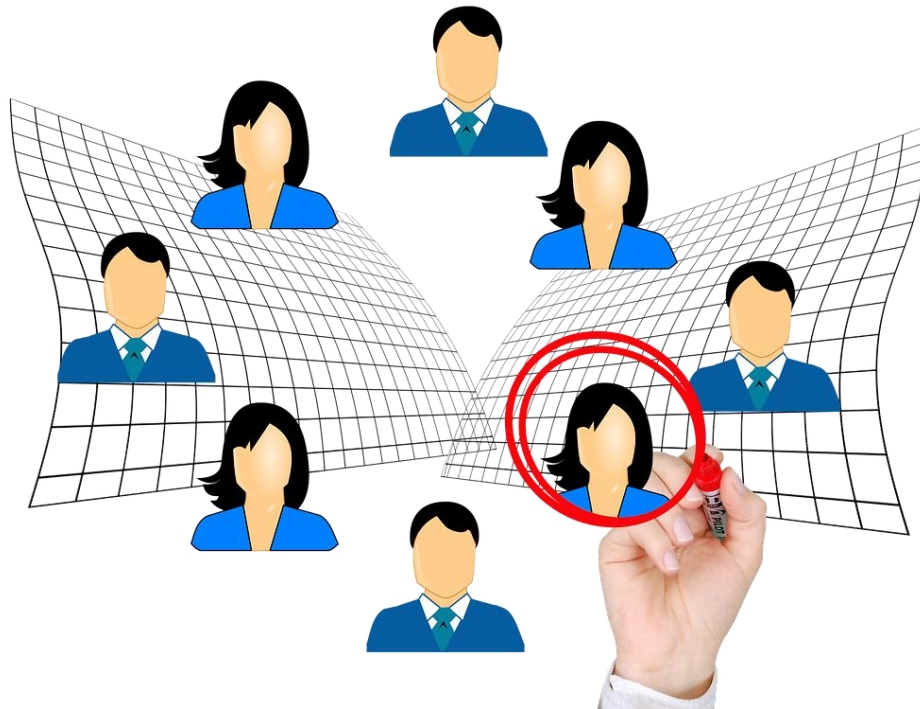




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**“Adaptation and enhancement of the European supported employment model to enable accessible labour market pathway for refugees and immigrants”**

**Activity 2: Intellectual results/ Result 1 (R1):  
“Enhanced and adapted version of the European supported employment model specifically related to the counselling and guidance of refugees and immigrants”**

*An ERASMUS+ small-scale partnership project in the vocational education and training*

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## Introduction

Based on a labour force survey<sup>1</sup> published by the European Commission and OECD in 2021, refugees are one of the most vulnerable group of migrants on the labour market. Data indicates that among economically active refugees, 1 in 5 is unemployed and 1 in 8 is unemployed for over a year or longer. The study observes that it takes refugees on average up to 20 years to reach an employment rate like that of the native-born population. Comparing refugees with other migrants, their different employment rates can be explained by their differing education levels. That being said, the education level of refugees also varies between countries of origin.

Labour market participation forms part of a wider integration process, whereby third-country nationals legally residing in the EU may access not only employment, but also vocational education and administrative goods and services. While mostly pertaining to the national as well as regional and local levels, this topic has gained importance on the EU political agenda in recent years, as policymakers have come to acknowledge that the economic, social, cultural and civic participation of migrants in European host societies is essential to overcome challenges and benefit from the opportunities of migration.

So far refugees and immigrants are lacking from support to the labour market and the supported employment model is a complementary action to support their labour inclusion. However, such practice exists in Portugal, and we would like to explore it also in Bulgaria. The high supply of labour resources and the low demand reduce the possibilities of refugees and immigrants to find jobs in the open market and limit the chances of successful support programmes and projects. Existing career support providers are not able to deal with the refugees' complex needs since they do not have adequate knowledge, skills, and competencies to assist them, neither written methodological guidelines. There is still a general understanding that refugees do not need a job.

Even that, some employment initiatives, are taken in sheltered workshops and social enterprises.

With this project we will provide additional knowledge and concepts to career and supported employment counsellors for adapting employers' conditions, preferences, and challenges.

We would like to suggest to career and employment counsellors working in the field of career support for refugees and immigrants to implement the adapted SE innovative approach, which can be a suitable solution at the same time to tackle the labour exclusion of the refugees and immigrants. Those, trained by this handbook will be able to create an accessible and supportive labour market pathway for refugees and immigrants (especially those from Ukraine) by implementing the career guidance methods as part of the 5 stages process of the traditional supported employment model.

Since the beginning of the war, more than 330,000 Ukrainians have entered Bulgaria. At the height of the crisis, more than 115,000 people were accommodated in the country, and to date

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<sup>1</sup> <https://www.oecd.org/employment/oecd-labour-force-statistics-23083387.htm>



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about 78,000 are still living in Bulgaria. About half of them are housed in state bases and hotels under the new humanitarian program.

More than 5,600 Ukrainian citizens are employed under temporary protection in Bulgaria, which represents more than 15% of the working population of those fleeing the war in Ukraine. This number of more than 5,600 people does not include those employed on civil contracts and those on probation, and yet this is the highest percentage of integrated refugees the state has managed to achieve in its recent history, and only within 3 months.

Employees are distributed in almost all districts of the country, in 20 sectors of the economy in 9 different professional fields. The work sectors are expanding in the following directions: from hotels restaurants, administrative and ancillary activities to construction, and research and IT. At the beginning of the crisis, the IT sector said it needed about 30,000 staff and the textile industry could take in about 20,000. Ukrainians have already been recruited in various industries as managers, specialists, technicians, support and administrative staff, and people with professions that do not require special qualifications.

On June 6, 2021, the Bulgarian Employment Agency launched a program to help Ukrainian refugees with temporary protection in our country. A remuneration of BGN 356 (around 170 EUR) for 3 months will be provided for rents and overheads to Ukrainian citizens who have started working in Bulgaria.

In addition, the state will provide employers employing refugees with a minimum wage and insurance for the same period. The money is provided by the EU under the Solidarity project, funded by the Operational Program “Human Resources Development” 2014-2020.

During the period of subsidized employment, employers will receive funds for remuneration of employed Ukrainians in the amount of the minimum wage (BGN 710.00/360 EUR) and due insurance at the expense of employers, as well as incentives covering the costs of all due contributions at the expense of the employer, according to the requirements of the Labour Code and the Social Security Code.

The Immigration, Borders and Asylum Report 2022<sup>2</sup>, made available by the Portuguese Border and Immigration Service, states that in 2022 there was, for the seventh consecutive year, an increase in the resident foreign population, of 11.9% compared to 2021, totalling 781,915 foreign citizens holding a residence permit. 56,585 requests for temporary protection were granted, of which 44,519 referred to Ukrainian citizens.

In the study carried out by the author Catarina Reis de Oliveira that resulted in the Statistical Report on asylum 2023, it is stated that Portugal is proud to be home to refugees of more than 130 nationalities, many corresponding to less visible conflicts, and who today constitute new communities that since the end of 2015 are part of us, our culture and our country. Today, we are therefore richer in the diversity that unites us.

The report also states that this growing wave of displaced people in the world has made 2022 the year in which Portugal welcomed 13 times more refugees than those received in the last seven years: displaced citizens from Ukraine, Afghan families; unaccompanied foreign children

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<sup>2</sup> <https://www.sef.pt/en/pages/conteudo-detalhe.aspx?nID=50>



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and young people from refugee camps in Greece; Syrian families, but also all the people from so many other latitudes, from Yemen to Iraq, from Eritrea to Somalia, from South Sudan to Pakistan, from the Democratic Republic of Congo to Bangladesh and so many, many other origins.

In the last twenty years, the notion of temporary protection has also been developed in the European context (although the concept was only used for the first time in 2022 with displaced persons from Ukraine) to describe the exceptional procedure that ensures reception in the event of or in the face of a massive influx of displaced persons from third countries who are unable to return to their country of origin.

In the top ten nationalities that applied for asylum in Portugal - with the exception of nationals from Afghanistan (670 asylum applications in 2021 and 285 in 2022, representing 13.5% of applications in Portugal in 2022 and 12.9% in the EU27), Ukraine (165 applications in 2022, representing 7, 8 per cent of asylum applications in Portugal compared to 2.8 per cent in the EU27), Pakistan (5.7 per cent of applications in Portugal and 3.9 per cent in the EU27) and Colombia (4 per cent of applications in Portugal and 4.5 per cent of applications in the EU27 in 2022) - not even the most numerous nationalities of applicants in the EU27 appear in Portugal. In Portugal, as in other European countries, a special reception programme was created, which includes several measures under the temporary protection regime<sup>3</sup>. This regime allows the automatic attribution of a temporary residence permit and a temporary protection certificate, among other benefits, such as:

- Temporary Residence Permit
- Tax Identification Number
- Social Security Identification Number
- National Health Service Number

These identification numbers give access to several services, such as health care in public facilities, social support, registration in job offers, sign a work contract, and start working, among others.

In June 2022, the Secretary of State for Inclusion announced that Ukrainian refugees with temporary protection have been granted more than 661 family allowances and about 863 social insertion income benefits.

Refugees registered at Institute for Employment and Vocational Training centres as unemployed can benefit from the employment-insertion contract<sup>4</sup>. This contract allows unemployed people to do socially necessary work, receiving more money besides unemployment benefit, while looking for a job contract.

The employment-insertion contract has the following objectives:

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<sup>3</sup> <https://eportugal.gov.pt/migrantes-viver-e-trabalhar-em-portugal/ucrania-informacoes-e-apoios-disponiveis-em-portugal/ucrania-cidadaos-refugiados-a-viver-em-portugal>

<sup>4</sup> <https://www.iefp.pt/emprego-insercao>



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- To promote the employability of unemployed people, preserving and improving their socio-professional skills by maintaining contact with the labour market;
- To foster the contact of unemployed people with other workers and activities, avoiding the risk of their isolation, demotivation, and marginalization;
- To meet social or collective needs, particularly at local or regional level.

By joining this measure, refugees will benefit from a complementary monthly grant in the amount of 20% of the Social Support Index (438.81 euros in 2022), transport expenses, food subsidy and work insurance. For at least four days of each month, they can dedicate themselves to actively looking for work.

Institute for Employment and Vocational Training in its January 2023 reports that out of 322 086 unemployed individuals 4 230 are Ukrainian.<sup>5</sup>

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<sup>5</sup> <https://www.iefp.pt/estatisticas>





# 1. Supported employment (SE) adapted method

## 1.1. Fundamental elements of the Supported employment

This chapter is presenting the core concept of the Supported Employment as a contemporary method of labour market inclusion of refugees and immigrants (especially those from Ukraine). Started in the 1980s this approach is continuously advanced to reach the general goal of labour market inclusion for all. In recent years, the European umbrella association EUSE (European Union for Supported Employment) has been heartened by the increasing focus on quality in the supported employment sector. This was helped by the set of quality standards which will be discussed in this manual as well.

This approach involves the concepts of empowerment, social inclusion, dignity, and rights for individuals. Main fundamentals are: uniqueness of each person (*no matter with disadvantages or coming from minority group such as refugees/immigrants*), respect, self-determination, possibility of informed choices, empowerment, confidentiality, privacy, disclosure of information, flexibility of Supported Employment providers and full accessibility to their services on all levels.

The access to work is a basic human right for all people. Equal basis means same conditions as other state members including payment at a contracted going rate, equal benefits, safe working conditions and opportunities for career development. The achievement of paid work for refugees and immigrants (especially those from Ukraine) is one of the most important principles of the SE approach. Equal payment and equal possibilities as an achievable goal for refugees and immigrants (especially those from Ukraine) in the same way as it is for all other people in our society.

From the perspective of the EUSE, the three main basics of SE are:



**paid work** (as opposed to working experience placements, job tasters, voluntary work etc.),

**open labour market** (regular employments private/ public),

**ongoing support** (on a needs basis for employee and employer). An ongoing support refers to a support during job seeking, employment and progress in an existing working place. It is important to identify natural support in a real working environment to achieve an inclusion in the respective company.

The general topic is to follow a “**place- train- maintain**” strategy rather than the “train-place” methods of other supporting services, because training and learning of skills is more efficient in real context of a company. The motivation of the refugees and immigrants (especially those from Ukraine) is also higher if they are employed as soon as they enter any



country in the European union. Many refugees and immigrants (especially those from Ukraine) don't have proofs for their labour or academic experiences because they escaped from their country in an emergency, without having possibilities to bring documents or diplomas or portfolio to proof their capabilities. Some of them (especially young population) may not been in employment ever, so as an instrument of achieving a paid job **working experience placements** can be helpful. They *"should be viewed as a means to an end and not as the end result"* (EUSE Toolkit, 2010, p. 26).

## ***1.2. Regulations for refugees and immigrants to enter the labour market in Portugal and Bulgaria***

In **Portugal**, Law no. 67/2003 of 23 August transposes into national law Council Directive no. 2001/55/EC of 20 July, on minimum standards for granting temporary protection in the event of a mass influx of displaced persons and on measures promoting a balance of efforts between Member States in receiving such persons and bearing the consequences thereof. On 1<sup>st</sup> of March 2022, Portugal has approved, under the terms of Law 67/2003, the Resolution of the Council of Ministers No. 29-A/2022, which established the specific criteria for granting temporary protection to displaced persons from Ukraine, having as citizens of Ukraine and their family members, coming from their country of origin and unable to return there as a result of the war situation, as well as citizens of other nationalities who are relatives, relations, spouses or unmarried partners of Ukrainian nationality. In the meanwhile, the temporary protection was extended by Resolution of the Council of Ministers 29-D/2022 of 11 March to all people fleeing Ukraine who resided there legally on either a permanent basis or a temporary basis and cannot return to their country of origin. The Resolution of the Council of Ministers No. 22-D/2023 of 13 March extends the validity of temporary protection certificates granted to displaced persons from Ukraine.

Regarding the professional inclusion of Ukrainian migrants, the Portuguese Government has promoted the following measures:

It established measures regarding the recognition of professional qualifications of beneficiaries of temporary protection in the context of the armed conflict in Ukraine, in accordance with Decree-Law No. 28-B/2022 of 25 March.

It made beneficiaries of temporary protection and other migrants in a vulnerable condition eligible for employment and vocational training measures implemented by the Institute for Employment and Vocational Training (IEFP), in accordance with Ordinance No. 102/2023 of 11 April.

It launched in March 2022 the "Portugal for Ukraine"<sup>6</sup> digital platform, aiming to bring together all the ongoing responses and actions with a view to supporting displaced persons from Ukraine. The platform has information and contacts for support related to coming to Portugal, transportation, documentation, employment and training, education, health and housing. The IEFP is also running the "Portugal for Ukraine" platform, on which employers can publish job

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<sup>6</sup> <https://portugalforukraine.gov.pt/en/pagina-inicial-english/>





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vacancies and consult the professional profiles of workers they are looking for to fill these vacancies. IEFPP also provides support and incentives for which Ukrainian citizens are eligible:

- Compromisso Emprego Sustentável (Commitment to Sustainable Employment), which consists of an incentive to hire unemployed persons registered with IEFPP, for an indefinite period (Ordinance no. 38/2022, of 17 January)
- ATIVAR.PT which consists of internships lasting 9 months, non-extendable, with a view to promoting the integration of young people into the labour market or the professional reconversion of unemployed people (Ordinance no. 206/2020, of 27 August, amended and republished by Ordinance no. 122-A/2021, of 14 June, Ordinance no. 331-A/2021, of 31 December and Ordinance no. 293/2022, of 12 December).

In **Bulgaria**<sup>7</sup>, Ukrainians and their family members who have received temporary protection, asylum or international protection in Bulgaria have the right to work in the country without a permit. Persons with refugee or humanitarian status can register as jobseekers with the Labour Office at their permanent or current address.

Ukrainian citizens under temporary protection have the right: to remain on the territory of the Republic of Bulgaria to work in Bulgaria without a permit for access to the labour market, as well as to take language training courses of appropriate accommodation or of means of accommodation if necessary of social assistance of medical aid in case of emergency to return freely to their country of origin.

The Asylum and Refugees Act introduces the requirement of Art. 12 of Council Directive 2001/55 / EC of 20 July 2001 on minimum standards for the granting of temporary protection that aliens enjoying temporary protection have the right to work and vocational training. It follows that Ukrainian citizen enjoying temporary protection could work in Bulgaria without a work permit, register as jobseekers at an employment office at their permanent or current address and benefit from employment services. and vocational training.

Citizens of Ukraine can gain access to the Bulgarian labour market to work under the following simplified procedures: Ukrainian citizens who have the necessary documents proving Bulgarian origin can start working immediately (even before they have received a residence permit) only by registering with the Employment Agency. For this purpose, they must have an employment contract with a local employer for a period of at least 6 months. Additional information about the procedure can be found [here](#).

Ukrainian citizens have the right to seasonal work of up to 90 days in agriculture, forestry and fisheries, hotels, and restaurants in Bulgaria without interruption for 12 months. For this purpose, registration with the Employment Agency is required based on a declaration submitted by the employer<sup>8</sup>.

Ukrainian citizens who have applied for international protection and the proceedings have not been completed within three months of submitting the application for reasons beyond their control have the right to work in Bulgaria without a work permit until the procedure is

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<sup>7</sup> <https://ukraine.gov.bg/access-to-the-labour-market-in-bulgaria-for-citizens-of-ukraine/>

<sup>8</sup> <https://www.az.government.bg/pages/sezonna-zaetost-do-90-dni>



completed. Declaring the employment of Ukrainians in these cases is done by the local employer, who hired them under an employment contract<sup>9</sup>.

Ukrainians and members of their families granted asylum or international protection in Bulgaria have the right to work in Bulgaria without a permit to access the labour market. People who have refugee or humanitarian status can register as jobseekers with the Labour Office at their permanent or current address. The control bodies of the General Labour Inspectorate are ready to advise Ukrainian citizens on their labour rights. For this purpose, an email has been created where they can ask their questions related to the Bulgarian labour legislation, as well as submit signals if they are already employed and believe that their rights have been violated. Bulgarian employers who want to hire citizens of Ukraine should provide them with equal working conditions with their colleagues from Bulgaria, and they cannot be less favourable than the minimum set in labour legislation.

### ***1.3. Beneficiaries of the Supported employment in the contexts of ADAPTREF project actions***

The model of Supported Employment is a flexible and continuous process, designed to meet all anticipated needs from all the beneficiaries of the SE providers. During the SE process beneficiaries are on the one hand refugees and immigrants (especially those from Ukraine), supported by getting a working place or maintaining one, and on the other hand the possible employers of the refugees and immigrants.

To achieve a successful inclusion of refugees and immigrants (especially those from Ukraine) on a workplace, to be effective and sustainable the SE process must keep in mind the needs of both (employees and employers). It is important to understand the fears and the resulting needs of the employers in getting the right worker for them.

The provision of the right support during the hiring process is needed and special support offers could include on the job support of the refugee or immigrant together with their co-workers. This process should be planned in agreement with both beneficiaries and could be supported by the supported employment specialist. This job support directly at the working place of the refugee or immigrant is strongly linked with the company environment and the given space for the training at the working place. For instance, it is important to consider how long it is allowed staying in the company for the SE specialist; who must be asked for; who is responsible for answering questions; etc. So, planning of training at the working place cannot be separated from the employers and co-workers (colleagues at the workplace of the refugee or immigrant). The cooperation with these beneficiaries is obligatory.

The aim of SE services is to secure a long-term sustainable employment of refugees and immigrants (especially those from Ukraine). A right “job matching” (individual strengths and needs matched with the requirements of the job) is done correctly if it leads to a win-win-situation where both, employer and employee achieve their goals. Work experience placements can be seen as a tool to help individuals to find and maintain a paid job (*see, EUSE Toolkit, 2010, p. 23*) or preparatory (vocational) trainings for refugees and immigrants (especially those from

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<sup>9</sup> <https://www.az.government.bg/pages/4ujidenci-po-chl29-bejanci>



Ukraine) can also be useful and effective activities, which influence directly or indirectly the way of getting a secure and paid job in the open labour market.

SE services are targeted to both beneficiaries and of course beside a good preparation of the refugee or immigrant also possible employers should be convinced about the benefits of the employment of refugees and immigrants (especially those from Ukraine). For instance, an awareness of the benefits for employers should be raised by SE service providers: free support from SE service providers, free advice concerning inclusion, sensitisation of co-workers, guidance through financial funding systems, support during the job matching period, etc. Of course, there is as well a positive impact on the current team and the employment of a refugee or immigrant can also be seen as a promotion of the company's social responsibility.

Experiences of other European countries and a lot of positive case studies show the high productivity and efficiency of refugees and immigrants in their working places. If job matching and team integration are appropriate, there is in most cases no performance difference from the refugee or immigrant to his/her co-workers.

#### 1.4. *The role of the SE specialist*

In this following chapter, we will specify the main fields of duties of the SE specialist in the process of guidance, support and counselling of the refugees and immigrants (especially those from Ukraine) and employers, as well as of networking. Each unit of learning outcome is described by needed skills, knowledge, and attitudes.

<b>Main duties</b>	<b>Unit of learning outcome 1: Beneficiary guidance and support</b>		
	<ol style="list-style-type: none"> <li>1. To identify and engage suitable job seekers (refugees/immigrants).</li> <li>2. To use a person-centred approach (informed choices by the beneficiaries).</li> <li>3. To develop a profile which will establish the beneficiary's skills and expectations and identify barriers and support needs.</li> <li>4. To develop and follow/update an action plan (focus on responsibilities/strengths).</li> <li>5. To organize traineeship, support a realistic view of beneficiaries on strengths/abilities in different working fields.</li> <li>6. To identify suitable/appropriate jobs – doing a job matching with employers and employees, strengthen decision making of refugees and immigrants (especially those from Ukraine).</li> <li>6. To provide information regarding welfare benefits/support services and frameworks of paid employment.</li> <li>7. To provide appropriate support and training to empower beneficiaries to ensure their working position or to develop their career.</li> <li>8. To provide ongoing support on and off the job.</li> </ol>		
	<b>Knowledge</b>	<b>Skills</b>	<b>Attitudes</b>



Main duties	Knowledge about the 5 stages of Supported Employment	Communication/ assessment skills	Strengthen decision making															
	Knowledge about labour integration of refugees/immigrants (in Portugal or in Bulgaria)	Soft skills (empathy, listening skills, etc.)	Combination of knowledge and skills															
	Person-centred methods	Positive reassurance	Creating networks															
	Assessment/Recognition of prior learning (RPL) methods	Consultant skills	Responsibility/ autonomy in implementation of SE service															
		Negotiation and marketing skills																
		Self-assessment																
<b>Unit of learning outcome 2: Work environment</b>																		
1. To identify and engage suitable companies.																		
2. To identify needs of companies; achieve a good job matching with employers/employees.																		
3. To support co-workers of refugees and immigrants (especially those from Ukraine).																		
4. To analyse and disclosure of organisational structures and business culture – structuring the way of inclusion of new employee.																		
5. To implement job analysis																		
6. To support career development within companies.																		
<table><tr><th>Knowledge</th><th>Skills</th><th>Attitudes</th></tr><tr><td>Labour market framework in Portugal or Bulgaria</td><td>Mediation skills</td><td>Negotiation of job opportunities</td></tr><tr><td>Labour legislation in Portugal or Bulgaria</td><td>Observation and analysis skills</td><td>Management of different perspectives and expectations</td></tr><tr><td>Financial/ funding possibilities</td><td>Advising skills</td><td>Creating networks</td></tr><tr><td>Safety rules on working places</td><td>Good communication skills in consultancy with employers</td><td></td></tr></table>				Knowledge	Skills	Attitudes	Labour market framework in Portugal or Bulgaria	Mediation skills	Negotiation of job opportunities	Labour legislation in Portugal or Bulgaria	Observation and analysis skills	Management of different perspectives and expectations	Financial/ funding possibilities	Advising skills	Creating networks	Safety rules on working places	Good communication skills in consultancy with employers	
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Labour legislation in Portugal or Bulgaria	Observation and analysis skills	Management of different perspectives and expectations																
Financial/ funding possibilities	Advising skills	Creating networks																
Safety rules on working places	Good communication skills in consultancy with employers																	
<b>Unit of learning outcome 3: Networking</b>																		
1. To develop a network of contacts and build relationships with health professionals, social services, labour offices, welfare benefit experts to assist with the referral, assessment, and support of job seekers.																		
2. To work with employers to develop employment opportunities through a range of support initiatives.																		
4. To raise awareness of Supported Employment through presentations, attendance at meetings/events and marketing.																		



Main duties	Unit of learning outcome 4: Awareness raising on different levels																
	<p>1. Public level: Integration and employment issues. Changes in society’s attitude towards refugees and immigrants (especially those from Ukraine).</p> <p>2. Governmental/funding level: topics relating to employment including governmental programmes, social service funding, etc.</p> <p>3. Employers level: raising awareness of versatility of refugees and immigrants</p> <p>4. Refugee/immigrant level: raising awareness of versatility, human right of work, legal frameworks, etc.</p>																
	<table><tr><th>Knowledge</th><th>Skills</th><th>Attitudes</th></tr><tr><td>Awareness raising methods</td><td>Communication skills</td><td>Creating networks</td></tr><tr><td>Knowledge of relevant stakeholders/parties</td><td>Networking skills</td><td>Open-minded towards different networks/initiatives</td></tr><tr><td></td><td>Marketing skills</td><td>Team supervisions</td></tr><tr><td></td><td>Self-presentation/ presentation skills and creativity</td><td></td></tr></table>	Knowledge	Skills	Attitudes	Awareness raising methods	Communication skills	Creating networks	Knowledge of relevant stakeholders/parties	Networking skills	Open-minded towards different networks/initiatives		Marketing skills	Team supervisions		Self-presentation/ presentation skills and creativity		
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	Marketing skills	Team supervisions															
	Self-presentation/ presentation skills and creativity																

### 1.5. The Stages of Supported Employment

The Supported employment (SE) can be described as a five-stage process, which is flexible and orientated on the individuals' needs and abilities. The EUSE Toolkit for SE provides basic and useful information concerning these five stages, gives advice and tips regarding to methods in this working field and it is not definitive but rather *"illustrative of the process and methodologies to be considered in the delivery of Supported Employment services"* (see, EUSE Toolkit, 2010, p. 53).



Source: European Union of Supported Employment Toolkit 2010



Although the traditional supported employment model foresees the 5 phases mentioned above, in Portugal sixth autonomous phase - Career Development and Progression - has already been included.

In order to reach the implementation of this method, we will now discuss all five stages in detail.

This chapter shows possible ways of working with SE methods, but it is an ideal-typical stage process, which must be adapted to the service circumstances. Furthermore, the attitude towards refugees and immigrants (especially those from Ukraine) and their employability is crucial.

### 1.5.1. Stage 1: Client engagement

In this stage of the SE process for refugees and immigrants (especially those from Ukraine) should be informed about their chances, possibilities, rights, and possible supports to make **informed decisions**. After this stage they will find an answer to the question if they wish to use Supported Employment tools to find a paid working place and further, they will have an agreed action plan of the usability of particular services within SE. Further information towards person-centred methods is described in R2-Career counselling guidelines for career counsellors and supported employment consultants to support the realisation of the process of their labour market inclusion - and should be borne in mind through the whole process.

Client engagement will always be different for everyone, but it is important to reach a concrete plan of working together between the job seeker and the SE specialist.

First, publicity materials are very important for SE providers to the effect that possible job seekers (refugees/immigrants) will be prepared for a first meeting or can get information about the SE services and other possible services for them. The **first contact** to the SE provider (career counsellor) should be low-threshold, for instance different ways of contacting (phone, e-mail, face-to-face, etc.) should be possible. Another option is to contact local NGO's who are working intensively with this target audience.

Within this first contact a face-to-face **initial meeting** should be arranged. After this first contact the co-operation between the job seeker (refugee/immigrant) and the career guidance/service provider will be started in the initial meeting. Ideally this initial meeting is face to face and all needs of the job seeker, the refugee or immigrant, must be considered (social environment, quantity of information, length of the meeting, etc.). This session should ascertain all relevant information concerning the refugee or immigrant and will include information as well about health, housing, income matters, and personal circumstances.

Furthermore, it is important in this phase to build up trust and respect and to make sure, that all needed information is given by the SE specialist. The job seeker must be involved in and must give his agreement for all discussions or conversations about this support, even if the SE specialist is talking with other stakeholders. The principles of self-determination, empowerment, individuality, and respect always must keep applied.





After such an initial meeting a **planning discussion** will lead to a consensual agreement. For instance, „*Personal Future Planning*”<sup>10</sup> can be an appropriate person-centred method of doing such a planning discussion.

Person-centred methods are good methodical tools for working with refugees and immigrants (especially those from Ukraine) on their aims and wishes for the future. Especially this person-centred attitude is inevitable for working together with these job seekers because what we believe and think about refugees and immigrants (especially those from Ukraine) shapes their opportunities in developing and of course the way of assistance we provide. So, it is important to reflect on: How can we make sure that support services respond to the individual needs of refugees/immigrants and help them live included in the community?



Efficient and understandable communication between job seeker and SE specialist is needed during this client engagement phase to get a basis for further working together and of course a commitment of an agreed action plan. An **action plan** will include the following points:

- *What shall be done?*
- *Who is responsible for the realisation of the actions?*
- *When will the actions be realised?*
- *Who will ascertain that the action was realised?* (EUSE Toolkit, 2010, p. 60).

Commitment and reciprocal agreement are a key point in the whole SE process. An active participation of the job seeker is needed during the SE process.

It is important to underline, that the refugee or immigrant will not just benefit or receive a service but will also take responsibility in the process. Client engagement could include a lot of different tasks for the SE specialist and of course the tasks have to be reviewed individually.

Client Engagement is crucial for the whole SE process and to identify the motivation of the refugees and immigrants (especially those from Ukraine) to work is most important in this stage. The refugee or immigrant should make an informed choice after all counselling concerning his/her wish of being supported by finding a working place. Especially in case of different funding systems this choice finding process is important to identify the future goals of the refugee or immigrant. Raising awareness for controversial national benefit system is needed.

The wishes, interests and expectations of the job seeker are crucial. The process from the first thought to the concrete co-operation between a job seeker and the SE specialist should reflect the beneficiary's individuality and respect for the beneficiary's wishes. The job seekers should be encouraged to tell you about their wishes, preferences, expectations, and concerns. The job seekers should be made comfortable and confident to obtain and provide as much information as they wish.

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<sup>10</sup> For further information, see: <http://www.inclusive-solutions.com>



#### **1.5.1.1. Tips for Effective Client Engagement**

Based on the European Union of Supported Employment Toolkit there are some useful tips and things that a Support Employment specialist can have in mind during the client engagement phase

##### **Useful Tips:**

- Communicate clearly with the job seeker and make sure they comprehend what you say.
- Listen carefully to the job seeker and make sure you grasp what they say.
- Provide information in both written and oral forms.
- Use simple language.
- Be mindful of how signs or symbols can influence the first impression with the job seeker.
- Put yourself in the job seeker's shoes. Think about what his/her expectations are.
- Think about how you can establish a trustful and respectful connection with the job-seeker.
- Try to be informed about the main features of the origin country of the job seeker.
- Always guarantee the confidentiality.
- After a meeting, always recap what has been discussed or decided. If necessary, write it down and hand it to the job seeker.

##### **Things to Avoid:**

- If you meet the job seeker along with a stakeholder, do not talk as if the job seeker is absent. Remember it is the job seeker who should be the focus of the process.
- Do not talk with other stakeholders about the job seeker without involving him/her.
- Never disregard the wishes and interests of the job seeker.
- Avoid imposing your own values or biases on the wishes and interests of the job seeker.



### 1.5.2. Stage 2: Vocational Profiling

In this stage the goal is to **collect all relevant information** from the job seeker, refugee, or immigrant to identify his/her motivation, particular interests, work attitudes, resources and needs of support. It is important to work together with the job seeker, as an active partner, on a realistic view on possible working places and ways for career development.

This is a process of getting to know the refugee or immigrant in relation to work – expectations, learning needs, former working experiences, job preferences, education history, trainings, personal skills, and abilities. A holistic picture of the job seeker is the aim in this stage, as well for the refugee or immigrant himself/ herself to make appropriate decisions. It is an ongoing discussion between the refugee or immigrant and the SE specialist, and this process needs a few meetings between them.

*“The profile informs the practical job finding and makes it more likely that we find a high-quality job match.”<sup>11</sup>*

There are different existing testing tools how to measure interests or how to find capacities and strengths, which can be found in the R2 of this project (see [www.adaptref.eu](http://www.adaptref.eu) for more information).

Of course, it is important to discuss about **information disclosure**<sup>12</sup> with the refugee or immigrant and to find an agreement between the job seeker and the SE specialist about it. It is essential to think about new working places in context of what information must be disclosed, respectively what kind of information have not.

After the collection of the relevant information **career planning and support strategies** are necessary next steps. A realistic view on possible workplaces is important and also a clear view on the support needs on and off the working place of the refugee or immigrant.

For instance, if legal frames allow job tasters<sup>13</sup> or working experience placements could be used as instruments of getting a concept of different working situations.

In this stage it is needed to clarify the support needs of the refugee or immigrant. For instance, it is possible to use again person- centred materials (Figure 4) to get an idea of what is important for the refugee or immigrant in the future work. There are different person-centred methods for vocational profiling, but there are many different tools of profiling, which also can be used in this stage.

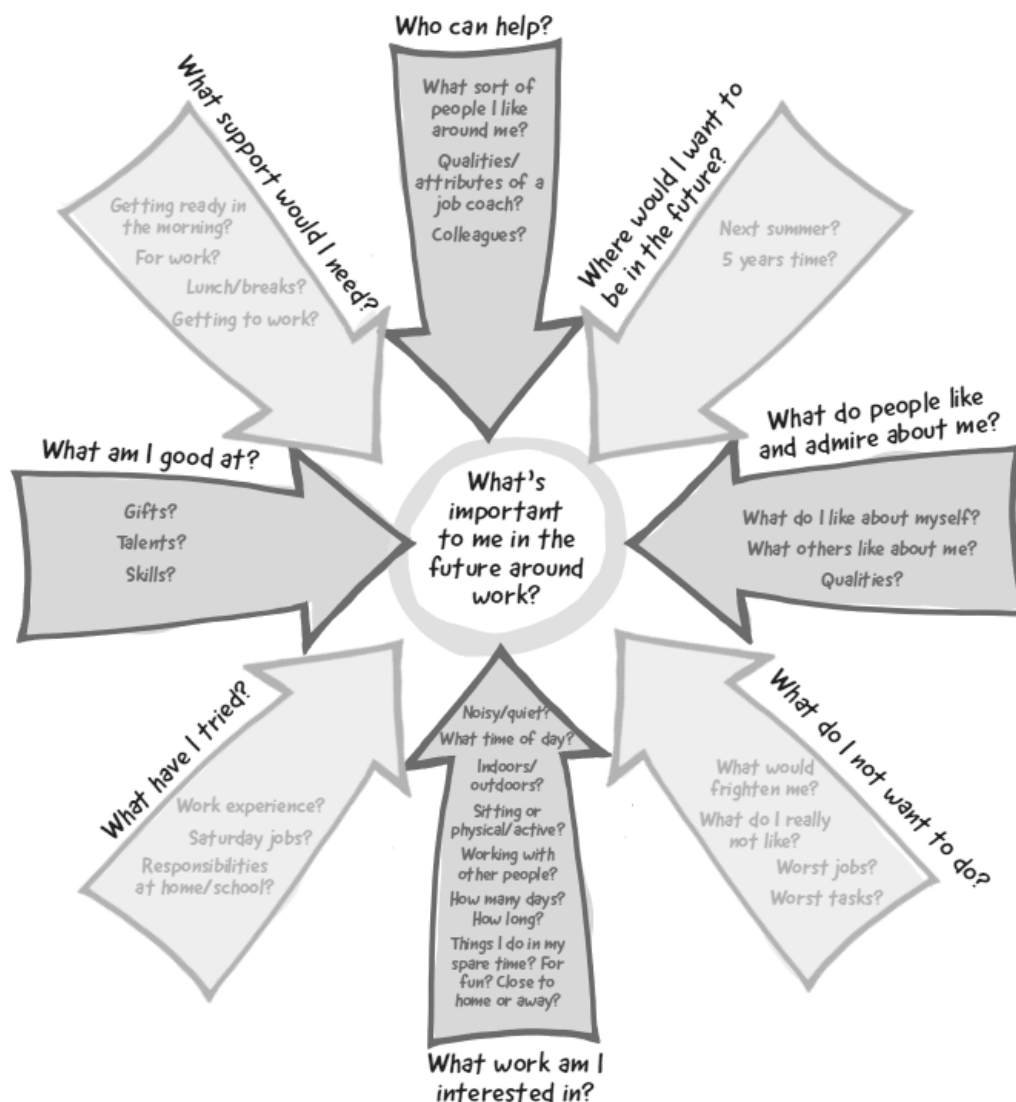
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<sup>11</sup> <http://base-uk.org/bases-history-aims-and-structure/about-supported-employment>

<sup>12</sup> „The individual must give their consent for information to be disclosed and it is important that disclosure provides only information that is relevant to the job situation. For some job seekers it is important to prepare what kind of information is necessary to disclose before approaching employers” (EUSE toolkit, 2010)

<sup>13</sup> „short periods [last no more than one week] of usually unpaid work are used in the vocational profiling process for clients with little or no working experience.” (EUSE Toolkit, 2010)

Figure 4: Person-centred arrow template<sup>14</sup>



The skills and training required to ensure the job match are critical in the process of finding a proper job. Many job seekers/employees have employment skills or professional training/education that makes them capable of more complicated jobs. However, many of them still need further basic training or education to apply for any job. These needs of development/training should be properly identified by the SE provider.

Based on the information gathered so far, the SE specialist should be able to proceed with the analysis of the career/job opportunities of his beneficiary and together with him to decide on the occupational sector which is most favourable for the beneficiary's professional realisation.

**The evaluation of the employment potential assists individuals to improve their interests and preferences, express their choices and define their employment/life plan according to personal and contextual conditions. Career guidance providers can empower the**

<sup>14</sup> <http://www.helensandersonassociates.co.uk/media/39678/arrowtempfilledin.pdf>



**beneficiary to identify their own job preferences and this, in turn, should increase the chances of the job match being successful.**

By playing an active role in the process, the immigrants and refugees should be encouraged to see themselves as someone who can be a benefit to a suitable employer. Together, the beneficiary and the SE specialist explore and assess the jobseeker's employment possibilities and prospects. This part of the support process is about analysing the information from the vocational profile and relating it to the employment potential of the beneficiary. This is achieved through discussions with the beneficiary and other key stakeholders, including previous employers and personal network contacts.

Career development activities should also reflect the local and regional employment trends and needs of the labour market. Therefore, the career guidance provider should identify what is the regional employers' profile, i.e., which are the economic sectors they are mostly operating, what type of company size is predominant, which are the bigger employers at the regional level, etc. In order to achieve a successful job matching, the job finding activity must first be conducted. This can only be conducted if the career guidance provider has gathered extensive and detailed information about the labour market in the area, coupled with his/her knowledge of the employers doing business locally.

The consequent next step is the creation of an **action plan** to move on to the "Job Finding" stage. This action plan should include the objectives, responsibilities (job seeker, career counsellor/SE specialist, social network of the job seeker, etc.), concrete timeline, and future achievements and should regularly be reviewed. The responsibilities for each step should be divided and concretely named and all in the action plan included persons should be involved in the planning session. Aims of an action plan must be in accessible language, concrete, measurable and originated from the consensual discussion. The monitoring of such action plan is needed to ensure the agreed common way and to illustrate alternative possibilities if one aim could not be achieved.

The SE provider needs to have the ability and skills to undertake customer assessments, provide vocational information and guidance and develop personalized action plans. Thus, after the assessment follows the phase of implementation, common agreements are implemented in cooperation with the beneficiary to support him/her. In fact, based on the information collected, the beneficiary and the SE provider agree on the steps ahead. Together they must decide what are the realistic jobs and career aspirations for the beneficiary. If necessary, a job taster or work experience placement could be used as a tool at this stage in the process. The beneficiary in need receives the relevant resources and supports. During the support phase the SE provider takes over the advocacy within the support cycle and thereby keeps the overview of the support process. Together they need to decide what support is necessary to take them from their current situation to a job situation. As referred before, it may be necessary for the SE provider to consider the support needs in crucial areas, such as:

- Social skills
- Work experience placements
- Strengthening qualifications



- Support at home/network

Support targets should be SMART: specific (actions and behaviours should be described as clear as possible), measurable (step stones – how can I know that the target is reached?), attractive (personally meaningful), realistic (possibilities and attributes need to be considered, they must not be overstraining or topic) and terminated (there must be concrete dates/appointments and then start).

Providing support at this stage should be proactive which means planning and to have a strategic view on possible challenges in the future work situation; find alternative solutions to problems, build on experiences along in the process; and think about positive ways to provide information to future employers.

Throughout the vocational profiling process, the beneficiary will be central to developing the action plan jointly with the SE provider. The beneficiary must agree the action plan. The action plan needs to clearly state the long-term objectives (i.e., find employment) and the immediate objectives to achieve this. For each objective, decisions need to be made on:

- What does the beneficiary want to achieve? i.e., experience different types of employment (job taster), complete a qualification. This will be based on the findings in the vocational profile.
- How is the beneficiary going to achieve this? What actions/activities will the job seeker need to undertake? For example, identify different types of jobs they would like to try.
- Who is responsible for conducting the action? i.e., beneficiary, SE specialist, , other professional, etc.

When preparing the action plan, it is important for the SE specialist to remember that:

- Everyone involved should understand exactly what is going to happen.
- All involved should be clear about their specific responsibilities.
- The plan should be realistic in terms of timescales.
- The plan should be reviewed regularly.

Finally, it is important to consider that the action plan is crucial for monitoring purposes. Monitoring will assure that we are heading in the right direction and helps to choose alternative strategies if necessary. The beneficiary should agree with the SE provider a date to review the action plan.

Refugees and immigrants (especially those from Ukraine) sometimes due to their age have a low level of education and a lack of experiences at the open labour market which also makes it harder to achieve a clear view of possible working places. So maybe a vocational training or job tasters/ working experience placements could be a first step of the integration on the open labour market. Educational problems of refugees and immigrants (especially those from Ukraine) are complex and vocational trainings are needed, but it is important to see the differences between training outside of an employment context and direct support at the workplace – Supported Employment/ providers should concentrate on paid work and possible ways to achieve it. But of course, to drawing up attention to the situation of the educational





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system for refugees and immigrants (especially those from Ukraine) is valuable and important for development at all.

#### **1.5.2.1. Useful Tips for Vocational Profiling:**

Based on EUSE toolkit:

##### **Useful Tips:**

- Use a person-centred approach to gather relevant job related information
- Empower the job seeker to participate actively in the whole process
- Let the job seeker choose
- Update the Vocational Profile regularly
- The Employment Support specialist must follow a code of ethics
- Recap and agree on what has been decided
- Confidentiality is required
- Make an Action Plan and update it regularly

##### **Things to Avoid:**

- Do not reveal information that the job seeker has not consented to
- The Vocational Profile should not be an evaluation
- Avoid communication that is not appropriate for the job seeker
- Avoid gathering irrelevant information during the process



### 1.5.3. Stages 3 + 4: Job Finding and Employer Engagement

This is a crucial stage in the process of getting a job especially for refugees and immigrants). The process starts with **preparatory work** – accomplish a curriculum vitae, looking for a support network (key players: job seeker, employers, SE specialists, funders, , social network, service providers) and working on realistic goals in the open labour market. As an advice you can use the Europass<sup>15</sup> options of CV writing in different business areas and keep the question in mind: which kind of company s/he wants to reach with what kind of CV? The extent of the preparatory work differs from every person, and it should be done person-centred like all other stages. This preparatory work might also include training of job interview sessions, working on the image of the job seeker during a job interview and so on.

The figure below illustrates the typical process in between these two stages:

Figure 5: Employment process<sup>16</sup>



The **job search** starts with the analysis of the vocational profile to point out the employment possibilities. Maybe support networks of the refugee or immigrant can offer other working fields as well or have contact to possible employers. In this stage the regional labour market opportunities must be kept in mind (regional differences, urban, rural, etc.). The job search should accompany with gathering information of these possible companies (size, structure, decision makers or general business information).

The focus of the job finding stage should lie on both beneficiaries of SE services, employers, and job seekers. Furthermore, job search is not only focused on advertised free working placements, but should also include support networks, as mentioned before or as well the offer of job carving possibilities for different companies the job seeker wants to work in. Job carving or job creation means “a job [that] is created by identifying parts of a job or tasks that the employer needs completing and can be completed by the job seeker” (EUSE Toolkit, 2010, p. 28). This is a creative task for employers, job seekers and SE specialists, because such job descriptions do not exist and can be created for the new employee refugee/immigrant.

Support your beneficiary (refugee/immigrant) in preparing his documents for job applying. As a SE provider, you best know how to pull together the most relevant, impressive, and detailed documents to highlight the abilities and strengths of your beneficiary, but you should not make

<sup>15</sup> <https://europa.eu/europass/en/create-europass-cv>

<sup>16</sup> EUSE Toolkit, 2010.



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the whole work. Make sure that the job application portfolio is done in a professional way and looks attractive to the employers you have previously identified.

#### **1.5.3.1. Preparing beneficiary's job application portfolio**

The portfolio needs to be done together with the beneficiary and it should include the following steps:

- Compile all the most relevant and up to date work samples of the beneficiary. Preferably include more recent work and accurate older work.
- Identify the aims, talents, and skills that the beneficiary has and can show in the work environment.
- Include all the possible documents like: CV and personal statements, educational certificates, certificates of professional qualifications and memberships, licenses, work samples, sales reports, transcripts or artwork, emails or letters of compliments, references from previous employers. Keep in mind the situation of a refugee that do not have all this documents.
- Prepare at least two copies of the job application portfolio as interviewers may wish to keep it (and the beneficiary may need it for another interview).

#### **1.5.3.2. Job interview**

The job interview is a unique moment of communication. It is the opportunity for the refugee/immigrant to show to the interviewer/employer that he or she is the right person to fill a certain position, to perform a certain role. A person may have an excellent CV, but the moment of the interview is crucial, as it is during the interview that the exchange of information with the interviewer/employer takes place, which can make the difference between being or not selected for a job. The main purpose of any job interview is to find out if the candidate has the skills and abilities to do the main or essential functions of the job.

The interview may have different phases, as follows:

- **Reception:** during this phase, the intention is to “break the ice” with the candidate to make him/her feel more comfortable during the interview;
- **Non-directive phase:** the candidate talks about his/her academic and/or professional experience;
- **Thematic phase:** the interviewer focuses on some questions to obtain more information, and may even put situations for the candidate to solve;
- **“Mirror” phase:** the interviewer may confront the candidate with inconsistencies that have been identified in the speech or in the CV;
- **Synthesis phase:** the interviewer informs about how the process will proceed, and the job position is explained in more detail.

As a SE provider, you should be aware that:

- Not all refugees/immigrants can plan, prepare, and present themselves for an interview.



- All relevant questions about the person abilities and limitations.
- The refugees/immigrants' support, guidance, and training needs.
- The available support and the access to it.
- The need to agree with refugees/immigrants' information he/she is prepared to disclose.
- Therefore, the career guidance provider should prepare the refugees/immigrants to:
- Present him/herself to the interview on time (being late on an interview may mean exclusion in advance).
- Present him/herself in a careful and appropriate manner (to choose the right clothes for the job position he/she is applying for).
- When asked about aspects of the company he/she are applying for, to demonstrate that he/she has tried to get to know the company via Internet or by other means of communication (to search in advance for some important data about the company, its philosophy, and expansion in market), thus demonstrating that the company was not randomly chosen.
- Know how to listen to the interviewer, not interrupting or speaking without being asked any questions. During the interview, the moment will come when he/she should speak; he/she will have the opportunity to answer questions and clarify doubts when the interviewer requests it.
- Ask the interviewer to describe a day's work, to clarify any doubts (with this attitude shows interest and motivation, besides having an idea of how his/her routine will be).
- Avoid talking about salary (this is a very important factor but should not be discussed at this stage).
- Be coherent during the speech (avoid talking about subjects that he/she is not familiar with).
- Avoid long answers, directing instead the conversation to highlight his/her skills and experience.
- Maintain eye contact with the interviewer [avoid having a defensive posture; be sympathetic and pay close attention to the nonverbal language (gestures, posture, voice placement)].

In this context, the SE provider should assist the refugees/immigrants in developing a list of potential practical questions and answers. Simulating job interviewing is an advisable practice and different methods and techniques can be used to stimulate the refugees/immigrants' confidence, e.g., role play, interviewing techniques, flashcards, recording, etc.

As already referred, the support process may also include the provision of support outside the workplace, necessary in some situations. The type of support differs from person to person depending on individual needs. Examples include:

- Helping the person get organised



- Assisting in monitoring the person's financial situation
- Providing transport tips
- Providing specific support services
- Helping in planning activities
- Mediation with public officials to arrange services and facilities.

The stage of “**Approaching Employers**” starts with concrete gathering information concerning the companies and their businesses. The way of contacting the employer should be agreed between job seeker and SE specialist and is possible differently by letter/mail, by phone, by quickly visiting, through another person within the company or another way (*see, EUSE Toolkit, 2010, p. 83*). Meeting the employer is also a matter of agreed action – how is the preparation, who joins the job interview (job seeker alone or SE specialist supports the communication) and of course the relevant business language of the employer is needed and therefore communication adapted. Most of all it is helpful to prepare arguments for employers why working with refugees and immigrants (especially those from Ukraine) is valuable. For instance it is important to highlight the high performance of the refugee or immigrant in the company (referring to CV), the social impacts (working atmosphere, image of the company, advertisement, changed perspective of co-workers concerning refugees and immigrants (especially those from Ukraine), etc.), the support system (SE specialist for consulting, wage subsidies, tax reduces and savings, etc.) or as well the personal benefits which will arise for the employer (networking, personal satisfaction, personal experiences, etc.).

A close engagement of the employers helps them to get to know the refugees/immigrants and the specifics of working together. If the meeting and approach is successful, an agreement between the employer and the job seeker concerning the next steps (employment, working hours, beginning, etc.) is needed. Of course, if for instance a job interview is unsuccessful, the refugee or immigrant should be supported by dealing with these setbacks.

A **job analysis** should show a holistic view of the future working place of the refugee or immigrant. What kind of duties, tasks, key features (physical, cognitive, emotional, environmental, social, etc.), quality standards, worksite environment, wage, working hours, company culture, transport considerations, accessibility, support opportunities and of course in which way the job seeker can deal these requirements. The general topic is to follow the “place-train- maintain” strategy rather than the “train- place” methods of other supporting services, because training and learning of skills is more efficient in real context of a company (EUSE Toolkit, 2010). The motivation of the refugees and immigrants (especially those from Ukraine) is also higher if they are employed from the beginning. At this job analysis stage, it is important to look at the needs of the employer as well, because now also the employers support tools must be planned and further implemented.

**Job matching** is the used word for combining the requirements of the employer and the possibilities of the job seeker. “*Successful job matching meets both the job seeker and the employer's needs*” (*see, EUSE Toolkit, 2010, p. 115*). In some way it is an ongoing process at the on- the- job support stage to point towards ways of carving together different parts of job descriptions for the special abilities of the job seeker. It is important to have a clear



communication with all involved partners to point out roles and responsibilities. This job matching period is very specific and individual – some jobs don't have to be adapted for the refugee or immigrant, others completely. The willingness of the employer and the whole company (co-workers, environment, etc.) is a necessary precondition to create new working fields in their company.

Concrete agreements between employer and employee are needed to **secure a job** and this agreement includes as well what kind of support from the SE specialist is needed. Clarifying the responsibilities and the tasks of all three affected parties is important. Sincerity concerning the needed support of the refugee or immigrant, the possible support offer and duration and the details of process for all involved people is always inalienable. This agreement of securing the new job leads to the stage of on and off job support and possible career development.

#### **1.5.3.3. Dealing with rejections**

Looking for a job is a hard work (job seeking, convincing employers, job matching) and linked with rejections. Often the job seekers have the needed skills for a job but a fear of rejection, so their history needs to be addressed to ensure continued participation in the whole process. During the common preparation of SE specialist and job seeker for the job interview or the meeting with the employer possible rejections must be discussed right at the beginning of seeking for a job. Strengthening self-esteem and self-confidence is very important during the whole SE process and especially in this stage.

An open discussion about rejections or objections is needed because the job seeker won't be surprised if the job interview turned out that way and maybe some arguments against worries of employers could be contributed. Dealing with concerns and worries of employers in a professional manner is one of the key skills of a SE specialist and if it ends with a rejection the SE specialist must empower the job seeker that he/ she should never take a rejection personally! It is a matter of rejecting a particular request/ application, not the job seeker as the person itself. It is helpful to ask reflective questions, think of hypotheses why the employer took this decision, and one main aim should be that the job seeker is encouraged by the SE specialist to ask the employer for feedback if he/ she were unsuccessful at the interview. It is important to reach a constructive way of dealing with such feedback to be prepared for the further interviews. It is easy to speak about dealing with rejections (focus on strengths, keeping a positive attitude, focus on the next opportunity), but a negative emotional linkage to it is hard to overcome, so therefore *"be careful how you give advice – ask the questions and let the employee find the answers themselves"* (EUSE Toolkit, p. 93).

An active contact between refugees and immigrants (especially those from Ukraine) and companies is needed and useful, because if companies have experiences with refugees and immigrants (especially those from Ukraine), they all reported a positive view on the work-performance of refugees and immigrants (especially those from Ukraine). It is easier for people to try to work with refugees and immigrants (especially those from Ukraine), if they already knew one. If it is possible to bring companies to the topic "employment of refugees and immigrants (especially those from Ukraine)" and if there is a good job matching, it will work.

#### **1.5.3.4. Tips for Effective Job Finding and Employer Engagement**





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### **Useful Tips:**

- Understand and engage the job seeker
- Ask for the job seeker's permission before you proceed with the process
- Make sure the job seeker is always the focus of the process
- Learn about the potential employers
- Encourage employers who have experience with Supported Employment share their stories with other employers
- Clarify the role of each person involved in the process
- Be familiar with all the incentives for employers, and know how they benefit both job seekers and employers
- Be truthful with the job seeker and the employer about the support needed and the levels that can be offered
- Always keep your commitments and meet deadlines
- Provide support when it is necessary
- Always show a professional attitude, use high-quality promotional material, business cards and brochures
- Stay updated with the details of the jobs advertised
- When possible, help the job seeker to do their job search

### **Things to Avoid:**

- Do not exaggerate about the job seeker, the employer or the service
- Do not leave the job seeker, the employer, or the co-workers without the support they need
- Do not make any assumptions about either the job seeker or the employer
- Do not overprotect the job seeker
- Do not work with employers who may not offer suitable workplaces or appropriate jobs
- Do not let the process be more important than the job seeker



#### **1.5.4. Stage 5 + 6: On and Off the Job Support and Career Development and Progression**

After the job analysis and the agreements towards it the support directly at the working place begins. On the one hand the new employees should be supported as much as needed concerning to their resources/ abilities and on the other hand the employers and the co-workers should be supported to train the new employee and learn to deal with his/her specific conditions as being refugee/immigrant.

This natural direct support at the working place is very important – first to identify possible supporters, secondly to help them to undertake the tasks of mentoring (further definitions, p. 21). The role of the SE specialist at the working place must be defined and should be transparent for all involved people. The support is individually planned, targeted, flexible, and of course has to be reviewed on a regularly basis and should help to maintain the job for the refugee or immigrant. Job support is often higher at the start of a new job and this time aspect should be calculated in support planning.

The amount of support directly at the working place differs from company to company, so the SE provider must keep in mind company's requirements and his/ her own restrictions (support duration, time possibilities, etc.). The SE provider should recognize the company requirements, should provide guidance for possible adaptations and "should be able to provide mediation between the employee, co- workers and the employer" (EUSE Toolkit, 2010, p. 38). There are two possible ways of support, directly at the workplace "on the job" or outside the workplace "off the job."

"On the job support" is described later and the ideal- typical procedure is shown in figure 6 (p.17). If it is needed an appropriate support of the refugee or immigrant outside of the working place is also a possible way of external training in order to achieve a better position in the company. Career development is often missed but needs to be considered by the SE specialist.

Present labour market is characterized by changing working places and not many people stay in the same job their whole working lives. So, to improve the working position of refugees and immigrants (especially those from Ukraine) SE specialists should encourage a career development (further training options or increasing the responsibilities at the actual workplace).

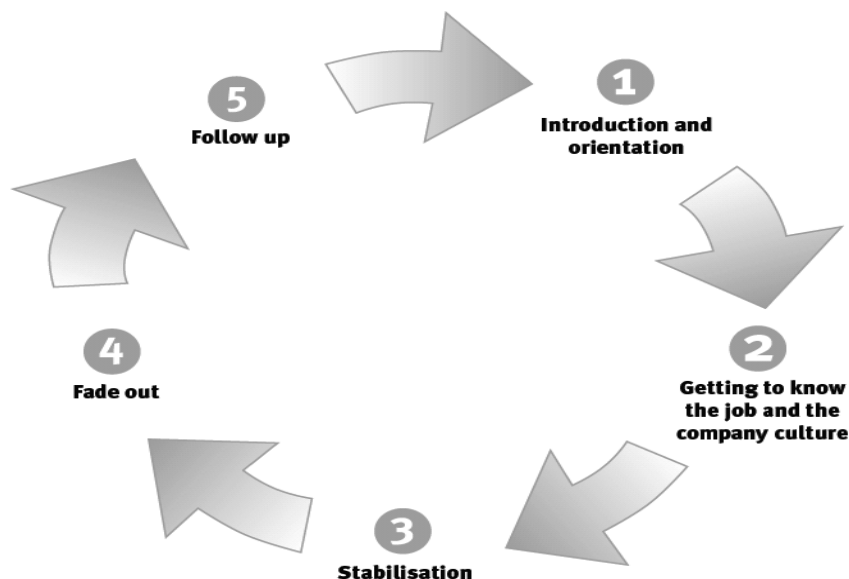


Figure 6: Process of Job Support (EUSE Toolkit, 2010, p. 94)

The first **introduction and orientation** period begins when the new employee is hired. Introduction to the co-workers, receiving the tasks and responsibilities, contact the important aspects (organisational, social inclusion, etc.) and involvement in the working field. Early in this phase the SE specialist should identify possible natural supports (co-workers, supervisors, etc.).

The support from the SE specialist is planned to close the gap between the abilities of the refugee or immigrant and the requirements of the working place. This planned support actions must be transparent for every concerned person and should be reviewed regularly.

The general attitude during this first introduction and orientation period is again person-centred, that means there is a focus on the abilities and possibilities of the new employee (refugee/immigrant) and his/her co-workers, and it can be seen as a work on developing the potential of all employees.

Getting to know **the job and the company culture** is also a very intensive and important phase, especially when it concerns refugees/immigrants. The aim is to learn/train the tasks (empowerment to achieve the tasks) and build working relationships with co-workers (be a part of the work team) (EUSE Toolkit, 2010, p. 96). Social inclusion is as much important as practical enrolment. If there are any problems with the tasks or the performance of the refugee or immigrant, the following strategies could adjust the working place: Job carving<sup>17</sup> and job enrichment<sup>18</sup>. Of course, the success of both strategies depends on if the employer and the co-workers agree with them.

<sup>17</sup> „the tasks of the new employee are taken from the job descriptions of different existing jobs in the company“ (EUSE Toolkit, 2010, p. 97)

<sup>18</sup> „adding of new tasks to the job description according to abilities of the employee or to foster inclusion in the company“ (ib., p. 97)



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It is therefore very important that the provider is specialised, on the one hand to really get to know the refugee or immigrant he or she is working with and, on the other hand, to know all the relevant information from all involved partners.

During the **stabilisation** phase the new employee now can perform all tasks correctly. Working together with the co-workers and the possible problems should be discussed with all involved people in regular meetings. The co-workers should be like mentors or natural supporters directly at the working places and should be the direct contact person for the new employee in case of open questions.

Mentoring can be defined as *“a one-to-one, non-judgmental relationship in which an individual mentor voluntarily gives his/her time to support and encourage another”*<sup>19</sup>. The support of the SE specialist can be evaluated and reviewed at this stage – what kind of support was useful, what should be continued? Also, the next period should be planned, how long the support will continue/ is necessary and the fade out<sup>20</sup> period starts.

Empowerment and self-determination are goals of a SE process and therefore a **fade out** of the support at the working place is necessary to achieve them. A further contact to the SE specialist is possible, if required for instance in case of problems or crises. This stage is directly linked with the **follow up** phase, while the SE specialist is available when needed. Maybe if the refugee/immigrant wants to move to a better position in the company in the future, he/she could contact the SE specialist again. An ongoing contact to the employers and employees could maintain a positive partnership for common future actions.

This process of job support is also related to maintaining a job of a refugee or immigrant if there are problems in the company or a risk of losing a reached job. So, this following up work is also very important. Sometimes a crisis intervention is needed or maybe an ongoing support for the refugees/immigrants. For instance, a refugee or immigrant is working at his/ her working place for a few years and now a support is needed to learn a new task, or he/ she needs support outside of the workplace (changes in mobility, private circumstances, etc.). Or also training outside of the working place can help to progress the position in the company. Assistance for the refugee/immigrant should be available.

The Supported Employment approach provides an opportunity for the individual to grow personally, socially, and professionally. This growth is based on the individual's ability to transform their learning into a new or different career over time. The SE specialist and the individual should revisit tools used in steps 1, 2, and 3 to prepare for their professional future. This gives the individual greater confidence and fulfilment, both professionally and personally, by building on their abilities, experiences, and knowledge. The aim of individual career development and progression is therefore not only to consolidate the sustainability of an existing job, but to open up new career possibilities within a dynamic labour market. During the process, on-the-job support should be identifying opportunities for career progression and career development and enhancement opportunities should be explored. The employees have to

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<sup>19</sup> Active Community Unit, Home Office, UK, 2001.

<sup>20</sup> „In some countries the duration of job support is limited by the funding agency, whilst the concept of Supported Employment states that the support should be available as long as necessary“ (EUSE Toolkit, 2010, p. 100).



be supported to consider internal and external career development and to make an informed choice on what is available and possible. Career development activities should also reflect the local and regional employment trends and needs of the labour market. It is important to work in partnership with customers, employers and educational services to broker learning opportunities that help to empower individuals so that they can take advantage of wider vocational and social opportunities through higher personal aspirations.<sup>21</sup>

#### **1.5.4.1. Tips for On and Off the Job Support**

##### **Helpful Tips:**

- Make sure that everyone knows their role and that you know your own role as well.
- Make sure that the employer and the employee can contact you easily and know how, when, and where to do so
- Respect the employer's workplace and schedule any visits
- Show curiosity in the workplace and the people working there
- Try to make sure that the person has other supports for different aspects of their lives
- Keep the support relevant and structured depending on the employee and employer
- Try to identify opportunities for career progression, career development and enhancement opportunities

##### **Things to Avoid:**

- Avoid imposing your values on the person
- Avoid doing anything for the person that him/her can do for himself/herself.
- Avoid visiting employees without a good reason.

## **2. Job rotation method as a complementary tool**

Considering the current experience of the career experts from Consultis, Portugal, we would like to suggest further extension of the EUSE model with a complementary tool, called job rotation (job circuit) method<sup>22</sup>.

**Job rotation** may refer to “a special form of *combining further training for company employees and unemployed persons* whereby the vacated workplaces are filled by unemployed substitutes during the further training period” (Schömann, Mytzek, & Gülker, 1998) or working on *different tasks or in various positions* for a fixed time slot (cf. Kaymaz, 2010).

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<sup>21</sup> <http://www.euse.org/content/supported-employment-toolkit/EUSE-Toolkit-2010.pdf>

<sup>22</sup> Dias, A., et al., (2020).



As a concept it is well known in Europe since the 1980s. It is first introduced and applied in the Countries of Scandinavia (Denmark is the first country), while a decade after becomes one of the “10 best practice models” in the field of employment according to the EU commission.<sup>23</sup> In the mid-1990s, the job rotation model is recognised as an important element of the labour market sustainability, and a transnational partnership “job rotation”, aimed at financing job rotation projects, was established (1995). The projects approved for funding by this partnership came from the Community Initiative ADAPT and the European Structural Funds (Schömann, Mytze, & Gülker, 1998).

In Bulgaria, the same staff rotation practice is applied to the police officers and social workers. They are obliged to change their working directorates and offices in every 6 months.

With regards to the benefits that both employers and employees could gain following the job rotation model, there are many researches conducted last decade (see Oparanma & Nwaeke, 2015; Kaymaz, 2010; Eriksson & Ortega, 2006) which prove that employees, involved in job rotation at their workplaces, become better in their work performance and more motivated for work, because:

- They become familiar with various work techniques, methodologies, and practices;
- They gain additional knowledge, skills and practical experience that extend their employability;
- They are being involved in different working environments and meet new people;
- They find their work more interesting, especially those who have limited prospects of promotion. Job rotation provides them with an opportunity to perform a variety of tasks, thus preventing them from becoming bored and tired of always performing the same tasks.

On another side, the employers, according to Eriksson & Ortega (2006), benefit from the opportunities to:

- Observe how their employees perform different activities, which makes easier for them to find out the most appropriate job for their employees. Thus, they can improve the allocation of jobs.
- Learn about the new dimensions of their employee's ability;
- Increase their employees' motivation;
- Increased employees' abilities - when rotate among various jobs, employees start accumulating experience more quickly. Such employees could also be trained to become generalists which is of high importance for entrepreneurial and managerial jobs;
- Their employees' higher qualification – job rotation provides an opportunity for a temporary worker (usually unemployed person) to be hired while a permanent employee is being included in training for gaining new qualification or for increasing the existing one.

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<sup>23</sup> Dias, A. et al., (2020).





In the next few pages, we are going to explore how job rotation principle could boost this by:

**1. Meeting the companies' manpower needs and the unemployed refugees/immigrants who are seeking a job:** in some countries, the official concept says that this form is related to a hiring of refugees/immigrants on a temporary job positions, vacated due to training of permanent staff members, but we should not consider this as the only option. We know that permanent workplaces could become vacated for a certain period due to various reasons (not just training opportunities) among which are different life events (illness, pregnancy, etc.), requests for an unpaid leave of absence, etc. Thus, in this context, job rotations any opportunity unemployed refugees/immigrants to be hired as a substitute for a permanent worker. However, job rotation/circulation includes pre-placement experiences or apprenticeship periods as well aimed at finding the best placement both for the employer and the refugees/immigrants.

**2. Meeting the companies' workforce needs and the employees' abilities:** job rotation is considered as an effective tool in HR strategy, aimed at setting the employees at their best fit. This process also helps to find the best fit for the replacement of a worthy employee within the organisation. Job rotation helps to get the maximum result - finding the best fit candidate for the vacant position could be really tough, so job rotation will help the best fit employee for the position to be found without any delay. Job Rotation, when properly planned, helps to strengthen the organisation against uncertain outer environment.<sup>24</sup>

During the previously described beneficiary' profiling stage, you as a career counsellor may achieve a definition of your beneficiary at personal and social levels, by creating their portrait which will help you in "designing" the supporting process. The aim is to identify the job seeker's motivation, interests, work attitudes, resources, and support needs, and to establish realistic aims for career development. Therefore, the information gathered should be future-oriented.

Gathering information about previous work experience/employment, rehabilitation programmes and education is a crucial part of the profiling process. Still, to focus only on this type of information is not sufficient for obtaining knowledge about the job seeker's employment and career possibilities. The employment and career aspirations of the job seeker offer valuable information which makes the vocational profiling process more personal, innovative and releases a diversity of possibilities and opportunities for the future.

## **2.1. The Job Rotation implementation**

### **2.1.1. Selection of organisations on local/regional level that will be persuaded of participating in job rotation**

State institutions have a dual role in job rotation implementation- on one hand, they are administrating the rotation process by fixing the legislative procedures and documents that regulate employer-employee relations, while on another, they are employers themselves and could also benefit from the job-rotation principle. Here we will demonstrate how and why they should be involved as partners in the job rotation implementation process.

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<sup>24</sup> See: <https://www.hrhelpboard.com/training-development/articles/what-are-the-benefits-of-job-rotation-18.htm>



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## **Labour offices**

If you, as career guidance provider, are not an employee of the state employment system, then it would be of great help to visit such institution and to make consultation with professionals who work there. Labour offices/agencies, as regional/local representatives of the national employment agencies, administrate various measures and programmes for employment promotion. Labour officers could provide you with information about vacant job positions, local employers' profile, VET opportunities for employed and unemployed persons, state subsidies for refugees/immigrants hiring or apprenticeships, institutions, and procedures for acquiring recognition and validation of prior learning (RPL), etc. You may also involve those professionals from the system who provide individual support and counselling to the jobseekers (psychologists, case managers, youth mediators, etc.) as partners in the social network of your beneficiary.

## **Regional offices for social support**

These institutions engage in providing social support and protection to refugees/immigrants, including what concerns their employment opportunities. Social support professionals could give you detailed information about state funding programmes for workplace adjustments, subsidies for transport services, physical rehabilitation programmes, etc.

## **Professional unions and chambers of commerce**

As administrators of business and employee networks, these organisations could help you a lot in establishing good contacts with employers from various business sectors. Have in mind that they are important actors in determining the course of social and employment state policy, so it is strongly recommended you convince them to become your "job rotation" partners. These organisations could lobby for job rotation implementation not only on a political level but also on the companies' level. They could mediate your communication with the employers and employees from the companies you have identified as most appropriate for job rotation implementation to make the process smoother and help you to overcome the initial opposition that the change you are offering will generate. Members of these institutions are businessmen, craftsmen, company directors, institutional directors and management team members, etc., which means they could provide you with first-hand information on the human resources needs of the business and institutional sector in the region and thus to help you in developing and implementing your job rotation strategy in the best possible way.

## **Training centres and VET providers**

Training centres and VET providers have an important role in the job rotation process as well. On one hand, as we said before because in some countries job rotation's conventional form is a form of "combining further training for company employees and unemployed persons whereby the vacated workplaces are filled by unemployed substitutes during the further training period". On another – because they could provide you with information about the last legal changes of the employees' qualification requirements for each occupation, as well as about training' schedules, training subsidies, planned employees' training, organised for certain companies or institutions, etc.

In Bulgaria, for example, the state professional qualification requirements were considerably raised for the last few years and many employees were and still are forced to accomplish higher

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level of education or qualification in order to keep their workplaces, while others (like the Bulgarian teachers) were obliged to participate in various professional trainings on on-going basis.

### 2.1.2. Persuasion phase

Now, when you are well equipped with your need analysis report and supported by relevant institutions and organisations, it is the time for you to actually meet the employers and to convince them to apply the job rotation principle by hiring your beneficiary (refugees/immigrants).

*You probably wonder if there is something you may rely on at this stage?*

Yes, there are a few techniques you may use. But first - *what do you know about persuasion?*

Possibly, what first comes to your mind is that this is a commercial business technique used by the “big” companies to attract us as costumers or to force us to consume more. Yes, this is one of the side effects of persuasion, but what actually this technique is based on is *what causes one person to say yes to another person* (cf. Cialdini, 2007) which is very important. So, in the next few lines, we will focus on how to fashion our request, in our case to the employer, to succeed in our mission, the employer to say “yes” to the job rotation.

We will examine those principles of persuasion which will help you to accomplish your new role of *compliance professional*, as they are outlined by Robert Cialdini (2007).

According to Cialdini there are 6 principles which guarantee the persuasion success:

**Consistency**- it is linked to our desire to be (and to appear) consistent with what we have already done – when we made a choice or taken a stand, we start encounter personal and interpersonal pressures to behave consistently with that commitment by responding in ways that justify our earlier decision.

*“The consistency principle works through one very simple mechanism – if somehow, you complied with someone’s initial request, then you need to be consistent will force you to comply with his second request.”*

**Reciprocation** - the rule for reciprocation is one of the most convincing techniques for influence around us. Reciprocation rule imposes us to try to repay, in kind, what another person has provided us – this means if we receive a gift or favour of someone, we should do the same to him in return. *“By virtue of the reciprocity rule, then, we are obligated to the future repayment of favours, gifts, invitations, and the like.”*

**Social proof** -the principle applies especially to the way we decide what constitutes correct behaviour. We consider behaviour correct to the degree that we see others performing it. What explains this relation is that we usually *see an action as more appropriate when others are doing it because we think we will make fewer mistakes if act in accordance with the social evidence* - when a lot of people are doing something, it is probably the right thing to do. Something more - the social proof becomes as much powerful as the person feels unfamiliar or unsure in a specific situation – he starts looking “outside” for a solution and evidence of how best to behave there.

**Liking**- the “liking principle” works in a very simple way - the person *most prefer to say yes to the requests of someone he knows and likes*. There are two main personal characteristics that



trigger our mechanical compliance- **physical attractiveness** and **similarity**. Although it is generally acknowledged that **good-looking people** have an advantage in social interaction, recent findings indicate that we may have sorely underestimated the size and reach of that advantage. We usually in compliance with such people's requests and it happen automatically, without forethought. Such responses are being called "halo effects" by social scientists. **Similarity** on other side has nothing with the good-looking itself- what we actually like with the other people is their similarity to us. This fact holds true whether the similarity is around opinions, personality traits, background, or lifestyle. Consequently, those who wish to be liked to increase our compliance can accomplish that purpose by appearing like us in any of a wide variety of ways. Let us take the clothing as an example- studies proved that we are more likely to help those who are dressed like us. An interesting technique imposed by the liking principle is the **compliment making** – when we hear good things said to us by the others it works like praise. But the praise, Cialdini says, there is a dark side – it makes us helpless because we have an automatically positive reaction to compliments.

**Scarcity** - scarcity principle follows one simple rule – the opportunities seem more valuable to us when their availability is limited. The idea of potential loss plays a large role in human decision making. In fact, people are more motivated by the thought of losing something than by the thought of gaining something of equal value.

***Tips how to implement the 6 persuasion principles:***

1. Make a careful study for the person you are going to meet – curriculum vitae, business achievements, etc.
2. Dress properly – you remember that the clothing is equally important when you are sticking to the liking and authority principles.
3. Make your presentation as engaging as possible and set expectations - follow the principles of social proof and reciprocation.
5. Apply the scarcity principle as final "weapon".
6. Address in your presentation:

Why refugees/immigrants can have a positive impact on a company's image, by using the following hints:

- By hiring refugees/immigrants you are making "good".
- Refugees/immigrants represent an untapped source of employees who have many skills and traits employers deserve comparable or better safety records than other employees.
- Refugees/immigrants have better retention rates reducing costs related to recruitment and retraining of replacements.
- Workplace morale and productivity of all employees often increases when hiring a refugee/immigrant.
- Company image is perceived more positively. Consumers view companies that hire refugees/immigrants positively and a majority might even change brands to support such companies.



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- Realization of corporate social responsibility goals. Many companies see hiring refugees/immigrants as a response to community needs and as a corporate responsibility.
- Compliance with beneficiary' or national policies and legislation. If you are in the supply chain of a global company, your beneficiary may have specific requirements about non-discrimination and goals about hiring refugees/immigrants and require that you abide by national labour laws.

Now it is time for the final step (5) – to involve your beneficiary in the job rotation process. Depending on chosen job rotation model that your beneficiary to be involved in (rotation among different positions in one company or shifting the employers), at this stage you together should first decide on the job positions/employers he will apply for (incl. internships) and second- on the timeframe, how many employers/ positions he will change for how long (ex. 3 employers/ 6 months).

***You may use this tool to follow up:***

Process Balance					
Information on process and completion					
Period of job rotation process (in weeks)	.....	number of contacts/ appointments	.....	number of hours	.....
Ending					
Form of ending		..... regular ..... break-up			
Break-up by		.....beneficiary ..... case manager/career guidance provider .....employer			
Reasons for abnormal termination		..... personal reasons ..... change of residence ..... illness ..... exceeding age ..... lack of cooperation on the part of the beneficiary ..... conflicts at the workplace .....cannot do some parts of the work other: .....			
Is further support necessary?		..... yes ..... no			







	<p>..... rather not applies</p> <p>..... does not apply</p>
By integration, the beneficiary has been empowered to autonomous planning of his career paths	<p>..... fully applies</p> <p>..... rather applies</p> <p>..... rather not applies</p> <p>..... does not apply</p>
<b>Assessment of social integration</b>	
The beneficiary has been empowered to autonomous conduct of his/her life	<p>..... fully applies</p> <p>..... rather applies</p> <p>..... rather not applies</p> <p>..... does not apply</p>
The beneficiary is sustainably integrated into social frameworks	<p>..... fully applies</p> <p>..... rather applies</p> <p>..... rather not applies</p> <p>..... does not apply</p>
The beneficiary sustainably participates in social life	<p>..... fully applies</p> <p>..... rather applies</p> <p>..... rather not applies</p> <p>..... does not apply</p>
Documentation of the final evaluation	



### 3. Impact measurement tool for the implemented processes of Supported employment and Job rotation

#### 3.1. Introduction

In order to assist career guidance /supported employment organisations/individuals to improve their career guidance provision, Consultis and some partners have created the following tool, in order to provide all those who offer such guidance and support services with a clear and simple set of principles, criteria and indicators with which to assess and continuously improve the quality of their service provision to people with disability and other vulnerable beneficiaries<sup>25</sup>. This tool has now been adapted to be used by those who offer guidance and support services to refugees/immigrants.

As in the last decade many steps were taken to improve quality in the provision of career guidance and counselling services, the principles, criteria and indicators of this tool have been shaped by other quality guidelines, such as the European Quality in Social Services (EQUASS)<sup>26</sup>, the Quality Indicators for Supported Employment Services, Consultants and Users (APEA)<sup>27</sup>, among others, although this tool is not intended to be so detailed or extensive.

By improving the quality of service provision and measuring the impact of the Supported employment and Job rotation methods within the career guidance service providers (organisations/individuals) we will get better results, benefits, and best value for refugees/immigrants.

This tool has been produced to provide career guidance services with a template to self-assess their organisation within the quality framework to identify areas for improvement of their service and, at the same time, including its supported employment and job rotation components. It does not attempt to judge the service delivery.

#### 3.2. How to use this tool

This tool provides the career guidance providers with a simple overview of how they currently deal with the requirements of the Supported employment within the service delivery. The responses given by the career guidance providers will enable them to see clearly where they surpass or have areas that they need to focus on and develop to improve their service provision.

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<sup>25</sup> Dias, A., Leonardo, M., Pires, R., et al. 2020.

<sup>26</sup> The European Quality in Social Services (EQUASS) is an initiative of the European Platform for Rehabilitation (EPR).

<sup>27</sup> The *Indicadores de Qualidade para Serviços de Emprego Apoiado, Indicadores de Qualidade para Técnicos de Emprego Apoiado, Indicadores de Qualidade para Utilizadores do Serviço de Emprego Apoiado* ("Quality Indicators for Supported Employment Services", "Quality Indicators for Supported Employment Consultants", "Quality Indicators for Supported Employment Services Users") are an initiative of the Associação Portuguesa de Emprego Apoiado ("Portuguese Association of Supported Employment") carried out in 2004 for internal use of its members.



The tool contains a set of intervention principles, quality principles, quality criteria and performance indicators. The career guidance providers (organisations/individuals) should review each criterion and indicator and identify the range of evidence available to support each statement. It is recommended to start from the current situation, and not where the career guidance provider would like to be as the optimal situation.

This assessment should be a snapshot of the career guidance service/organisation at the moment of the assessment. Each section contains room to note areas for improvement and to prioritise these, as well as room for other comments.

The career guidance provider is free to choose the approach that best fits the organisation. There is no defined way to complete this assessment. It is recommended to involve, if possible, a representative range of stakeholders in the assessment process to get a precise picture of the quality of the service provision.

This tool is designed to give an indication of what the career guidance provider is doing well and what could do better within the organisation to deliver the highest quality career guidance provision within the ADAPTREF project. Therefore, it is recommended not to over-analyse.

The quality and the impact of the services can be evaluated using a simple self-assessment tool. Once areas for improvement have been identified and prioritize, the next step is certainly to develop an action plan designed to improve the quality of the service/model applied.

The plan should clearly outline specific, measurable, and attainable goals that could be linked to any wider organisational action plan already into force.

### ***3.3 Intervention and quality principles, quality criteria and performance indicators***

This section presents the principles, criteria and indicators which provide the quality framework and that should be considered while delivering career guidance services including Supported employment and job rotation models. Each principle for quality is divided into quality criteria. Specific performance indicators will clarify the performance according to the quality criterion. The principles, criteria and indicators fall under broader intervention principles.

#### **INTERVENTION PRINCIPLE I: INCLUSION**

Social inclusion is a human right, whatever its specificity. Active inclusion means enabling every citizen to fully participate in society, including having a job.

#### **INTERVENTION PRINCIPLE II: PERSONALIZATION**

An integrated education/training/guidance, with a view to obtaining a qualification, a job or social insertion, stimulates self-esteem, self-image, a more functional and productive identity and presupposes intervention from the interests, expectations, and possibilities of each individual.

#### **INTERVENTION PRINCIPLE III: NORMALISATION**

Common spaces include and normalize. Differentiated spaces exclude and marginalize.



## **INTERVENTION PRINCIPLE IV: ARTICULATION**

Interaction favours the exchange of information, the saving of resources, the optimisation of responses, and is a constant process of validating the effectiveness of any system/model/process.

### **QUALITY PRINCIPLE 1: LEADERSHIP**

The organisation promotes social justice by inclusion into the society. The organisation facilitates and promotes the integration and retention into employment of beneficiaries, from a perspective of empowerment and equal opportunities.

#### **CRITERIA:**

- 1.1. The organisation demonstrates its commitment to social justice and active inclusion of beneficiaries into the society.

#### **PERFORMANCE INDICATORS:**

- 1.1.1. The organisation has successfully implemented innovative ways of integrating beneficiaries (refugees/immigrants) into the society.
- 1.1.2. The organisation has successfully implemented practices for integration of beneficiaries (refugees/immigrants) into the labour market.
- 1.1.3. The organisation has successfully implemented supported employment practices.
- 1.1.4. The organisation has successfully implemented job rotation practices.
- 1.1.5. The organisation has successfully improved the working abilities/employability skills of beneficiaries.
- 1.1.6. The organisation has provided support to the beneficiaries in areas not directly related to professional integration.

### **QUALITY PRINCIPLE 2: PARTICIPATION**

The organisation ensures the full participation and active inclusion of beneficiary and representation at all levels of the organisation and within the community. The organisation involves beneficiaries as active participants in decision-making in the service team. In search of more equal participation and inclusion, the organisation supports the empowerment of the beneficiaries. The organisation supports advocacy to promote equal opportunities of and participation for beneficiaries.

#### **CRITERIA:**

- 2.1 The organisation is responsive to and supports the beneficiaries (refugees/immigrants) in expressing individual contributions, opinions, and views.
- 2.2 The organisation includes beneficiaries as active participants in service planning, service delivery and evaluation of the services.



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- 2.3 The organisation reviews and reflects periodically on the participation of beneficiaries, based on their input.
- 2.4 The organisation implements specific measures for staff and service users to understand, enhance and improve self-determination and empowerment of beneficiaries.

**PERFORMANCE INDICATORS:**

- 2.1.1 The organisation provides opportunities for the beneficiaries (refugees/immigrants) to express their opinions and views.
- 2.2.1 The organisation has results of including beneficiary as active participant in service planning, in service delivery and in the evaluation of services.
- 2.3.1 The organisation demonstrates how it has reviewed and reflected on the participation of beneficiary.
- 2.4.1 The organisation can show tangible results of promoting self-determination and empowering beneficiary.

**QUALITY PRINCIPLE 3: RIGHTS**

The organisation is committed to protect, promote, and respect the rights of the beneficiary in terms of equal opportunities, equal treatment, freedom of choice and self-determination.

**CRITERIA:**

- 3.1 The organisation guarantees the rights of beneficiaries (refugees/immigrants), and these rights are based on international human rights conventions.
- 3.2 The organisation informs and supports beneficiaries in understanding their rights in an accessible way.
- 3.3 The organisation respects that beneficiaries freely pursue personal goals and aspirations in line with their choices, needs and abilities.
- 3.4 The organisation evaluates its performance in promoting and practicing the rights of beneficiary in all areas of the organisation.

**PERFORMANCE INDICATORS:**

- 3.1.1 The organisation has implemented a charter of rights for beneficiaries (refugees/immigrants) based on international human rights conventions.
- 3.1.2 The employees are aware about the rights of beneficiaries and demonstrate respecting the rights of service users.
- 3.2.1 The organisation ensures that the beneficiaries are aware of their rights.
- 3.3.1 The organisation supports the beneficiaries in pursuing their personal goals.
- 3.4.1 The organisation has results on promoting and respecting the rights of persons served/beneficiaries.



#### QUALITY PRINCIPLE 4: ETHICS

The organisation operates based on ethical guidelines that respect dignity and wellbeing of staff, beneficiaries and their families or caregivers. The organisation provides service based on trust, confidentiality, and honesty to beneficiaries. The organisation promotes protection of beneficiaries from abuse, misconduct, and discrimination.

##### CRITERIA:

- 4.1 The organisation promotes ethical behaviour and wellbeing for staff, beneficiaries (refugees/immigrants)
- 4.2 The organisation defines and implements its guidelines on ethics, which ensures that the dignity of the beneficiaries is respected.
- 4.3 The organisation facilitates access to services and resources in a non-discriminatory and transparent manner.
- 4.4 The organisation defines, monitors, and evaluates a set of principles, values and procedures that rule behaviour in service delivery, containing aspects of confidentiality, accuracy, privacy, and integrity.

##### PERFORMANCE INDICATORS:

- 4.1.1 The organisation has implemented a policy of ethics and welfare for all.
- 4.1.2 Staff, beneficiaries and their families or caregivers demonstrate how they act according to a policy on ethics and wellbeing for all.
- 4.2.1 The organisation has implemented a code of ethics to ensure the dignity of beneficiary and to govern staff behaviour in service delivery.
- 4.2.2 The organisation ensures that staff, beneficiary, and families are aware of the code of ethics and act accordingly.
- 4.3.1 The organisation ensures access to advocates and/or supporting persons.
- 4.3.2 The organisation demonstrates non-discrimination around access to services.
- 4.4.1 The organisation has implemented and reviews procedures to ensure the confidentiality of sensitive information, the accuracy of records, privacy, dignity, and physical integrity of beneficiary on a regular basis.

#### QUALITY PRINCIPLE 5: PERSON-CENTRED APPROACH

The organisation service provision is driven by the needs, interests, concerns, expectations, and capacity of beneficiaries. Services delivered consider the physical and social environment of the beneficiaries. These services aim to improve the quality of life of the beneficiaries, and to establish realistic aims for career development. The organisation respects the individuals' contribution by involving the beneficiaries in self-assessment, planning, service delivery, feedback, and evaluation.

##### CRITERIA:





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- 5.1 The organisation delivers services that are responsive to individual choices, needs, interests, concerns, skills, and abilities of the beneficiaries (refugees/immigrants) in line with organisation's mission, vision, and values.
- 5.2 The organisation documents and reviews the planning and delivery of services based on the identification of individual needs, interests, expectations, skills, abilities and changing circumstances of beneficiaries (refugees/immigrants) in an Individual Plan.
- 5.3 The organisation considers the physical and social environment of the beneficiary when developing, delivering, and evaluating the services provided to the beneficiaries.
- 5.4 The organisation involves the beneficiaries and cooperates with them in the design and reviewing of the Individual Plan to ensure their individual contributions are part of the plan.

#### **PERFORMANCE INDICATORS:**

- 5.1.1 The organisation supports beneficiaries to express their needs, interests, concerns, expectations, and choices.
- 5.1.2 The organisation delivers services based on the needs, interests, and expectations of the beneficiaries.
- 5.2.1. The service provider has implemented an Individual Plan for each beneficiary that records needs, expectations, skills, abilities, services, and results of beneficiary (refugees/immigrants).
- 5.2.2. The service provider has implemented an Individual Plan for each beneficiary that states the long-term objective – find and retain a paid job – and the immediate objectives to achieve this.
- 5.2.3. The Individual Plan of the beneficiary is reviewed and updated regularly.
- 5.3.1 The organisation delivers services that address the physical and social needs of the beneficiary.
- 5.4.1 The organisation has implemented procedures for involving beneficiaries in creating and reviewing their agreed Individual Plan.

#### **QUALITY PRINCIPLE 6: MAINSTREAMING**

The organisation ensures that the beneficiaries (refugees/immigrants) have access to a continuum of holistic and community-based services oriented to promote and facilitate their inclusion into society and labour market. The organisation is committed to providing services that span from early intervention to off and on-job support and follow up. The services should be delivered in a coordinated way and through a multidisciplinary team approach or in a multi-agency setting.

#### **CRITERIA:**

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- 6.1. The organisation ensures that the beneficiary can access a continuum of services that span from early intervention to support and follow up, responding to changing requirements over time.
- 6.2. The organisation operates services from a holistic approach based on the needs, interests and expectations of the beneficiary, family, or caregivers.
- 6.3. The organisation delivers services to the beneficiaries in a community.
- 6.4. The organisation delivers services to the beneficiaries in a multi-disciplinary or multi-agency setting.

#### **PERFORMANCE INDICATORS:**

- 6.1.1 The organisation delivers a continuum of services.
- 6.2.1 Services are based on the holistic assessment of needs, interests and expectations of beneficiary, family and caregivers that takes account of the persons' life situation and environment.
- 6.3.1 The organisation demonstrates that it delivers services in a community-based setting.
- 6.4.1 The organisation demonstrates that services are delivered in a multidisciplinary way.

### **QUALITY PRINCIPLE 7: PARTNERSHIPS**

The organisation operates in partnership with relevant stakeholders at different levels to support the organisation achieve its vision and mission. The organisation promotes the transfer of good practices and the exchange of information and resources with partners. The partnerships support the reliable sequence of comprehensive services and person-centred outcomes. Cross-sectoral partnerships contribute to the optimization of responses to problems and situations of the beneficiaries, to the creation of employment opportunities, the implementation of job rotation and the improvement of employability, and to the inclusion of beneficiaries (refugees/immigrants) into society.

#### **CRITERIA:**

- 7.1 The organisation works actively to build and strengthen the transfer of good practices and the exchange of information and resources with partners.
- 7.2 The organisation works in partnership with relevant stakeholders from different sectors to ensure a continuum of comprehensive services to the beneficiaries (refugees/immigrants).
- 7.3 The organisation works in partnership with relevant stakeholders from different sectors to ensure the access to work opportunities, job rotation, and the inclusion of beneficiaries (refugees/immigrants).



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- 7.4 The organisation evaluates the results and benefits of its partnership for the beneficiary and for the organisation criteria.

**PERFORMANCE INDICATORS:**

- 7.1.1 The organisation demonstrates the use of partnerships to ensure the good practices transfer and the information and resource exchange flow.
- 7.2.1 The organisation demonstrates the use of cross-sectoral partnerships to ensure continuity of comprehensive services to the beneficiaries.
- 7.3.1 The organisation demonstrates the use of cross-sectoral partnerships to ensure work opportunities, job rotation and inclusion of beneficiaries.
- 7.4.1 The organisation has tangible results and relevant benefits from its partnerships for the beneficiaries and for the organisation.

**QUALITY PRINCIPLE 8: RESULT-ORIENTATION**

The organisation aims to achieve planned results, benefits and best value for beneficiaries and relevant stakeholders. Results for beneficiaries should be translated into employment outcomes. The organisation demonstrates the achievements, in line with its mission and core activities. Service impacts are measured and monitored, and are a significant element of continuous improvement, transparency, and accountability processes.

**CRITERIA:**

- 8.1 The organisation records results, outcomes, and benefits of services for beneficiaries (refugees/immigrants) on individual and collective basis.
- 8.2 The organisation evaluates results and benefits for beneficiaries, in line with its mission, to determine ways to improve and give best value for beneficiaries and relevant stakeholders.
- 8.3 The organisation measures the satisfaction of beneficiaries and all relevant stakeholders by internal and/or external evaluation.
- 8.4 The organisation provides accessible and easily understandable information on records of results, outcomes.

**PERFORMANCE INDICATORS:**

- 8.1.1 The organisation has identified the outcomes and benefits to the person served on an individual and collective basis.
- 8.1.2 The organisation has tangible service results.
- 8.2.1 The organisation has implemented actions for improving services after evaluating outcomes, results, and benefits.



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- 8.2.2 The organisation has results of best value for relevant stakeholders.
- 8.2.3 The organisation can demonstrate how it supports beneficiaries to find and retain a job.
- 8.2.4 The organisation can demonstrate how job rotation improves the abilities of the beneficiaries.
- 8.2.5 The organisation can demonstrate how job rotation support the sustainability of the beneficiaries onto the workplace.
- 8.2.6 The organisation can demonstrate how it supports employers to create a more diverse workforce.
- 8.2.7 The organisation can demonstrate how it promotes social entrepreneurship to create more jobs locally.
- 8.3.1 The organisation has recorded an overview of satisfaction of beneficiary and other relevant stakeholder.
- 8.4.1 The organisation can demonstrate that information about results is understood by person served, staff and other relevant stakeholders.

## **QUALITY PRINCIPLE 9: CONTINUOUS IMPROVEMENT**

The organisation is committed to continuous learning and continuously improving its services and results. The organisation is proactive in anticipating and meeting future needs of beneficiaries, staff and stakeholders using evidence-based information for developing and improving delivered services.

### **CRITERIA:**

- 9.1 The organisation establishes and implements a system of continuous improvement of results of services, way of working and learning.
- 9.2 The organisation operates processes and mechanisms, which provide information to understand the future needs of beneficiaries, staff, and stakeholders.
- 9.3 The organisation promotes improvement initiatives by comparing and exchanging performances on approaches, results of services, activities, and outcomes of persons served/beneficiaries.
- 9.4 The organisation promotes improvement initiatives based on the results of the continuous self-evaluation of its activity.

### **PERFORMANCE INDICATORS:**

- 9.1.1 The organisation has implemented a system of continuous improvement and learning.



- 9.2.1 The organisation demonstrates that it uses information on future needs of beneficiaries and stakeholders to develop and improve its services.
- 9.3.1 The organisation can demonstrate it has compared approaches, methods of implementation and results with other service providers, to improve the quality of the interventions.
- 9.4.1 The organisation demonstrates that it uses the evaluation results to design and implement improvement initiatives aimed at promoting the quality of the interventions.

### 3.3.1. Types of evidence

The career guidance provider can demonstrate how the organisation/individuals meet the several criteria using a variety of evidence. There is no exhaustive list, so these evidences may include any of the following: strategies and plans, mission/vision statements, service agreements and contracts, hard and soft outcomes, distance travelled, analysis of trends, statistical studies, performance indicators, audits of compliance with policies and systems, human resources procedures and documents, induction processes, results of observed practice, previous evaluations, supervision, team meeting notes, training needs analyses, qualification frameworks, pedagogical materials, random sampling of files and case notes, marketing information, partnership agreement, employers and other stakeholders databases, stakeholders feedback, results of surveys and questionnaires, process documents e.g. vocational profiles, action plans, job analyses, job applications, risk assessments, labour market information, case studies.

**Now, you can use the following template to measure your interventions as career counselling provider having in mind the content above of this handbook.**

<b>QUALITY PRINCIPLE 1: LEADERSHIP</b>			
The organisation promotes social justice by inclusion into the society. The organisation promotes social justice by inclusion into the society. The organisation facilitates and promotes the integration and retention into employment of beneficiaries (refugees/immigrants), from a perspective of empowerment and equal opportunities.			
<b>CRITERIA</b>	<b>PERFORMANCE INDICATORS</b>	<b>SELF-ASSESSMENT</b>	<b>EVIDENCES</b>
1.1 The organisation demonstrates its commitment to social justice and	1.1.1 The organisation has successfully implemented innovative ways of integrating beneficiaries into the society.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	



active inclusion of beneficiaries into the society.	1.1.2 The organisation has successfully implemented practices for integration of beneficiaries into the labour market.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
	1.1.3 The organisation has successfully implemented supported employment practices.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
	1.1.4 The organisation has successfully implemented job rotation practices.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
	1.1.5 The organisation has successfully improved the working abilities/employability skills of beneficiaries	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
	1.1.6 The organisation has provided support to the beneficiaries in areas not directly related to professional integration.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
AREAS FOR IMPROVEMENT: (listed by order of priority)			
COMMENTS:			

## QUALITY PRINCIPLE 2: PARTICIPATION

The organisation ensures the full participation and active inclusion of beneficiaries (refugees/immigrants) and representation at all levels of the organisation and within the community. The organisation involves beneficiaries as active participants in decision-making in the service team. In search of more equal participation and inclusion, the organisation supports the empowerment of the beneficiaries. The organisation supports advocacy to promote equal opportunities of and participation for beneficiaries.

CRITERIA	PERFORMANCE INDICATORS	SELF-ASSESSMENT	EVIDENCES
2.1 The organisation is responsive to and supports the beneficiary in expressing individual contributions, opinions, and views.	2.1.1 The organisation provides opportunities for the beneficiary to express their opinions and views.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	





2.2 The organisation provides opportunities for the beneficiary to express their opinions and views.	2.2.1 The organisation has results of including beneficiary as active participant in service planning, in service delivery and in the evaluation of services.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
2.3 The organisation reviews and reflects periodically on the participation of beneficiaries, based on their input.	2.3.1 The organisation demonstrates how it has reviewed and reflected on the participation of beneficiary.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
2.4 The organisation implements specific measures for staff and service users to understand, enhance and improve self-determination and empowerment of beneficiaries.	2.4.1 The organisation can show tangible results of promoting self-determination and empowering beneficiary.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
AREAS FOR IMPROVEMENT:(listed by order of priority)			
COMMENTS:			

<b>QUALITY PRINCIPLE 3: RIGHTS</b>			
The organisation is committed to protect, promote, and respect the rights of the beneficiaries (refugees/immigrants) in terms of equal opportunities, equal treatment, freedom of choice and self-determination.			
<b>CRITERIA</b>	<b>PERFORMANCE INDICATORS</b>	<b>SELF-ASSESSMENT</b>	<b>EVIDENCES</b>
3.1 The organisation guarantees the rights of beneficiaries, and these rights are based on international human rights conventions.	3.1.1 The organisation has implemented a charter of rights for beneficiary based on international human rights conventions.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	



	3.1.2 The employees are aware about the rights of beneficiary and demonstrate respecting the rights of service users.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
3.2 The organisation informs and supports beneficiaries in understanding their rights in an accessible way.	3.2.1 The organisation ensures that the people served are aware of their rights.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
3.3 The organisation respects that beneficiaries freely pursue personal goals and aspirations in line with their choices, needs and abilities.	3.3.1 The organisation supports the beneficiaries in pursuing their personal goals.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
3.4 The organisation evaluates its performance in promoting and practicing the rights of beneficiary in all areas of the organisation.	3.4.1 The organisation has results on promoting and respecting the rights of beneficiaries.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
AREAS FOR IMPROVEMENT:(listed by order of priority)			
COMMENTS:			



#### QUALITY PRINCIPLE 4: ETHICS

The organisation operates based on ethical guidelines that respect dignity and wellbeing of staff, beneficiaries and their families or care givers. The organisation provides service based on trust, confidentiality, and honesty to beneficiaries (refugees/immigrants). The organisation promotes protection of beneficiaries from abuse, misconduct, and discrimination.

CRITERIA	PERFORMANCE INDICATORS	SELF-ASSESSMENT	EVIDENCES
4.1 The organisation promotes ethical behaviour and wellbeing for staff, beneficiaries (refugees/immigrants).	4.1.1 The organisation has implemented a policy of ethics and welfare for all.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
	4.1.2 Staff, beneficiaries and their families demonstrate how they act according to a policy on ethics and wellbeing for all.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
4.2 The organisation defines and implements its guidelines on ethics, which ensures that the dignity of the beneficiaries is respected.	4.2.1 The organisation has implemented a code of ethics to ensure the dignity of beneficiary and to govern staff behaviour in service delivery.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
	4.2.2 The organisation ensures that staff, beneficiary, and families are aware of the code of ethics and act accordingly.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
4.3 The organisation facilitates access to services and resources in a non-discriminatory and transparent manner.	4.3.1 The organisation ensures access to advocates and/or supporting persons.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
	4.3.2 The organisation demonstrates non-discrimination	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially	



	around access to services.	<input type="checkbox"/> Do Not Meet	
4.4 The organisation defines, monitors, and evaluates a set of principles, values and procedures that rule behaviour in service delivery, containing aspects of confidentiality, accuracy, privacy, and integrity.	4.4.1 The organisation has implemented and reviews procedures to ensure the confidentiality of sensitive information, the accuracy of records, privacy, dignity, and physical integrity of beneficiary on a regular basis.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
AREAS FOR IMPROVEMENT:(listed by order of priority)			
COMMENTS:			

#### QUALITY PRINCIPLE 5: PERSON-CENTRED APPROACH

The organisation service provision is driven by the needs, interests, concerns, expectations, and capacity of beneficiaries. Services delivered consider the physical and social environment of the beneficiaries (refugees/immigrants). These services aim to improve the quality of life of the beneficiaries, and to establish realistic aims for career development. The organisation respects the individuals' contribution by involving the beneficiaries in self-assessment, planning, service delivery, feedback, and evaluation.

CRITERIA	PERFORMANCE INDICATORS	SELF-ASSESSMENT	EVIDENCES
5.1 The organisation delivers services that are responsive to individual choices, needs, interests, concerns, skills, and abilities of the beneficiaries in line with organisation's mission, vision, and values.	5.1.1 The organisation supports beneficiaries to express their needs, interests, concerns, expectations, and choices.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
	5.1.2 The organisation delivers services based on the needs, interests, and expectations of the	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	



	beneficiaries.		
5.2 The organisation documents and reviews the planning and delivery of services based on the identification of individual needs, interests, expectations, skills, abilities and changing circumstances of beneficiaries in an Individual Plan.	5.2.1. The service provider has implemented an Individual Plan for each beneficiary that records needs, interests, concerns, expectations, skills, abilities, services, and results of beneficiary.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
	5.2.2. The service provider as implemented an Individual Plan for each beneficiary that states the long-term objective – find and retain a paid job – and the immediate objectives to achieve this.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
	5.2.3. The Individual Plan of the beneficiary is reviewed and updated regularly.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
5.3 The organisation considers the physical and social environment of the beneficiary when developing, delivering, and evaluating the services provided to the beneficiaries.	5.3.1 The organisation delivers services that address the physical and social needs of the beneficiary.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
5.4 The organisation involves the beneficiaries and cooperates with them in the design and reviewing of the Individual Plan to ensure their individual contributions are part of the plan.	5.4.1 The organisation has implemented procedures for involving beneficiaries in creating and reviewing their agreed Individual Plan.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
AREAS FOR IMPROVEMENT:(listed by order of priority)			



COMMENTS:

#### QUALITY PRINCIPLE 6: MAINSTREAMING

The organisation ensures that the beneficiaries (refugees/immigrants) have access to a continuum of holistic and community-based services oriented to promote and facilitate their inclusion into society and labour market. The organisation is committed to providing services that span from early intervention to off and on-job support and follow up. The services should be delivered in a coordinated way and through a multidisciplinary team approach or in a multi-agency setting.

CRITERIA	PERFORMANCE INDICATORS	SELF-ASSESSMENT	EVIDENCES
6.1. The organisation ensures that the beneficiaries (refugees/immigrants) can access a continuum of services that span from early intervention to support and follow up, responding to changing requirements over time.	6.1.1 The organisation delivers a continuum of services.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
6.2. The organisation operates services from a holistic approach based on the needs, interests and expectations of the beneficiary, family, or caregivers.	6.2.1 Services are based on the holistic assessment of needs, interests and expectations of beneficiary, family and caregivers that takes account of the persons' life situation and environment.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
6.3. The organisation delivers services to the beneficiaries in a community.	6.3.1 The organisation demonstrates that it delivers services in a community-based setting.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
6.4. The organisation delivers services to the	6.4.1 The organisation demonstrates that	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	





beneficiaries in a multi-disciplinary or multi-agency setting.	services are delivered in a multidisciplinary way.		
AREAS FOR IMPROVEMENT:(listed by order of priority)			
COMMENTS:			

### QUALITY PRINCIPLE 7: PARTNERSHIPS

The organisation operates in partnership with relevant stakeholders at different levels to support the organisation achieve its vision and mission. The organisation promotes the transfer of good practices and the exchange of information and resources with partners. The partnerships support the reliable sequence of comprehensive services and person-centred outcomes. Cross-sectorial partnerships contribute to the optimization of responses to problems and situations of the beneficiaries, to the creation of employment opportunities, the implementation of job rotation and the improvement of employability, and to the inclusion of beneficiaries into society.

CRITERIA	PERFORMANCE INDICATORS	SELF-ASSESSMENT	EVIDENCES
7.1 The organisation works actively to build and strengthen the transfer of good practices and the exchange of information and resources with partners.	7.1.1 The organisation demonstrates the use of partnerships to ensure the good practices transfer and the information and resource exchange flow.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
7.2 The organisation works in partnership with relevant stakeholders from different sectors to ensure a continuum of comprehensive services to the beneficiaries.	7.2.1 The organisation demonstrates the use of cross-sectoral partnerships to ensure continuity of comprehensive services to the beneficiaries.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
7.3 The organisation works in partnership with relevant stakeholders from different sectors to ensure the access	7.3.1 The organisation demonstrates the use of cross-sectoral partnerships to ensure work	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	



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to opportunities, work rotation, and the inclusion of beneficiary.	opportunities, job rotation and inclusion of beneficiaries.		
7.4 The organisation evaluates the results and benefits of its partnership for the beneficiary and for the organisation criteria.	7.4.1 The organisation has tangible results and relevant benefits from its partnerships for the beneficiaries and for the organisation.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
AREAS FOR IMPROVEMENT:(listed by order of priority)			
COMMENTS:			



### QUALITY PRINCIPLE 8: RESULT-ORIENTATION

The organisation aims to achieve planned results, benefits and best value for beneficiaries and relevant stakeholders. Results for beneficiaries should be translated into employment outcomes. The organisation demonstrates the achievements, in line with its mission and core activities. Service impacts are measured and monitored, and are a significant element of continuous improvement, transparency, and accountability processes.

CRITERIA	PERFORMANCE INDICATORS	SELF-ASSESSMENT	EVIDENCES
8.1 The organisation records results, outcomes, and benefits of services for beneficiaries (refugees/immigrants) on individual and collective basis.	8.1.1 The organisation has identified the outcomes and benefits to the person served on an individual and collective basis.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
	8.1.2 The organisation has tangible service results.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
8.2 The organisation evaluates results and benefits for beneficiaries, in line with its mission, to determine ways to improve and give best value for beneficiaries and relevant stakeholders.	8.2.1 The organisation has implemented actions for improving services after evaluating outcomes, results, and benefits.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
	8.2.2 The organisation has results of best value for relevant stakeholders.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
	8.2.3 The organisation can demonstrate how it supports beneficiaries to find and retain a job.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
	8.2.4 The organisation can demonstrate how job rotation improves the abilities of the beneficiaries.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
	8.2.5 The organisation can demonstrate how job rotation support the sustainability of the beneficiaries onto	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	



	the workplace.		
	8.2.6 The organisation can demonstrate how it supports employers to create a more diverse workforce.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
	8.2.7 The organisation can demonstrate how it promotes social entrepreneurship to create more jobs locally.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
8.3 The organisation measures the satisfaction of beneficiaries and all relevant stakeholders by internal and/or external evaluation.	8.3.1 The organisation has recorded an overview of satisfaction of beneficiary and other relevant stakeholder.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
8.4 The organisation provides accessible and easily understandable information on records of results, outcomes.	8.4.1 The organisation can demonstrate that information about results is understood by beneficiary, staff, and other relevant stakeholders.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
AREAS FOR IMPROVEMENT:(listed by order of priority)			
COMMENTS:			



### QUALITY PRINCIPLE 9: CONTINUOUS IMPROVEMENT

The organisation is committed to continuous learning and continuously improving its services and results. The organisation is proactive in anticipating and meeting future needs of beneficiaries, staff and stakeholders using evidence-based information for developing and improving delivered services.

CRITERIA	PERFORMANCE INDICATORS	SELF-ASSESSMENT	EVIDENCES
9.1 The organisation establishes and implements a system of continuous improvement of results of services, way of working and learning.	9.1.1 The organisation has implemented a system of continuous improvement and learning.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
9.2 The organisation operates processes and mechanisms, which provide information to understand the future needs of beneficiaries, staff, and stakeholders.	9.2.1 The organisation demonstrates that it uses information on future needs of beneficiaries and stakeholders to develop and improve its services.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
9.3 The organisation promotes improvement initiatives by comparing and exchanging performances on approaches, results of services, activities, and outcomes of beneficiaries.	9.3.1 The organisation can demonstrate it has compared approaches, methods of implementation and results with other service providers, to improve the quality of the interventions.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	
9.4 The organisation promotes improvement initiatives based on the results of the continuous self-evaluation of its activity.	9.4.1 The organisation demonstrates that it uses the evaluation results to design and implement improvement initiatives aimed at promoting the quality of the interventions.	<input type="checkbox"/> Meet Fully <input type="checkbox"/> Meet Partially <input type="checkbox"/> Do Not Meet	



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AREAS FOR IMPROVEMENT:(listed by order of priority)

COMMENTS:





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