deutschland.de/media/online_140710_EN_AiD_Flyer_310x230_gp.pdf</p> <p>https://www.bq-portal.de/</p> <p>http://anabin.kmk.org/anabin.html</p>

Name of the best practice	ESF-BAMF programme "German for professional purposes"
Main field of the best practice (2 best practices per field)	Training course, support mechanism
In case of an online tool	
Responsible Organisation	Federal Office for Migration and Refugees (BAMF)
The practice is intended to preparation of: <ul style="list-style-type: none"> - workers before departure (1a) - workers upon arrival (1b) - potential employers (2) 	workers upon arrival to Germany



In which field of labor mobility is it focused?	Linguistic preparation, cultural preparation, soft skills, guide for accommodation, social security, guide for health services, legal system etc?
Target group of the practice	Preconditions for participation: <ul style="list-style-type: none"> - migration background - no adequate German yet to find a job - registered as jobseeker. - completed an integration course and/or adequate German language skills (CEFR Level A1) - fulfilled mandatory schooling requirement.
Description of the best practice	3 course components: <ul style="list-style-type: none"> - German lessons: general workplace language - Skill-building: technical instruction (general and specialised career-related knowledge), site visits - work placements: job application training up to 730 lesson units (six months) courses with a specific subject orientation (e.g. commercial or care fields).
Impact of the best practice	
Geographical Impact of the best practices	federal
Success Factors	Combination of language, professional skills training and practical support in job placement
Reference	http://www.bamf.de/DE/Willkommen/DeutschLernen/Integrationskurse/integrationskurse-node.html

Name of the best practice	Integration Course
Main field of the best practice (2 best practices per field)	Training course
In case of an online tool	
Responsible Organisation	BAMF Federal Office for Migration and Refugees
The practice is intended to preparation of: <ul style="list-style-type: none"> - workers before departure (1a) - workers upon arrival (1b) - potential employers (2) 	upon arrival to Germany
In which field of labor mobility is it focused?	Linguistic preparation, cultural preparation, soft skills, guide for accommodation, social security, guide for health services, legal system etc?
Target group of the practice	- Refugees, asylum seekers, migrants



	- no legal entitlement for EU citizens, but possible participation, if no sufficient German, particular integration need and free courses available.
Description of the best practice	The Integration Course consists of an language and an integration course (totally up to 1000h): Language Course (600 hours): topics from daily life (Work and job, Initial and continuing education, Care and education of children, Shopping / Commerce / Consumption, Leisure and social contacts, Health and hygiene / human body, Media and media usage, Living. Certificate "German Test for Immigrants" (DTZ). Followed by an Orientation course (100 hours): German legal system, history and culture, Rights and obligations in Germany, Forms of living together in society, Important values in Germany (freedom of religion, tolerance and equality of women and men).
Impact of the best practice	Integration courses are offered all over Germany with very broad participation records
Geographical Impact of the best practices	nationally
Success Factors	Active integration support of migrants by combination of language and integration training
Reference	http://www.bamf.de/DE/Willkommen/DeutschLernen/Integrationskurse/integrationskurse-node.html

Name of the best practice	National Vocational language promotion
Main field of the best practice (2 best practices per field)	Training course
In case of an online tool	
Responsible Organisation	Federal Office for Migration and Refugees
The practice is intended to preparation of: - workers before departure (1a) - workers upon arrival (1b) - potential employers (2)	For workers upon arrival to Germany
In which field of labor mobility is it focused?	Linguistic preparation, cultural preparation, soft skills, guide for accommodation, social security, guide for health services, legal system etc?
Target group of the practice	Preconditions: - migration background: Immigrants, EU citizens



	<ul style="list-style-type: none"> - registered as job-seeker - completed integration course and/or German at CEFR level B1 - Interest to obtain further language and technical skills for improving labour market chances
Description of the best practice	<ul style="list-style-type: none"> - Builds directly on general language promotion through the BAMF's integration courses. (Both offers are standard activities) - combination of German lessons with activities carried out by the Federal Employment Agency - variety of modules to be individually combined - 3 basic modules (300 lesson units): B1 to B2, B2 to C1, C1 to C2 - Special modules with subject-specific contents (nursing, commercial sector etc.)
Impact of the best practice	
Geographical Impact of BP	nationally
Success Factors	<ul style="list-style-type: none"> - Combination of language and skills training - Builds directly on (basis) integration course - Cooperation between immigration and employment services - modular structure: offers in correspondence with individual demands
Reference	http://www.bamf.de/EN/Willkommen/DeutschLernen/DeutschBeruf/Bundesprogramm-45a/bundesprogramm-45a-node.html

Name of the best practice	Online guidebook for Poles going abroad (website and phone application)
Main field of the best practice (2 best practices per field)	guideline, information website
In case of an online tool	N/A
Responsible Organisation	The Ministry of Foreign Affairs in Poland
The practice is intended to preparation of: <ul style="list-style-type: none"> - workers before departure (1a) - workers upon arrival (1b) - potential employers (2) 	This portal and app (MSZ iPolak) can be used by Poles before going abroad to get information on the country of destination, safety issues, travelling tips, etc. It covers whole world and might be used both by travellers and workers.
In which field of labor mobility is it focused?	Country guide to country specific information for every country of the world, including warnings, safety issues, entry conditions, health care, information for drivers,



	etc., provides contact information to embassies, polish institutes and other relevant bodies.
Target group of the practice	Poles going abroad
Description of the best practice	The guide works as website and application for smartphones and tablets, can be easily accessible by any interested user, no registration required, free of charge.
Impact of the best practice	
Geographical Impact of the best practices	National
Success Factors	Very informative and reliable source of information
Reference	https://polakzagranica.msz.gov.pl/

Name of the best practice	TV Documentary Programme about poles abroad "Polacy w świecie"
Main field of the best practice (2 best practices per field)	OTHER
In case of an online tool	N/A
Responsible Organisation	
The practice is intended to preparation of: - workers before departure (1a) - workers upon arrival (1b) - potential employers (2)	1a, 1b, 2
In which field of labor mobility is it focused?	Cultural preparation, guide for accommodation, social security, guide for health services, legal system etc.
Target group of the practice	All persons considering going abroad for work, stay
Description of the best practice	This programme documents lives of polish immigrants in West-European capitals. Each episode is devoted to different personal story, as well country. It's very informative, providing first-hand information on country specifics, accommodation issues, market, work, cultural differences, etc.
Impact of the best practice	
Geographical Impact of the best practices	National
Success Factors	This documentary programme presents subject of labour mobility in a factual and informative manner.
Reference	www.ipla.tv www.polsatplay.pl



Name of the best practice	“Pracuj w Unii” website
Main field of the best practice (2 best practices per field)	information website
In case of an online tool	N/A
Responsible Organisation	PRACUJ W UNII SP. Z O.O.
The practice is intended to preparation of: - workers before departure (1a) - workers upon arrival (1b) - potential employers (2)	This practice is geared towards both employers and employees looking for job on European market.
In which field of labor mobility is it focused?	Job offers, application documents, employer' panel, up to date info and tips, preparation for mobility.
Target group of the practice	Employers and employees
Description of the best practice	https://www.pracujwunii.pl/ is a modern web portal which constitutes an excellent platform for cooperation between entrepreneurs seeking for employees from Central and Eastern Europe and candidates willing to work abroad.
Impact of the best practice	
Geographical Impact of the best practices	National
Success Factors	The portal connects different groups of interest, allows to create a personalized account to assists in searching for a job (both for employees and employers); is reliable. The portal, in addition to Polish, is also available in 3 different languages – English, German, French (some sections still under construction).
Reference	https://www.pracujwunii.pl/

Name of the best practice	Specialized language courses for workers going abroad
Main field of the best practice (2 best practices per field)	Training course
In case of an online tool	N/A
Responsible Organisation	Language schools
The practice is intended to preparation of: - workers before departure (1a) - workers upon arrival (1b) - potential employers (2)	1a
In which field of labor mobility is it	Linguistic preparation, cultural preparation



focused?	
Target group of the practice	Potential workers going abroad, professionals
Description of the best practice	These language courses are designed for professionals working in different business sectors, who want to improve their speech in this area, written skills. Usually different intensity levels are offered tailored to participants needs in the workplace.
Impact of the best practice	
Geographical Impact of the best practices	National
Success Factors	The specialized language courses are intensive, dynamic, practical and skills-based, therefore being popular among labour mobility workers. Taught by specialised trainers, they deliver valuable communication skills for the modern professional world.
Reference	Exemplary (there are many specialized language courses offered by language schools): http://englishcentre.pl/kursy/dla-osob-wyjezdajacych-do-pracy-za-granica/ http://www.coolschool.info.pl/kursy_jezykowe/kurs_jezyka_dla_wyjezdajacych

Name of the best practice	Consulting and training for multicultural business
Main field of the best practice (2 best practices per field)	specialized support organization
In case of an online tool	N/A
Responsible Organisation	ETTA Global Leadership Consulting
The practice is intended to preparation of: - workers before departure (1a) - workers upon arrival (1b) - potential employers (2)	1a, 2
In which field of labor mobility is it focused?	Development of managerial skills, Cross-cultural training, Virtual teams, Business coaching, Leadership skills, Diversity & talent
Target group of the practice	Potential workers going abroad, professionals
Description of the best practice	ETTA Global Leadership Consulting is a consulting and training company providing services in the development of managerial competences, teams and entire organizations. It is specialized in effective



	cooperation in the international environment and diversity management. Through consulting, various forms of training and individual sessions, it enables managers and employees of companies to effectively use the potential of diversity in the organization. ETTA delivers projects in English, Polish, German, French & Dutch.
Impact of the best practice	5262 participants, 45 corporate clients, 355 development projects delivered
Geographical Impact of the best practices	National
Success Factors	Collaborate with big companies, innovative in their scope of practice and timeous.
Reference	http://ettaconsult.eu/strona-glowna/ https://www.youtube.com/user/ettaConsult

Name of the best practice	OAED- Manpower Employment Service
Main field of the best practice (2 best practices per field)	Specialized support organization
In case of an online tool	The online tool is intended to: - support workers going abroad for work? no - assess the workers' needed predispositions in going abroad for work? yes support employers in adjusting potential foreign workers in their workplace? yes
Responsible Organisation	Hellenic Ministry of Labour, Social Insurance, and Welfare
The practice is intended to preparation of: - workers before departure (1a) - workers upon arrival (1b) - potential employers (2)	This practice is intended to preparation of workers upon arrival. The practice is both for employees and employers



In which field of labor mobility is it focused?	<ul style="list-style-type: none"> • Counselling services • Job placement • e-services (Cv preparation and uploading, certificates etc)
Target group of the practice	<ul style="list-style-type: none"> • Greek and foreigner workers or jobseekers • Greek businesses and companies
Description of the best practice	<p>OAED is a legal entity of public law supervised by the Hellenic Ministry of Labour, Social Insurance, and Welfare.</p> <p>OAED’s main policy axes may be summarized as follows:</p> <ol style="list-style-type: none"> 1. Employment Promotion through programmes aiming to reduce (a) wage labour costs (b) non-wage labour costs, by subsidizing social security contributions, facilitating transport from and to work, with special emphasis placed on the population groups most severely affected by unemployment, as well as vulnerable population groups. 2. Cooperation with social and local bodies within the framework of local employment programmes, in which the local PES (KPA2) play a central role. 3. Counselling Services. 4. Promotion of employees and employers’ adaptability in conjunction with employment preservation. 5. Implementation of the Vocational Education Schools’ (EPAS) Apprenticeship System to the totality of OAED’s educational work. 6. Matching of Work Supply and Demand with the support of Employment Counsellors and through the new OAED portal. 7. EURES network for the matching of work supply and demand at European level <p>The OAED Portal provides e-service tools for both jobseekers and businesses. It also provides information about the services provided by OAED to the unemployed, benefit or subsidy receivers, jobseekers, trainees, OAED school students and teachers, as well as employers/businesses through the relevant links provided in the interactive menu.</p> <ul style="list-style-type: none"> • Jobseekers <p>The portal provides jobseekers with the tools they need in order to search for appropriate jobs amongst those advertised by employers in the Portal.</p> <p>In order to search for a job, the person interested may use the search engine on the Portal’s home page by inserting the relevant description (or part of it) of the job or professional specialty s/he is interested in, then press “Enter” on the keyboard.</p> <p>The OAED Portal user has access to several upgraded and personalized e-services, such as short CV uploading, electronic applications for</p>



	<p>participating in employment programmes, electronic applications for unemployment certificates, unemployment benefit certificates etc. to be received through the Portal.</p> <ul style="list-style-type: none"> Businesses A business registered/authenticated with the OAED Portal can advertise a job vacancy(-ies), search for jobseeker CVs, request more detailed information about or express interest in specific jobseekers, and electronically apply for participating in employment and training programmes by selecting the relevant links.
Impact of the best practice	<p>Statistics in greek language at this link: http://prev.oaed.gr/index.php?option=com_content&view=article&id=173&Itemid=528&lang=en</p>
Geographical Impact of the best practices	Practice implemented at national level.
Success Factors	Why this practice was selected as a best practice. Why it was chosen and which were the main success factors
Reference	<p>Website http://prev.oaed.gr/index.php?lang=en</p>
Name of the best practice	2. Vulcanus Programme
Main field of the best practice (2 best practices per field)	Training course, support mechanism, funding scheme.
In case of an online tool	<p>The online tool is intended to:</p> <ul style="list-style-type: none"> -Participants to register so they can be selected. - support students going abroad for work. - assess the students' needs for going abroad for work
Responsible Organisation	This programme is financed by the EU-Japan Centre for Industrial Cooperation and the Japanese host company.
The practice is intended to preparation of	The practice is intended to preparation of students upon arrival.
In which field of labor mobility is it focused?	Linguistic preparation, cultural preparation, work formation



Target group of the practice	<p>Target group:</p> <ul style="list-style-type: none"> • citizen of an EU Member-State or a COSME partening country and a student of engineering or science at an EU / COSME university , enrolled in at least the fourth year of studies, when applying to the Vulcanus programme. • able to provide a certificate of enrollment at the university valid until at least 3 months prior to the starting of the programme
Description of the best practice	<p>Vulcanus in Japan started in 1997. The programme consists of industrial placements for EU / COSME students. It starts in September and ends in August of the following year in order to accommodate the academic year in EU Member States.</p> <p>The students follow:</p> <ul style="list-style-type: none"> • a one-week seminar on Japan, • a four-month intensive Japanese language course, • and then an eight-month traineeship in a Japanese company. <p>Objectives</p> <ul style="list-style-type: none"> • To study the range of advanced technologies employed by a leading Japanese host company. • To learn Japanese and to understand and appreciate Japanese culture with a view to an enriching one year experience abroad. • To be well placed in your future career to interact with Japanese businesses and people. <p>This programme is financed by the EU-Japan Centre for Industrial Cooperation and the Japanese host company. The EU / COSME * students are awarded a grant (Yen 1.900.000) to cover the cost of travel to and from Japan and living expenses in Japan. There is no charge for the language course and seminar, and accommodation is provided free of charge during the course and seminar and the company traineeship.</p>
Impact of the best practice	<p>During this 15 years, around 400 students from all over the world have benefited from this programme.</p>
Geographical Impact of the best practices	<p>Practice implemented at an international level.</p>
Success Factors	<p>What makes this best practice successful is the opportunities that gives to students work in companies in Japan, and also a great opportunity to learn a new language and a new culture.</p>



Reference	http://www.eu-japan.eu/events/vulcanus-japan
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Name of the best practice	Infojobs website
Main field of the best practice (2 best practices per field)	Support mechanism, tool, information website.
In case of an online tool	The online tool is intended to: - support workers from Spain and foreigners and helping them getting a job in any of the companies that work in Spain.
Responsible Organisation	Schibsted Classified Media (SCM) enterprise and Intercom enterprise.
The practice is intended to preparation of: - workers before departure (1a) - workers upon arrival (1b) - potential employers (2)	This practice is intended to help unemployed people find a job and also employees that want to find another job.
In which field of labor mobility is it focused?	Job, skills.
Target group of the practice	Spanish and foreigners people who look for a job.
Description of the best practice	<p>InfoJobs.net is a private online job market, specialized in the Spanish market. The company, which was founded in 1998 within Grupo Intercom, has 200 employees and is headquartered in Barcelona, but has 10 more offices in Spain.</p> <p>Today is owned by the Norwegian group Schibsted through its subsidiary in Spain, Anuntis-Segundamano, also owns other classified websites classified as Segundamano.es, Coches.net, Fotocasa and Milanuncios.com</p> <p>InfoJobs.net is the job market that registers the most traffic in Spain, according to Internet research and analysis company Nielsen NetRatings and OJD Interactiva.</p> <p>Functioning. InfoJobs.net, as an online job board, facilitates the meeting between job offer and demand by storing candidates' CVs and offers of companies in a standardized format. This method makes it easy to search for each other through filtering tools. The following services are offered on their website: 2</p> <p>Publish an offer: a service that allows companies to</p>



	<p>show the details of the job they have available and which the people they think fit the requirements can be entered thus entering the selection process.</p> <p>Database Search: InfoJobs clients can search for the candidate that best fits their job vacancy requirements directly from the more than 2.6 million active candidates in the database</p> <p>Publish a project: For those job needs that are covered in a timely manner, InfoJobs Freelance allows the publication of projects to find the most appropriate profile among a database of more than 115,000 freelancers.</p> <p>Job search: a service that requires the registration of the CV on the platform, allows job seekers, and / or is open to new job opportunities, either to be found by the recruiters through the database or to proactively enroll in those Offers that fit your profile and are of interest to you.</p>
Impact of the best practice	The profile of the people who can benefit from this tool is very wide, covering unemployed people and workers.
Geographical Impact of the best practices	Practice implemented at a national level.
Success Factors	<p>This practice was selected for having a deep impact on the target beneficiaries, showed by the high number of jobseeker's placements during the period 2002-2016.</p> <p>The identified success factors have been: active cooperation with labour market stakeholders, public awareness raising activities and marketing and communication activities.</p>
Reference	https://www.infojobs.net/

Name of the best practice	AulaFácil
Main field of the best practice	Training course, support mechanism, tool, information website.
In case of an online tool	<p>The online tool is intended to:</p> <ul style="list-style-type: none"> - support workers from Spain and foreigners and helping them getting new competences to enter in the labor market.
Responsible Organisation	AulaFácil enterprise.



The practice is intended to preparation of	This practice is intended to preparation of unemployed people, foreign persons who wants to enter in the labor market, students who wants to improve their competences and also workers with the same intention.
In which field of labor mobility is it focused?	Linguistic preparation, cultural preparation, competences skills.
Target group of the practice	The profile of the people who can benefit from this tool is very wide, covering any person who wants to acquire any competence related to any field of the labor market.
Description of the best practice	<p>AulaFacil is an online platform that offers completely free courses, prepared by experienced teachers. Selected and well-qualified step-by-step courses. It is a platform where you can learn in a simple and entertaining way, while at the same time acquiring the necessary skills for the labor market. It is perfect for unemployed people.</p> <p>It has free language courses, computer science, marketing, and many more competitions.</p> <p>The procedure to participate in these courses is simple, you simply have to register on the platform and then choose which course you want to do.</p> <p>No previous experience required.</p>
Impact of the best practice	<p>Many people have benefited from this online platform, acquiring competences needed for the labor market.</p> <p>It is focused on many profiles, students, workers, unemployed people, immigrants.</p>
Geographical Impact of the best practices	Practice implemented at a national level.
Success Factors	<p>This practice was selected as a best practice because of its wide operation field and the wide range of competences that has in the courses of the online platform.</p> <p>The main factor of success of this practices is that any person can have access to it, and can learn the competences needed for applying for a job.</p>
Reference	http://www.aulafacil.com/



Name of the best practice	Migrar.org website
Main field of the best practice (2 best practices per field)	Support mechanism, information website.
In case of an online tool	The online tool is intended to: <ul style="list-style-type: none"> - support potential immigrant workers going abroad for work, in this case, going to Spain. - assess the immigrants with useful information and legal advice.
Responsible Organisation	Collaboration between the Spanish Red Cross and the Fundació Bosch i Gimpera (Universitat de Barcelona).
The practice is intended to preparation of: <ul style="list-style-type: none"> - workers before departure (1a) - workers upon arrival (1b) - potential employers (2) 	This practice is intended to preparation and advice of immigrants who arrive to Spain.
In which field of labor mobility is it focused?	Linguistic preparation, cultural preparation, guide for accommodation, social security, legal support.
Target group of the practice	For immigrants who arrive to Spain.
Description of the best practice	<p>Migrar.org is a portal offered to society as an instrument to try to promote the social and labor integration of immigrants based on three broad lines of action:</p> <p>Support and advice Social awareness. Training to promote full social integration.</p> <p>This website is the main activity of the Migrar Foundation and offers useful information for immigrants: job offers, legal advice, training, housing and events</p> <p>During its first year the portal surpassed 100,000 visits, 428 new users were registered and 1,024 queries were answered</p>
Impact of the best practice	<p>During its first year the portal surpassed 100,000 visits, 428 new users were registered and 1,024 queries were answered.</p> <p>The profile of the persons affected with this practice are immigrants who are looking for job, a place to live, or advice in legal aspects.</p>
Geographical Impact of the best practices	Practice implemented at a national level.
Success Factors	This practice has been selected for the capacity of



	<p>addressing directly the needs of immigrants who come to Spain, fostering cross-border labor mobility between Spain and other countries.</p> <p>This practice has developed a successful range of tools and initiatives for facilitating integration of immigrants when facing the difficulties of establishing oneself in another country.</p>
Reference	http://www.migrar.org/migrar/index.htm

Name of the best practice	Simply Hired
Main field of the best practice	Support mechanism, tool.
In case of an online tool	<p>The online tool is intended to:</p> <ul style="list-style-type: none"> - support workers going abroad for work. - support employers in adjusting potential foreign workers in their workplace.
Responsible Organisation	Recruit Holdings Co., Ltd.
The practice is intended to preparation of	<p>This practice is intended to preparation of workers before departure and upon arrival.</p> <p>This practice is for both, employees and employers.</p>
In which field of labor mobility is it focused?	Employment search website, online tool.
Target group of the practice	Job seekers of any kind.
Description of the best practice	<p>Simply Hired is an online recruitment and advertising website. The company aggregates job listings from thousands of websites across the Web including job boards, newspaper and classified listings, associations, social networks, content sites and company career sites. It then distributes those jobs on its website, mobile app, as well as social network, blog, and other website partners. Job seekers search job listings on Simply Hired by keyword and location to find jobs of interest. Simply Hired currently operates search engines in 24 countries: Australia, Austria, Belgium, Brazil, Canada, France, Germany, India, Ireland, Italy, Japan, Mexico, South Africa, South Africa Korea, Spain, Switzerland, Sweden, the United Kingdom, and the United States.</p> <p>Services for job seekers include job search, resume upload, custom profiles, email alerts, a company directory, trending companies from its Employer</p>



	<p>Brand Index, job search advice, and local information in the United States.</p> <p>Services for employers include a pay-per-post option for employers with up to 30 jobs, and an enterprise option with pay-per-click pricing for employers with a high volume of job listings. A study showed that Simply Hired reduced cost per hire by 58% compared to traditional job boards.</p>
Impact of the best practice	The profile of the beneficiaries of this practice embraces a wide range of persons, employers and job seekers.
Geographical Impact of the best practices	Practice implemented at an international level.
Success Factors	<p>The main successes factors that prove the importance and effectiveness of this practice are:</p> <p>Simply Hired won an award for Excellence in Technology in 2014 by Brandon Hall in the Best Advance in Talent Acquisition Technology category. In 2013, Simply Hired was ranked #3 on Forbes' "Top 10 Best Websites for Your Career" list.</p> <p>Simply Hired was awarded as one of PC Mag's Best Job Search Websites in 2013 and 2014.</p> <p>Simply Hired was ranked #6 on Forbes list of 35 Most Influential Career Sites for 2014.</p> <p>Youtern selected the Simply Hired blog for its "Top 50 Blogs for Young Careerists: 2014" list.</p>
Reference	http://www.simplyhired.es/

Name of the best practice	Becas Red Eures
Main field of the best practice	Tool, Support mechanism, information website.
In case of an online tool	<p>The online tool is the same website:</p> <ul style="list-style-type: none"> - The website provides the workers and the employers with a finder that will help them to look for a work that adjust to their necessities. - Once registered and your curriculum uploaded, the HR department will contact you if there is an offer that adjust to your curriculum. - There is also a group of counselors that will



	help the workers and the employers with their doubts.
Responsible Organisation	The European Commission
The practices are intended to preparation of: - workers before departure (1a) - workers upon arrival (1b) - potential employers (2)	The practices are intended to preparation of workers upon arrival, and of potential employers.
In which field of labor mobility is it focused?	The website provides a complete guide of accommodation and lifestyle and working conditions, in the country you choose
Target group of the practice	Students in their final year or those who have finished their degree.
Description of the best practice	<p>This best practice “is a co-operation network between the European Commission and the Public Employment Services of the EEA Member States and other partner organisations.”</p> <p>The main idea and purpose is “to provide information, advice, and recruitment/placement services for the benefit of workers and employers as well as any citizen wishing to benefit from the principle of the free movement of persons.”</p>
Impact of the best practice	As students as workers or citizens could benefit of this best practice.
Geographical Impact of the best practices	This best practice is implemented national and international level.
Success Factors	What makes this best practice successful is the quantity and quality of the information it gives of the selected countries, as well as the practices and works offers that provides, adjusting to the necessities of the employees.
Reference	https://ec.europa.eu/eures/public/es/homepage https://www.facebook.com/EURESjobs/



Name of the best practice	Programa Leonardo Da Vinci
Main field of the best practice	Training course, Support mechanism.
In case of an online tool	
Responsible Organisation	Ministry of Education, Culture and Sport of the Government of Spain, Erasmus +.
The practices are intended to preparation of	The practices are intended to preparation of workers before departure and upon arrivals with language courses of the language of the country and with an internship in a European enterprise.
In which field of labor mobility is it focused?	Linguistic preparation, work formation.
Target group of the practice	Recent graduates students.
Description of the best practice	<p>The Leonardo da Vinci program is aimed at addressing the teaching and learning needs of all persons involved in education and vocational training, as well as the institutions and organizations that provide or facilitate such training.</p> <p>Its specific objectives are:</p> <ul style="list-style-type: none"> - To support participants in training and continuing training activities in the acquisition and use of knowledge, skills and qualifications for personal and professional development. - To support improvements in the quality and innovation of vocational education and training systems, institutions and practices. - Increase the attractiveness of vocational training and mobility for companies and individuals and facilitate the mobility of workers in training. <p>Operational Objectives:</p> <ul style="list-style-type: none"> - Qualitatively and quantitatively improve the mobility of people in initial and continuing vocational training in Europe, to ensure that the stays in companies reach at least 80,000 per year at the end of the Lifelong Learning Program. - To improve qualitatively and quantitatively cooperation between centers or organizations providing learning opportunities, enterprises, social partners and other relevant bodies throughout Europe. - Facilitate the development of innovative practices in the fields of non-tertiary education and training and their transfer, including between different participating countries.

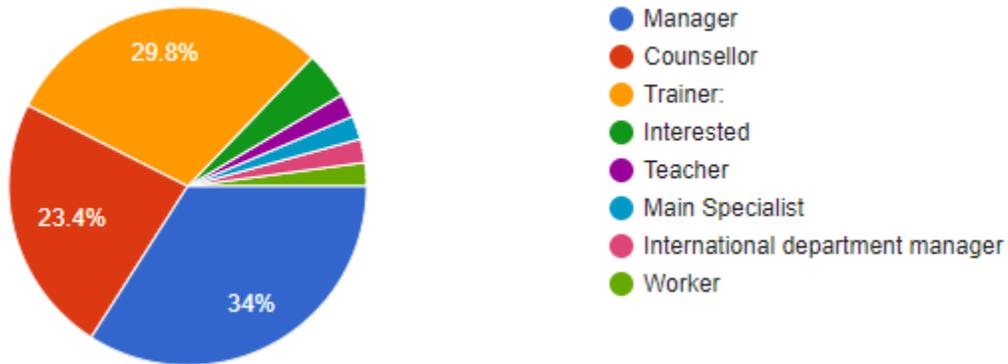


	<p>- Improve transparency and recognition of qualifications and competences, including those acquired through non-formal or informal learning.</p> <p>- Encourage the learning of modern foreign languages.</p> <p>Support the development of innovative content and services, pedagogies and lifelong learning practices based on Information and Communication Technologies.</p> <p>The Leonardo da Vinci Program subsidizes the following decentralized actions:</p> <p>- Mobility Projects, which may include:</p> <p>Transnational stays in companies or training centers for people in Initial Vocational Training, transnational stays in companies or training centers for people in the labor market, stays and exchanges - Mobility for professionals in education and vocational training-, Multilateral Innovation Transfer Projects, preparatory visits.</p> <p>The Leonardo da Vinci program subsidizes the following centralized actions (the selection procedure is the responsibility of the European Commission and the management of selected projects is the responsibility of the Executive Agency): Multilateral Innovation Development Projects, thematic networks.</p>
Impact of the best practice	Students, trainers or educators could benefit of this practices.
Geographical Impact of the best practices	This best practice is implemented national and regional level.
Success Factors	What makes this best practice successful is the opportunities that gives to students, not only in the preparation of learning the language before going to the target country, but the continued preparation once they arrive to the country, and the opportunity of working abroad.
Reference	http://www.juntadeandalucia.es/institutodelajuventud/sites/emancipacion/pr%C3%A1cticas-europa-programa-leonardo-da-vinci http://oapee.es/oapee/inicio/pap/leonardo-da-vinci.html

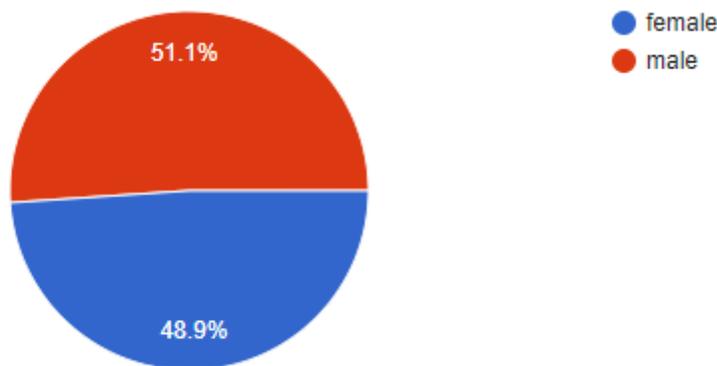


Chapter 5: The opinion of the stakeholders

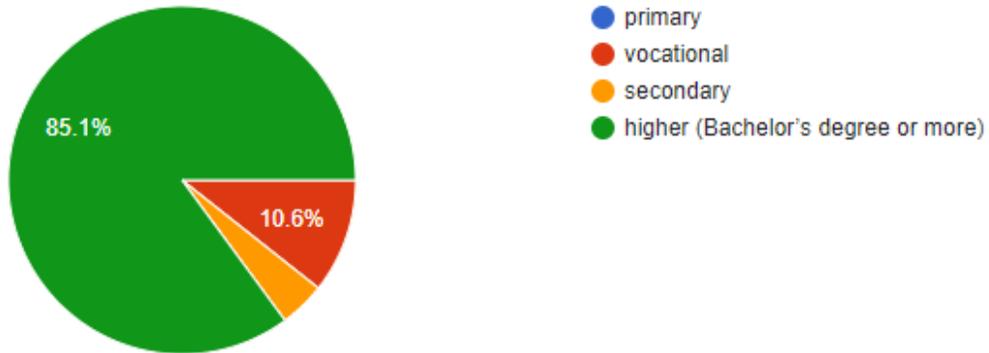
The LAMOS EU project has included in the field research stakeholders in order to identify their opinion related with labor mobility issues. In the survey there have participated managers, counsellors, trainers and different other stakeholders that are involved in labor mobility.



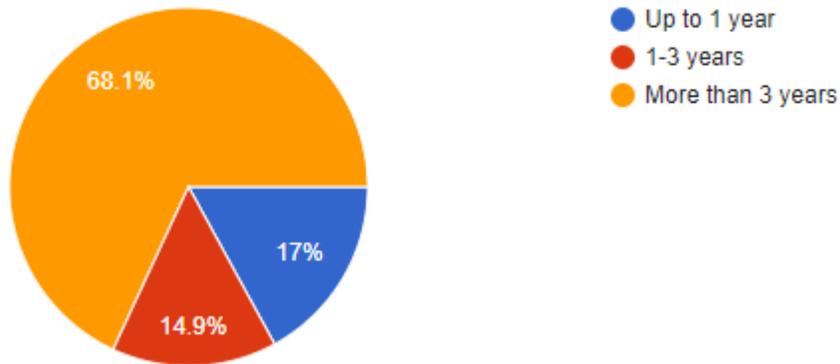
The gender distribution of the respondents was almost balanced.



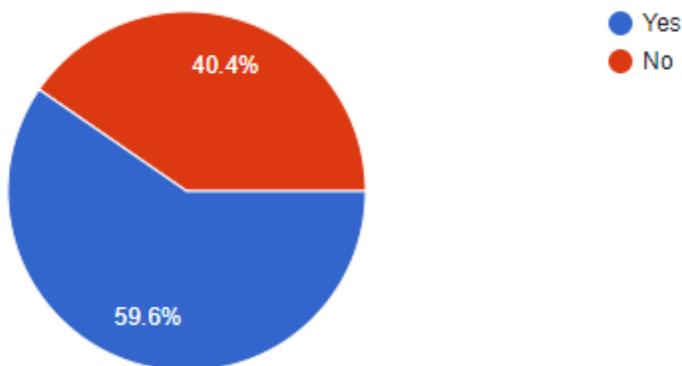
Most of them have a high educational level



They are also quite experienced since they have more than 3 years of experience



Most of the respondents provide counselling services to people engaged in labor mobility



The services that are usually offered are the following:

recruitment and job placement of foreign workers



HR, Recruiting,
job counselling
vocational training
mentoring
support for enterprises
subject related lessons
language course
professional training support
integration support
information, guidance and assistance before, during and after the placement, matching services and other related services
How to get a job abroad. How to pass the interview, which usually starts with skype interview followed by a visit in the country.
job placement
Career counselling, career information, jobs offers, career events
professional orientation
business development, integration within the working environment
Information, Guidance to select the appropriate enterprise, Funding opportunities (through EU programmes)
counselling services: choosing a career path based on competences and qualifications
counselling, training (including on the job training), coaching
Information and help with procedures
Youth exchange
Training, labor guidance and mentoring
youth exchanges
information about the job offers and institutions dealing with transnational labour mobility
individual, group counselling, group information
Searching for information on provision of work abroad, searching for employment agencies, checking entry into AZ register
information about courses and youth exchange

Most of these stakeholders do not use any kind specific tool or method. Those that have mentioned some method, have mentioned the following:

- coaching
- foreign counterparts, skype interviews, contact visits
- " Four level method"
- textbook, grammar book, grammar tables, conversation, lyrics, songs
- EURES Portal
- custom made/internally according to the situation

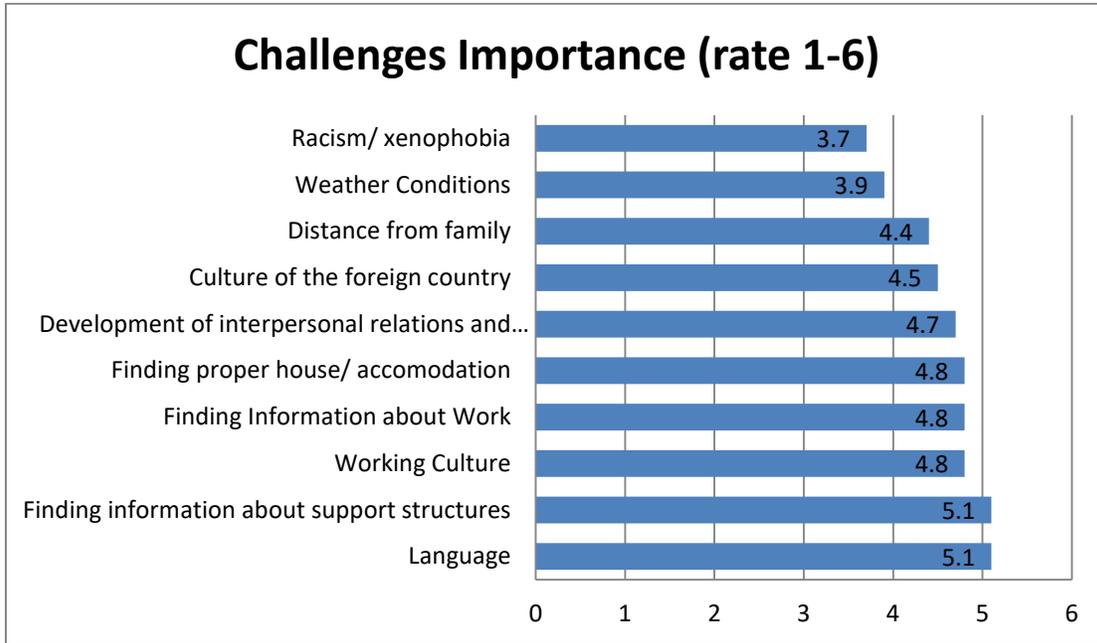


- Databases, questionnaires, online portals
- tests
- questionnaires: personal/professional predispositions, AC/DC
- good communication and different activities to create groups

Since they do not use specific methodologies, they have reported that the following things would support them:

- training material
- web based information sources
- online databases
- standardised instructions
- textbooks
- On line assessment tools for the people willing to work abroad, check their readiness to become mobile workers
- Online database / PLATFORM of potential employers as well as potential employees, online personality test, online test of skills required for each position
- online databases e.g. job bank, tools for language competency assessment
- on-line tests, training programmes and scenarios, online platform on mobility (with all needed information)
- specialized guides
- online database on job specifics, living conditions, important customs in a foreign country
- A good system to evaluate performance
- detailed tests

According to the stakeholders, the most important challenge that the people engaged in labor mobility have to face is language followed by finding information about support structures/ social security systems etc in the foreign country.



When the stakeholders were asked to justify their responses, they gave the following answers:

basic language skills (B1 level) are essential for most qualified jobs

labour migrants often lack an understanding of the host country's "work culture":
 expectations of employers against employees and relationship between colleagues: e.g. punctuality, presence, ability to organise, mutual respect

knowledge about work culture is extremely important to avoid conflicts

information about social insurance etc is easily accessible through internet but intangible things such as culture, interpersonal relationships etc in not written anywhere.

the most important factor is the information that there is job vacancy available, after that I can consider going abroad, next steps are knowledge of language- because if I know language I will manage to find accommodation, make friends etc.

Answers are not unambiguous. It depends on the previous experience of a person, personal cultural, openness, interpersonal relationship, adaptation readiness, knowledge of language and the job to be performed, the answers may differ.

distance from family/friends context

it's important that an employee is able to communicate with surrounding people at least on basic level and understand the culture of the country he/she is going to, it will make his/her life much easier and will help to avoid misunderstandings or difficulties with adaptation

Polish insurance system and payment of contributions is quite complicated and if a person doesn't have support in his/her organization it might be difficult to deal with.

The most important is usually to know the language and properly get adapted to the working environment



The most important aspects are related to adaptation to the country and working environment

main important is information about accommodation, customs of the country and working conditions

The most important is about the work, then about different systems and procedures on the country, and about accommodation

The factors vary depending on the reason why a person is going abroad. If a person is going to the country where the relatives are and she/he has a job some of the mentioned factors are not so important.

flexibility and openness to change are crucial

Related with the soft skills, adaptability was considered as the most important followed by language skills and self-efficacy.



Chapter 6: Conclusion/ Recommendations

The majority of European mobile workers move to find employment. However the job search and placement is not the only reason of the moving: there are two categories of movers, the former is linked to those high skilled professionals can choose between many job opportunities, also in their home country, but they opt for that-one give them an higher wage; the latter concerns that low skilled or unemployed jobseekers want to find a job they could not find in their home countries because of the crisis.

However, unemployment rates – the share of unemployed from all active persons – are higher among EU-28 movers in most countries of destination. This reflects the fact that among the EU-28 movers, there are more unemployed than among nationals in most countries, but fewer inactive persons (those unemployed and not searching for employment). The overall higher activity rates show that intra-EU mobility is mainly triggered by real or expected employment opportunities.

Furthermore European high and medium skilled workers usually move to foreign countries in order to get paid more, but also they aim for access to a better welfare system: for a southern European citizen working abroad e.g. in Germany or Sweden also means taking advantage from local social security systems (health assurance, employment allowance etc).

Mobile workers from different Eu-countries area have different expectations in term of job search field. EU-15 movers have more chances to be employed in information and communication, financial and insurance activities, as professionals, in education and the arts; while recent EU-13 movers actually have more chances to be involved in manufacturing, construction, transport, accommodation, administration and in work for households. Moreover there are also gender differences in the composition of the labour mobility. These trends influence women predisposition to be employed in their expected field. In most cases, female movers, especially medium or low skilled , have to adapt their competencies to the new labour market.

Although most of European movers would like to find a long-term position in the new country, they are more likely to be employed on a temporary or part-time contract. Therefore labour mobility in the EU should not be seen as a one-way street. While many movers envisage a long-term or even indefinite stay abroad, and even integrate permanently into the country of destination, many also plan to return to their country of origin within 5 years.

Needs



European mobile employees have to face several challenges when they move from their homecountry to a foreign-one. In order to let them to overcome all the barriers to a succesful integration on the new labour market, main actors involved (public and private) have to considered the following factors :

- Workers profile (education level, professional sector, language level etc)
- National job market they come from (employment rate, welfare state, job demand field by field etc)
- National job market they go to (employment rate, welfare state, job demand field by field etc)

Nowadays the most common barriers to the intra-Eu labour mobility are rapresented by some relevant gaps workers and jobseekers meet when they cross the border. However users have more chances adapting to a new labour market if their needs has been assessed before the arrival.

Each workers' needs assessment shall considered:

➤ **Lack of adequate language and professionals skills**

Mobile workers' lack of on-the-job training, and lack of language proficiency are the most common unsuccessful factors. Informal competences and past experience (skills) may also be subject to recognition difficulties and therefore affect the potential remuneration of a worker in the destination labour market

There are also administrative obstacles and policy-induced impediments to mobility, including non-recognition of professional qualifications for certain occupations, inaccessibility of some public sector jobs (for example, teaching) to other EU nationals.

➤ **Lack of knowledge of rights and opportunities**

Uncertainties surrounding the rights of employees can in the worst cases lead to abuse and fraud, but also underpayment and inadequate health and safety standards being applied at the workplace.

➤ **Lack of knowledge of taxation rules**

For the development of regional labour markets (which are divided by national boundaries), cross-border workers also face issues related to taxation , not least on receiving proper advice. This includes taxation of pensions, which can also apply to workers who have spent part of their career in another member state than the one they retire in. Tax policy is covered (in most if not all) cases by bilateral agreements and the European Commission has little competence in this area. For this group of workers, the lack of public transport infrastructure may also pose a barrier.

➤ **Lack of knowledge of social security procedures**



Uncertainties with respect to the functioning of social security or imperfect knowledge on how a potential destination country's social security system operates continues to be an issue. One of the main obstacle for a foreign worker is accessing to the welfare system in the host country , including healthcare and social assistance benefits in the event of unemployment .

➤ **Lack of job matching information systems**

Information problems pervade the labour market. Workers (especially foreign ones) must face (geographic) search frictions and selection frictions while looking for a job. The issue is linked to the geographic dispersion of firms with job vacancies and job seekers. Firms do not exactly know how to locate prospect workers with desirable characteristics, and workers have difficulties in locating vacancies.

Overall, the evidence suggests that in many countries foreign workers and migrants tend to be at a disadvantage in the labour market compared to the native born population, that they have been worse affected by the deteriorating labour market conditions over the crisis period. That is why they might benefit from additional support measures.

LAMOS EU aims to develop the following tools in order to support the mobile labor worker:

- Model of working with people interested in transnational labour mobility/ support scheme before the mobility and assistance in adaptation in foreign workplace
- ICT Tool for assessment of capability and readiness for transnational labour mobility
- Training Material

These tools are going to be based on the conclusions made from the present research report which also aims to provide specific recommendations for the development of the products of the project.

The recommendations provided by the report are the following:

Intellectual Output 2: Model of working with people interested in transnational labour mobility/ support scheme before the mobility and assistance in adaptation in foreign workplace



This output is addressed mainly to trainers and consultants which are engaged in the field of labor mobility. On the basis of the results of the survey, what they would need the most are the following:

- Ready to use training material and standardized instructions that will include:
 - Comprehensive information about social security structures, bureaucratic procedures that have to be followed etc. by country of destination
 - Psychological test/ assessment tool (better online) that would identify the areas that the person engaging in job mobility will need further support (with specific guidelines for use).
 - Training material for each horizontal skill so that weaknesses can be addressed
 - Databases (preferably online) with information about support structures and relevant organisations in the country of destinations
 - Databases with websites in foreign destinations (better if classified by city) with organisations related with property management
 - Information related with language learning courses and relevant links on the internet/ language competency assessment tools
 - Ready material related with job interviews preparation
 - Real life examples (stories) of people successful on the job mobility. List with problems and suggestion of solutions based on what real people did (from their home country preferably)
 - online databases, guides/training material esp. on adaption to the foreign business environment
 - online database on job specifics, living conditions, important customs in a foreign country

Intellectual Output 3: ICT Tool for assessment of capability and readiness for transnational labour mobility

This output is going to be based on the soft skills. In all the target groups questioned, the answers related with the importance of the soft skills were identical with only minimal differentiations. The most important skills that have to be assessed in order to define the readiness for transnational labour mobility are the following (order of importance):

1. Adaptability
2. Self- Efficacy



3. Resilience
- 4 Communication Skills
5. Optimism
6. Emotional Stability
7. Openness
8. Intercultural Skills
9. Agreeableness
10. Language
11. Conscientiousness
12. Cultural Awareness
- 13 Extraversion

More questions should be dedicated in order to assess the most important skills and less questions to the less important ones.

The questions should be based on real-life situations. The main purpose of the tool would be to identify weak points and propose ways in which they can be improved. Therefore, links to trainings or other ways to improve certain horizontal skills should be provided

Intellectual Output 4: Training Material

The training material that is mostly relevant for the people engaging in international labour mobility are the following:

- Finding proper housing accommodation
- Practice and learn the language of the destination country
- Finding information related with support structures
- Work culture of the destination country/ Adaptation to foreign working environment
- Ways to gain acquaintance/ network with local people
- Management of expectations
- Horizontal skills improvement (based on the skills mentioned for IO3)



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Website

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<http://www.cedefop.europa.eu/it>

ESCO Portal

<https://ec.europa.eu/esco/portal/home>

EURES- The Mobility European Job Mobility Portal

<http://ec.europa.eu/eures/>

European Training Foundation

<http://www.etf.europa.eu/web.nsf/pages/home>

EU Skills Panorama

<http://skillspanorama.cedefop.europa.eu/en#>

Regulated Professions Database

<http://ec.europa.eu/growth/tools-databases/regprof/index.cfm?action=homepage>

Ceps (centre for European policy studies)

Labour Mobility in the EU: Dynamics, Patterns and Policies

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Date of access: 23th March 17

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Date of access : 23th March 17



Annex A: Research Questionnaires

QUESTIONNAIRE 1- Employees already working abroad

Introduction

The questionnaire is part of a research organized in the framework of the LAMOS-EU project (<http://www.lamos-project.eu/en/>). The project aims to provide support (both to individuals and enterprises) in order to facilitate the adaptation of mobile workers in a foreign work environment. The research aims to identify the most crucial aspects related with the adaptation process and the areas where support is needed the most.

Socio-demographic characteristics (Please tick the box corresponding to your answer or write your answer where indicated):

Country of origin <input type="checkbox"/> Cyprus <input type="checkbox"/> Greece <input type="checkbox"/> Germany <input type="checkbox"/> Poland <input type="checkbox"/> Spain <input type="checkbox"/> Other: specify	Country in which you work <input type="checkbox"/> Cyprus <input type="checkbox"/> Greece <input type="checkbox"/> Germany <input type="checkbox"/> Poland <input type="checkbox"/> Spain <input type="checkbox"/> Other: specify
Gender: <input type="checkbox"/> Female <input type="checkbox"/> male	Education level: <input type="checkbox"/> primary <input type="checkbox"/> vocational <input type="checkbox"/> secondary <input type="checkbox"/> higher (Bachelor's degree or more)
Your company residence: <input type="checkbox"/> village <input type="checkbox"/> city up to 30 000 inhabitants <input type="checkbox"/> city 31-100 000 inhabitants <input type="checkbox"/> city more than 100 000 inhabitants	Business sector: <input type="checkbox"/> commerce <input type="checkbox"/> production <input type="checkbox"/> services <input type="checkbox"/> if other, please specify
Size of a company: <input type="checkbox"/> large enterprise (more than 250 employees) <input type="checkbox"/> medium enterprise (51-250 employees) <input type="checkbox"/> small enterprise (10-50 employees) <input type="checkbox"/> microenterprise (up to 10 employees)	How much time are you working abroad: <input type="checkbox"/> less than 6 months <input type="checkbox"/> 6 months – 1 year <input type="checkbox"/> 1 year – 3 years <input type="checkbox"/> More than 3 years



RESEARCH QUESTIONS

1) What are the reasons that you decided to work abroad? (select all the relevant options)

- I could not find any employment in my country
- I could not find an employment in my country in my field of study
- I was able to find a better employment abroad
- I have relatives in the foreign country
- I studied and I decided to stay for work
- I participated in a European mobility programme and I decided to stay for work
- Other (please explain)

2) Have you found work before or after your establishment in the foreign country?

- Before
- After

3) Which are the main challenges that you have faced in order to adapt in the new work environment? Please list all the stated factors from the most important to the least important (by putting a number 0-10 next to all options below, 1 being the most important factor and 11 the least important factor) and explain your choice.

	Finding information about your work
	Finding information about support structures/ social security systems etc in the foreign country
	Finding proper house/ accommodation
	Development of interpersonal relations and friendships in the foreign environment
	Language
	Working Culture
	Culture of the foreign country
	Distance from family/ relatives/ friends/ partner
	Weather conditions
	Racism/ Xenophobia
	Other (please explain)



Explanation

4) Please evaluate how important the following skills were to you in your effort to find an employment abroad and adapt to your new work environment (1= no important, 6= very important)

	Not at all important					Very important
	1	2	3	4	5	6
Adaptability (capacity to be able to adjust to new conditions)						
Cultural awareness of the country you have migrated to (knowledge of the culture/ customs/ traditions of the country to which you have migrated)						
Language Skills (knowledge of the language of the country you have migrated)						
Intercultural skills (ability to communicate appropriately and effectively with people from other cultures)						
Communication skills (ability to convey information to another effectively and efficiently)						
Internet Research skills (ability to use internet effectively in order to acquire all the necessary information regarding different aspects of living abroad)						
Use of social media (ability to use effectively the social media in order to link with groups/ people that can facilitate the adaptation in a foreign country)						
Openness (enjoy to try new things, ability to be						



creative and open to new ideas, cultures, people etc)							
Conscientiousness (the personality trait of being careful, or vigilant)							
Agreeableness (individual behavioral characteristics that are perceived as kind, sympathetic, cooperative, warm and considerate.							
Extraversion (a tendency to seek out the company and stimulation of other people)							
Emotional Stability (ability to remain stable and balanced)							
Resilience (ability to successfully adapt to life tasks in the face of social disadvantage or stressful/ highly adverse conditions)							
Optimism (the ability to think the best possible thing will happen, and hopes for it even if it's not likely)							
Self-efficacy (belief in one's ability to succeed in specific situations or accomplish a task)							
Other (please explain)							

5) Have you received any support in order to facilitate your adaptation to the new work environment?

- Yes

- No

If yes: What support have you received (training, consulting etc.). In which format? Was it useful?

6) What kind of support would have helped you to adapt better to the new environment in the foreign country?



7) Did you have any previous experience of staying abroad (Erasmus etc.)?

8) Are you planning to stay permanently abroad or return home “when things become better”?

Name.....

E-Mail.....

Please complete your name and e-mail if you are interested to get updates from the project and participate in the pilot testing later during the project implementation



QUESTIONNAIRE 2- Enterprises

Introduction

The questionnaire is part of a research organized in the framework of the LAMOS-EU project (<http://www.lamos-project.eu/en/>). The project aims to provide support (both to individuals and enterprises) in order to facilitate the adaptation of mobile workers in a foreign work environment. The research aims to identify the most crucial aspects related with the adaptation process and the areas where support is needed the most.

Socio-demographic characteristics (Please tick the box corresponding to your answer or write your answer where indicated):

Profession: <input type="checkbox"/> owner <input type="checkbox"/> director / manager – job title: if other, please specify	Education level: <input type="checkbox"/> primary <input type="checkbox"/> vocational <input type="checkbox"/> secondary <input type="checkbox"/> higher (Bachelor’s degree or more) <input type="checkbox"/> Other
Gender: <input type="checkbox"/> female <input type="checkbox"/> male	Your company residence: <input type="checkbox"/> village <input type="checkbox"/> city up to 30 000 inhabitants <input type="checkbox"/> city 31-100 000 inhabitants <input type="checkbox"/> city more than 100 000 inhabitants
Size of a company: <input type="checkbox"/> large enterprise (more than 250 employees) <input type="checkbox"/> medium enterprise (51-250 employees) <input type="checkbox"/> small enterprise (10-50 employees) <input type="checkbox"/> microenterprise (up to 10 employees)	Business sector: <input type="checkbox"/> commerce <input type="checkbox"/> production <input type="checkbox"/> services <input type="checkbox"/> if other, please specify
Country: <input type="checkbox"/> Cyprus <input type="checkbox"/> Greece <input type="checkbox"/> Germany <input type="checkbox"/> Poland <input type="checkbox"/> Spain	



RESEARCH QUESTIONS

1) Are you employing people from other European countries

- Yes

- No

2) If you employ, people from abroad, do they have a permanent or a temporary position?

- Permanent

- Temporary

- Depends on the position

3) How do you manage diversity in your enterprise and help the adaptation of new employees from foreign countries? Do you have a specific methodology? Please describe

4) Do you consider that the presence of employees from different countries facilitates or makes more difficult the work of your enterprise. Explain your answer.

5) What are, in your opinion, the main challenges that the employees from foreign countries face in order to adapt in the new work environment. Please evaluate all factors on the 6-point scale, where 1 = not at all important, 6 = very important Please explain your answers.



No.	Main challenges	Not at all important					Very important
		1	2	3	4	5	6
1	Finding information about work						
2	Finding information about support structures/ social security systems etc in the foreign country						
3	Development of interpersonal relations and friendships in the foreign environment						
4	Finding proper house/ accommodation						
5	Racism/ Xenophobia						
6	Language						
7	Working Culture						
8	Culture of the foreign country						
9	Distance from family/ relatives/ friends/ partner						
10	Weather conditions						
11	Other (please describe):						

Explanation of the factors evaluated as most important



6) Please evaluate the importance of the below listed skills/ personality characteristics on the 6-point scale, where 1 = not at all important, 6 = very important for the adaptability of a worker from abroad .

	Not at all important					Very important
	1	2	3	4	5	6
Adaptability (capacity to be able to adjust to new conditions)						
Cultural awareness of the country you have migrated to (knowledge of the culture/ customs/ traditions of the country to which you have migrated)						
Language Skills (knowledge of the language of the country you have migrated)						
Intercultural skills (ability to communicate appropriately and effectively with people from other cultures)						
Communication skills (ability to convey information to another effectively and efficiently)						
Internet Research skills (ability to use internet effectively in order to acquire all the necessary information regarding different aspects of living abroad)						
Use of social media (ability to use effectively the social media in order to link with groups/ people that can facilitate the adaptation in a foreign country)						
Openness (enjoy to try new things, ability to be creative and open to new ideas, cultures, people etc)						
Conscientiousness (the personality trait of being careful, or vigilant)						
Agreeableness (individual behavioral characteristics that are perceived as kind, sympathetic, cooperative, warm and considerate.						
Extraversion (a tendency to seek out the company and stimulation of other people)						



Emotional Stability (ability to remain stable and balanced)						
Resilience (ability to successfully adapt to life tasks in the face of social disadvantage or stressful/ highly adverse conditions)						
Optimism (the ability to think the best possible thing will happen, and hopes for it even if it's not likely)						
Self-efficacy (belief in one's ability to succeed in specific situations or accomplish a task)						
Other (please explain)						

7) Do you have any support in order to facilitate the integration/ adaptation of foreign employees in your enterprise/country?

8) Which tools would help you in order to facilitate this adaptation/ integration?

Name.....

E-Mail.....

Please complete your name and e-mail if you are interested to get updates from the project and participate in the pilot testing later during the project implementation

QUESTIONNAIRE 3- Employees interested to work abroad



Introduction

The questionnaire is part of a research organized in the framework of the LAMOS-EU project (<http://www.lamos-project.eu/en/>). The project aims to provide support (both to individuals and enterprises) in order to facilitate the adaptation of mobile workers in a foreign work environment. The research aims to identify the most crucial aspects related with the adaptation process and the areas where support is needed the most.

Socio-demographic characteristics (Please tick the box corresponding to your answer or write your answer where indicated):

<p>Country of origin</p> <p><input type="checkbox"/> Cyprus</p> <p><input type="checkbox"/> Greece</p> <p><input type="checkbox"/> Germany</p> <p><input type="checkbox"/> Poland</p> <p><input type="checkbox"/> Spain</p> <p><input type="checkbox"/> Other: specify</p>	<p>Country in which you want to work</p> <p><input type="checkbox"/> Cyprus</p> <p><input type="checkbox"/> Greece</p> <p><input type="checkbox"/> Germany</p> <p><input type="checkbox"/> Poland</p> <p><input type="checkbox"/> Spain</p> <p><input type="checkbox"/> Other: specify</p>
<p>Gender:</p> <p><input type="checkbox"/> Female</p> <p><input type="checkbox"/> male</p>	<p>Education level:</p> <p><input type="checkbox"/> primary</p> <p><input type="checkbox"/> vocational</p> <p><input type="checkbox"/> secondary</p> <p><input type="checkbox"/> higher (Bachelor's degree or more)</p>
<p>Have you worked abroad before:</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>	<p>(If yes) How much time have you worked abroad:</p> <p><input type="checkbox"/> less than 6 months</p> <p><input type="checkbox"/> 6 months – 1 year</p> <p><input type="checkbox"/> 1 year – 3 years</p> <p><input type="checkbox"/> More than 3 years</p> <p><input type="checkbox"/></p>
<p>Business sector in wich you would like to work:</p> <p><input type="checkbox"/> commerce</p> <p><input type="checkbox"/> production</p> <p><input type="checkbox"/> services</p> <p><input type="checkbox"/> if other, please specify</p> <p>.....</p>	



RESEARCH QUESTIONS

1) What are the reasons that you decided you wish to work abroad?

- I cannot find any employment in my country
- I cannot find any employment in my country in my field of study
- I was able to find or I hope to find a better employment abroad
- I have relatives in the foreign country
- I studied and I decided to stay for work
- I participated in a European mobility programme
- Other (please explain)

2) Have you already found a job?

- Yes
- No

3) Do you know the language of the country in which you would like to go? If yes, in which level?

4) Do you know the basic elements of the culture of the country in which you would like to go?



5) Do you plan to stay for a short period or permanently?

- Short Period
- Permanently

6) Which are the main challenges that you think you will face in order to adapt in the new work environment? Please list all the stated factors from the most important to the least important (by putting a number 0-10 next to all options below, 1 being the most important factor and 11 the least important factor) and explain your choice.

	Finding information about your work
	Finding information about support structures/ social security systems etc in the foreign country
	Finding proper house/ accommodation
	Development of interpersonal relations and friendships in the foreign environment
	Language
	Working Culture
	Culture of the foreign country
	Distance from family/ relatives/ friends/ partner
	Weather conditions
	Racism/ Xenophobia
	Other (please explain)

Explanation



7) Which of the following skills/ personality characteristics you consider most important in order to facilitate your adaptation to a new work environment abroad. Please evaluate all factors on the 6-point scale, where 1 = not at all important, 6 = very important

	Not at all important	2	3	4	5	Very important
	1					6
Adaptability (capacity to be able to adjust to new conditions)						
Cultural awareness of the country you have migrated to (knowledge of the culture/ customs/ traditions of the country to which you have migrated)						
Language Skills (knowledge of the language of the country you have migrated)						
Intercultural skills (ability to communicate appropriately and effectively with people from other cultures)						
Communication skills (ability to convey information to another effectively and efficiently)						
Internet Research skills (ability to use internet effectively in order to acquire all the necessary information regarding different aspects of living abroad)						
Use of social media (ability to use effectively the social media in order to link with groups/ people that can facilitate the adaptation in a foreign country)						
Openness (enjoy to try new things, ability to be creative and open to new ideas, cultures, people etc)						
Conscientiousness (the personality trait of being careful, or vigilant)						
Agreeableness (individual behavioral characteristics that are perceived as kind, sympathetic, cooperative, warm and						



considerate.						
Extraversion (a tendency to seek out the company and stimulation of other people)						
Emotional Stability (ability to remain stable and balanced)						
Resilience (ability to successfully adapt to life tasks in the face of social disadvantage or stressful/ highly adverse conditions)						
Optimism (the ability to think the best possible thing will happen, and hopes for it even if it's not likely)						
Self-efficacy (belief in one's ability to succeed in specific situations or accomplish a task)						
Other (please explain)						

8) Have you received any support in order to prepare you for the labor mobility?

- Yes
- No

If yes: What support have you received (training, consulting etc.). In which format? Was it useful?

9) What kind of support would you need in order to adapt better to your new work environment?



10) Did you have any previous experience of staying abroad (Erasmus etc.)?

11) Do you know the procedures necessary for the recognition of your skills and competencies in the country you would like to go?

Name.....

E-Mail.....

Please complete your name and e-mail if you are interested to get updates from the project and participate in the pilot testing later during the project implementation

Thank you for your time!



QUESTIONNAIRE 4- Stakeholders and Counselors/ Training Organisations who are working in the field of transnational mobility

Introduction

The questionnaire is part of a research organized in the framework of the LAMOS-EU project (<http://www.lamos-project.eu/en/>). The project aims to provide support (both to individuals and enterprises) in order to facilitate the adaptation of mobile workers in a foreign work environment. The research aims to identify the most crucial aspects related with the adaptation process and the areas where support is needed the most.

Socio-demographic characteristics (Please tick the box corresponding to your answer or write your answer where indicated):

<p>Current Job Title:</p> <p><input type="checkbox"/> Manager</p> <p><input type="checkbox"/> counsellor</p> <p><input type="checkbox"/> trainer:</p> <p>if other, please specify.....</p> <p>.....</p>	<p>Education level:</p> <p><input type="checkbox"/> primary</p> <p><input type="checkbox"/> vocational</p> <p><input type="checkbox"/> secondary</p> <p><input type="checkbox"/> higher (Bachelor’s degree or more)</p>
<p>Gender:</p> <p><input type="checkbox"/> female</p> <p><input type="checkbox"/> male</p>	<p>Years of Experience:</p> <p><input type="checkbox"/> Up to 1 year</p> <p><input type="checkbox"/> 1-3 years</p> <p><input type="checkbox"/> More than 3 years</p>
<p>Size of a company:</p> <p><input type="checkbox"/> large enterprise (more than 250 employees)</p> <p><input type="checkbox"/> medium enterprise (51-250 employees)</p> <p><input type="checkbox"/> small enterprise (10-50 employees)</p> <p><input type="checkbox"/> microenterprise (up to 10 employees)</p>	<p>Country:</p> <p><input type="checkbox"/> Cyprus</p> <p><input type="checkbox"/> Greece</p> <p><input type="checkbox"/> Germany</p> <p><input type="checkbox"/> Poland</p> <p><input type="checkbox"/> Spain</p> <p><input type="checkbox"/> Other (please specify)</p>



RESEARCH QUESTIONS

1) Are you providing counselling services to people involved in labor mobility?

- Yes

- No

2) If yes, which kind of services you offer?

3) Do you use any specific tools/ techniques/ methods? If yes, which ones?

4) What kind of tools would help you improve the counselling services that you offer?
(e.g. online databases, training material, assessment)

5) What kind of support is usually sought by a person who needs counselling advice before engaging in labor mobility?



6) Have you ever offered counselling services to enterprises on labor mobility issues?

7) What are, in your opinion, the main challenges that the employees from foreign countries face in order to adapt in the new work environment. Please evaluate all factors on the 6-point scale, where 1 = not at all important, 6 = very important Please explain your answers.

No.	Main challenges	Not at all important						Very important
		1	2	3	4	5	6	
1	Finding information about work							
2	Finding information about support structures/ social security systems etc in the foreign country							
3	Development of interpersonal relations and friendships in the foreign environment							
4	Finding proper house/ accommodation							
5	Racism/ Xenophobia							
6	Language							
7	Working Culture							
8	Culture of the foreign country							
9	Distance from family/ relatives/ friends/ partner							
10	Weather conditions							
11	Other (please describe):							

Explanation of the factors evaluated as most important



8) Please evaluate the importance of the below listed skills/ personality characteristics on the 6-point scale, where 1 = not at all important, 6 = very important for the adaptability of a worker from abroad .

	Not at all important					Very important
	1	2	3	4	5	6
Adaptability (capacity to be able to adjust to new conditions)						
Cultural awareness of the country you have migrated to (knowledge of the culture/ customs/ traditions of the country to which you have migrated)						
Language Skills (knowledge of the language of the country you have migrated)						
Intercultural skills (ability to communicate appropriately and effectively with people from other cultures)						
Communication skills (ability to convey information to another effectively and efficiently)						
Internet Research skills (ability to use internet effectively in order to acquire all the necessary information regarding different aspects of living abroad)						
Use of social media (ability to use effectively the social media in order to link with groups/ people that can facilitate the adaptation in a foreign country)						
Openness (enjoy to try new things, ability to be creative and open to new ideas, cultures, people etc)						
Conscientiousness (the personality trait of being careful, or vigilant)						
Agreeableness (individual behavioral characteristics that are perceived as kind, sympathetic, cooperative, warm and considerate.						
Extraversion (a tendency to seek out the company and stimulation of other people)						



Emotional Stability (ability to remain stable and balanced)						
Resilience (ability to successfully adapt to life tasks in the face of social disadvantage or stressful/ highly adverse conditions)						
Optimism (the ability to think the best possible thing will happen, and hopes for it even if it's not likely)						
Self-efficacy (belief in one's ability to succeed in specific situations or accomplish a task)						
Other (please explain)						

Name.....

E-Mail.....

Please complete your name and e-mail if you are interested to get updates from the project and participate in the pilot testing later during the project implementation

Thank you for your time!



QUESTIONNAIRE 5 (OPTIONAL): Employees that have worked abroad and returned

Introduction

The questionnaire is part of a research organized in the framework of the LAMOS-EU project (<http://www.lamos-project.eu/en/>). The project aims to provide support (both to individuals and enterprises) in order to facilitate the adaptation of mobile workers in a foreign work environment. The research aims to identify the most crucial aspects related with the adaptation process and the areas where support is needed the most.

Socio-demographic characteristics (Please tick the box corresponding to your answer or write your answer where indicated):

Country of origin <input type="checkbox"/> Cyprus <input type="checkbox"/> Greece <input type="checkbox"/> Germany <input type="checkbox"/> Poland <input type="checkbox"/> Spain <input type="checkbox"/> Other: specify	Country in which you have worked <input type="checkbox"/> Cyprus <input type="checkbox"/> Greece <input type="checkbox"/> Germany <input type="checkbox"/> Poland <input type="checkbox"/> Spain <input type="checkbox"/> Other: specify
Gender: <input type="checkbox"/> Female <input type="checkbox"/> male	Education level: <input type="checkbox"/> primary <input type="checkbox"/> vocational <input type="checkbox"/> secondary <input type="checkbox"/> higher (Bachelor's degree or more)
Your company residence: <input type="checkbox"/> village <input type="checkbox"/> city up to 30 000 inhabitants <input type="checkbox"/> city 31-100 000 inhabitants <input type="checkbox"/> city more than 100 000 inhabitants	Business sector: <input type="checkbox"/> commerce <input type="checkbox"/> production <input type="checkbox"/> services <input type="checkbox"/> if other, please specify
Size of a company: <input type="checkbox"/> large enterprise (more than 250 employees) <input type="checkbox"/> medium enterprise (51-250 employees) <input type="checkbox"/> small enterprise (10-50 employees) <input type="checkbox"/> microenterprise (up to 10 employees)	How much time have you worked abroad: <input type="checkbox"/> less than 6 months <input type="checkbox"/> 6 months – 1 year <input type="checkbox"/> 1 year – 3 years <input type="checkbox"/> More than 3 years



RESEARCH QUESTIONS

1) What are the reasons that you decided to work abroad? (select all the relevant options)

- I could not find any employment in my country
- I could not find an employment in my country in my field of study
- I was able to find a better employment abroad
- I have relatives in the foreign country
- I studied and I decided to stay for work
- I participated in a European mobility programme and I decided to stay for work
- Other (please explain)

2) Which are the reasons for which you have decided to come back? (please select the most relevant option and explain your choice)

- Found a better employment in the home country
- Difficulties of adaptation in the foreign country
- Difficulties with the job/ employer
- Difficulties with the social system
- Racism/ Xenophobia
- Personal/ family reasons
- Other. Explain your choice

3) Do you consider the possibility to work abroad again?

- Yes
- No

4) Which are the main challenges that you have faced in order to adapt in the new work environment? Please list all the stated factors from the most important to the least important (by putting a number 0-10 next to all options below, 1 being the most important factor and 11 the least important factor) and explain your choice.



	Finding information about your work
	Finding information about support structures/ social security systems etc in the foreign country
	Finding proper house/ accommodation
	Development of interpersonal relations and friendships in the foreign environment
	Language
	Working Culture
	Culture of the foreign country
	Distance from family/ relatives/ friends/ partner
	Weather conditions
	Racism/ Xenophobia
	Other (please explain)

Explanation

5) Please evaluate how important the following skills were to you in your effort to find an employment abroad and adapt to your new work environment (1= no important, 6= very important)

	Not at all	2	3	4	5	Very important
	1					6
Adaptability (capacity to be able to adjust to new conditions)						
Cultural awareness of the country you have migrated to (knowledge of the culture/ customs/ traditions of the country to which you have migrated)						
Language Skills (knowledge of the language of the country you have migrated)						
Intercultural skills (ability to communicate appropriately and effectively with people from						



other cultures)						
Communication skills (ability to convey information to another effectively and efficiently)						
Internet Research skills (ability to use internet effectively in order to acquire all the necessary information regarding different aspects of living abroad)						
Use of social media (ability to use effectively the social media in order to link with groups/ people that can facilitate the adaptation in a foreign country)						
Openness (enjoy to try new things, ability to be creative and open to new ideas, cultures, people etc)						
Conscientiousness (the personality trait of being careful, or vigilant)						
Agreeableness (individual behavioral characteristics that are perceived as kind, sympathetic, cooperative, warm and considerate.						
Extraversion (a tendency to seek out the company and stimulation of other people)						
Emotional Stability (ability to remain stable and balanced)						
Resilience (ability to successfully adapt to life tasks in the face of social disadvantage or stressful/ highly adverse conditions)						
Optimism (the ability to think the best possible thing will happen, and hopes for it even if it's not likely)						
Self-efficacy (belief in one's ability to succeed in specific situations or accomplish a task)						
Other (please explain)						

6) What kind of support would have helped you to adapt better to the new environment in the foreign country?



7) How would you evaluate your experience working abroad from 1 to 5 (1= very negative, 5= very positive)

1	2	3	4	5
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Name.....

E-Mail.....

Please complete your name and e-mail if you are interested to get updates from the project and participate in the pilot testing later during the project implementation