

EURES Cross-border Partnerships

Handbook for the Transfer of Good Practices

Exchange of Good Practices and Mutual Learning Event
Seville, 24 October 2019





Junta de Andalucía

Consejería de Empleo, Formación
y Trabajo Autónomo

SERVICIO ANDALUZ DE EMPLEO



Funded by the
European Union

TABLE OF CONTENTS

| | | |
|----------|--|-----------|
| 1 | Introduction | 3 |
| 2 | Good practices in services to job-seekers and workers | 7 |
| | Expert sessions with competent authorities regarding all aspects of cross-border work. EURES Scheldemond | 8 |
| | Job placement program for long-term unemployed from Germany in Dutch logistics companies. EURES Cross-border Partnership Belgium-Germany-the Netherlands | 11 |
| | Advisory services to job-seekers. EURES Cross-border Partnership Extremadura-Alentejo | 16 |
| | The Electronic Management Tool. EURES Cross-border Partnership Andalucía-Algarve | 19 |
| | Coaching of job-seekers. EURES Grande Région | 24 |
| 3 | Good practices in services to employers | 29 |
| | Reciprocal Process for job vacancies. EURES Cross-border Partnership Ireland-Northern Ireland | 30 |
| | Grensmatch. A matching app as a service for employers. EURES Scheldemond | 33 |
| | Strategy for the collection of vacancies in Algarve. EURES Cross-border Partnership Andalucía-Algarve | 37 |
| | Shared diagnosis to jointly address bottlenecks in the cross-border labour market. EURES Grande Région | 40 |
| | Strategy to attract employers. EURES Cross-border Partnership Andalucía-Algarve | 46 |
| 4 | Good practices in the organisation and management of one-stop shops | 51 |
| | The one-stop shops network at the frontiers between Belgium, Germany and the Netherlands | 52 |
| | Working in referral and derivation system in EURES Scheldemond | 55 |
| | The one-stop shop in Ireland-Northern Ireland | 59 |
| | The structure of the one-stop shop in Grande Région | 62 |
| | The organisation of the one-stop shop in Andalucía-Algarve | 66 |

Ireland-Northern Ireland



Belgium-the Netherlands

Scheldemond



Belgium-Germany-the Netherlands



Germany-Belgium-France-Luxembourg

Grande Région



Spain-Portugal

Extremadura-Alentejo



Spain-Portugal

Andalucía-Algarve



1

INTRODUCTION

EURES (European Employment Services), is a European cooperation network of employment services designed by the European Commission to facilitate the free movement of workers. Its purposes are to help job-seekers to find jobs and employers to recruit in any EU Member State, as well as Iceland, Liechtenstein, Norway, Switzerland and the United Kingdom (until 31 December 2020). This involves the provision of a wide range of services which include the matching of job vacancies and applications and the information on living and working conditions in each country such as taxation, pensions, health insurance and social security.

The EURES network has developed a specific approach in EU internal border regions where cross-border workers face a number of obstacles on a daily basis, mainly of a legal and administrative nature.

The EURES Cross-border Partnership Andalucía-Algarve has been created with the financial support of EaSI, the EU program for employment and social innovation. Its main missions consist of helping cross-border workers from both regions to overcome existing mobility obstacles and to find a job. By doing so, it also endeavours to assist employers to cover their staff needs.

With the aim of exchanging experiences in mobility services to cross-border workers and employers, the EURES Cross-border Partnership Andalucía- Algarve invited its counterparts to an *Exchange of Good Practices and Mutual Learning* event which was held on 24 October 2019 in Seville, with the participation of the Coordinators of the following EURES Cross-border Partnerships:

- Belgium-Germany-the Netherlands.
- Belgium-the Netherlands (Scheldemond).
- Ireland-Northern Ireland.
- Germany-Belgium-France-Luxembourg (Grande Région).
- Spain-Portugal (Extremadura-Alentejo).
- Spain-Portugal (Andalucía-Algarve).



Fifteen good practices were presented at the event, all of which have the following characteristics:

- Their innovative character meets the objectives set by the EaSI programme for EURES Cross Border Partnerships;
- The positive results they achieve with their users demonstrate that they work well and can be recommended as a model;
- They can be transferred and replicated in other cross-border structures.

This *Handbook for the Transfer of Good Practices* showcases all these EURES services and suggests some orientations to facilitate their transfer in other cross-border structures. These orientations can be the beginning of an exchange and learning process between the structure that is at the origin of the good practice and the receiver, so that the necessary adaptations could be achieved to the specific needs of other users and for its implementation in a different context.

The Handbook is structured around the three main axes of EURES Cross-border services in which are organised the good practices which were presented at the event:

Axis1. Services to job-seekers and workers.

- a) Expert sessions with competent authorities regarding all aspects of cross-border work. EURES Scheldemond.
- b) Job placement program for long-term unemployed from Germany in Dutch logistics companies. EURES Cross-border Partnership Belgium-Germany-the Netherlands.
- c) Advisory services to job-seekers. EURES Cross-border Partnership Extremadura-Alentejo.
- d) The Electronic Management Tool. EURES Cross-border Partnership Andalucía-Algarve.
- e) Coaching of job-seekers. EURES Grande Région.

Axis 2. Services to employers.

- a) Reciprocal Process for job vacancies. Cross-border EURES Cross-border Partnership Ireland-Northern Ireland.
- b) Grensmatch. A matching app as a service for employers. EURES Scheldemond.
- c) Vacancies collection strategies in Algarve. EURES Cross-border Partnership Andalucía-Algarve.
- d) Shared diagnosis to jointly address bottlenecks in the cross-border labour market. EURES Grande Région.
- e) Strategy to attract employers. EURES Cross-border Partnership Andalucía-Algarve.

Axis 3. Organisation and management of One-stop Shops.

- a) The one-stop shops network at the frontiers between Belgium, Germany and the Netherlands.
- b) Working in referral in EURES Scheldemond.
- c) The one-stop shop in Ireland-Northern Ireland.
- d) The structure of the one-stop shop in Grande Région.
- e) The organisation of the one-stop shop in Andalucía-Algarve.

We consider this Handbook as one more step in the stimulation of the cooperation between EURES cross-border partnerships, whether they are of a recent creation or have more years of experience. We also hope that it will encourage them to continue their pursuit of the mutual enrichment of their know-how for the improvement of their performance in terms of employment and labour mobility for the users of their respective territories.

2

GOOD PRACTICES IN SERVICES TO JOB-SEEKERS AND WORKERS

EXPERT SESSIONS WITH COMPETENT AUTHORITIES REGARDING ALL ASPECTS OF CROSS-BORDER WORK. EURES SCHELDEMOND

1. EURES Cross-border regions and partners

This good practice is a program of expert sessions to job-seekers which has been developed by the EURES

Scheldemonde which covers the border territories between Belgium (West Flanders, East Flanders and Antwerp) and the Netherlands (Zeeland and West Brabant).

The partnership is formed by the Flemish Service of Employment and Vocational Training (VDAB); the Institute for Employee Insurance (UWV); the Interregional trade-union council IVR Schelde Kempen; the recruitment agency Den Doelder Recruitment; the Chamber of Commerce of East Flanders; and the European Group of Territorial Cooperation EGTS Linieland of Waas and Hulst.

euresscheldemonde.info

2. Context and beneficiaries of the good practice

In the territory covered by EURES Scheldemonde, it has been detected that job-seekers are sometimes overwhelmed by the number and complexity of the issues they have to face when considering cross-border work, such as taxation, social security, pensions, labour law, health or recognition of qualifications.

On the basis of this observation, a pilot experience of sessions with experts was launched in 2018, consisting of an in-depth individualised service of information and guidance provided to cross-border job-seekers by experts in the issues at stake. These experts came from organisations which are members of the EURES Cross-border Partnership entities and from other competent administrations. The pilot experience was implemented with 23 participating users in an area with a deficit of employment services situated between Antwerp and West Brabant.



3. Objective, approach, implementation and achieved results

The objective of the sessions with experts is that, at the end, the beneficiaries who are considering cross-border work, or who have already accepted a job offer, have a wide perspective of the implications of such labour mobility and how to face them.

The participants in the sessions with experts are selected in advance according to the problems they face in the cross-border employment context. Depending on the problems identified, EURES Scheldemond invite the experts from the competent institutions (depending on the areas of labour law, taxation, social security, health, etc.) and send them the questions raised by the users in advance. The sessions are usually organised in one morning and the participants meet the experts individually, in short but very specific interviews. Each participant holds four or five specialised meetings during the session. The meetings are private, only the expert and the user participate, so that the users can explain their situation, problems and questions with a high degree of confidentiality.

As an additional result, thanks to this program, the administrations that have participated have improved their knowledge of the characteristics of cross-border employment.

4. Added value of the good practice

The problems dealt with by EURES Scheldemond are the same in all cross-border partnerships, where most of the obstacles faced by job applicants are of an administrative nature and can only be dealt with by professionals working in the administration of social security, labour legislation, taxation, recognition of qualifications, etc., which are the areas where many of these difficulties lie.

EURES Cross-border partnerships offer services to job seekers, workers and employers to overcome the obstacles to their cross-border mobility. However, these are general information and guidance services aimed at clearing up the doubts raised by users and do not specialise in specific administrative issues that can only be answered with greater precision by experts from the competent administrations.

For these reasons, any direct collaboration with organisations and administrations is recommended so that crossborder users can be offered the services that effectively help eliminate the administrative obstacles that often discourage them from working across borders.

5. Adaptations for the transfer of the good practice

The following steps can be suggested for the adoption of this good practice:

The core elements for the development of this service of in-depth sessions are the experts in the issues that usually generate difficulties for cross-border mobility. Many of these issues are of an administrative nature (social security, taxation, labour legislation, recognition of qualifications, etc.) which add up to others of a different type (employment guidance, etc.). Therefore, it is necessary to obtain the adherence of the concerned administrations for the implementation of the sessions. Relevant negotiations should then be carried out with them in order to discuss the possible options through which their experts could provide the requested services that would guarantee that users receive a quality information and guidance.

EURES cross-border advisers would be responsible for the organisation of the sessions with the experts. They would also be in charge of the coordination between the different institutions for the planning of the agendas of the interventions. Besides, they would take charge of the selection of the users who would attend the sessions.

The sessions developed by the EURES Cross-border Scheldemond are held in a single location, where both experts and users would meet. In addition to ensuring the availability of a common physical space for the sessions, it would also be recommendable to study the development of on-line formats for the provision of this service. Similarly, some of the answers to the doubts raised by users may constitute a document of frequently asked questions that would be made available on the EURES cross-border website and in the social media.

The EURES Cross-border advisers would also be responsible for the follow-up of the users and evaluate their satisfaction.

JOB PLACEMENT PROGRAM FOR LONG-TERM UNEMPLOYED FROM GERMANY IN DUTCH LOGISTICS COMPANIES. EURES CROSS-BORDER BELGIUM-GERMANY-THE NETHERLANDS

1. EURES Cross-border regions and partners

This good practice is a placement program which is developed by the EURES Cross-border partnership in the border regions between Belgium (Flemish region), Germany (Düsseldorf, Köln, Münster) and The Netherlands (East Netherlands and South Netherlands).

The border partnership is supported by the partner organisations Regional Directorate North Rhine-Westphalia of the Federal Employment Agency (Bundesagentur für Arbeit) and the associated institutions / agencies for employment (Aachen-Düren, Mönchengladbach, Krefeld, Wesel, Coesfeld, Rheine); the Employment Office of the German-speaking Community of Belgium (Arbeitsamt der DG); the Euroregion Gronau; the Institute for Employee Insurance UWV; the German Trade Union Confederation (DGB) - District of North Rhine-Westphalia; the Euroregion Maas-Rijm; the Euroregion Rhein-Waal; the Euroregion Rhein-Maas-Nord; the Region of Aachen - Border Information Desk Aachen-Eurode; the Interregional Trade Union Council IVR-EURES; the Foundation for Cooperating Chambers of Commerce and Economic Development (Stichting Samenwerkende Kamers van Koophandel en Economische Ontwikkeling); the Wallon Public Office for Employment and Training (Le Forem); and the recruitment agency Start People.

grenzinfo.eu

2. Context and beneficiaries of the good practice

The program is aimed at long-term unemployed German job-seekers who are willing to work in Dutch companies in the logistics sector.

3. Objective, approach, implementation and achieved results

This program was launched in 2018 with the aim of achieving the placement of 50 long-term unemployed through different protocols which were agreed with the participating companies of the logistics sector in the Netherlands.

The program starts in the employment agencies and workplaces in Germany with a video session in which jobseekers are informed about the characteristics of cross-border work. In addition, the video provides a detailed description of the various jobs and opportunities available in logistics companies as well as in glass and metal production companies in the Netherlands.

After the informative session, interested candidates take part in a round of speed-date interviews in the employment agencies and job centres near the border. Those who are selected are included in the next phases of the placement program.

The placement program that starts after this first informative and interview phase includes a tour of Dutch companies and vacant positions. During the visits, the characteristics of each job position are explained to the candidates. They also receive information on the working conditions in the Netherlands (health insurance, pensions, taxes, labour law, child benefits, etc.).

The program also includes training in intercultural skills (internal and individual) and, if necessary, basic knowledge of Dutch (not required for unskilled jobs / assistant level). In addition, candidates can benefit from coaching for up to six months and financial support for mobility.

The coordination of the program is carried out by the EURES cross-border partner Start People in cooperation with the Dutch companies and the border agencies for employment as well as the job centres in Germany. This cooperation is based on mutual trust and efficient management, which are all essential for the success of the program.

4. Added value of the good practice

The interest of this program lies in the opportunity it offers to job-seekers interested in cross-border mobility to discover on the premises of the companies, the characteristics of the vacant job positions and the working conditions, so that they can more easily decide whether or not to accept a cross-border job.

Moreover, the program offers to the participating companies, the possibility to have a first-hand knowledge of the interested job-seekers and eventually assess whether they would need any further adaptation to the posts.

This good practice has the advantage of improving the motivation of participants in relation to cross-border mobility, stimulating recruitment and providing participants with information and a direct insight into the crossborder jobs and the working conditions in the companies which offer them.

5. Adaptations for the transfer of the good practice

For the transfer of this good practice to other EURES Cross-border Partnerships, the following steps can be taken:

- a) Determine the categories of job-seekers who would be the beneficiaries of the program. The design of the program would then be adjusted to the characteristics of the beneficiaries.
- b) Identify the sectors and companies which are willing to participate in the program and assess the practical conditions for its implementation. And then, carry out a consultation with the companies, for which a brief manual would be prepared to explain the axes of the program, the characteristics of the job-seekers who would be the beneficiaries of the program, the objectives to be achieved and the added value for the participating companies. Once the results of the consultation with the companies are obtained, clarify the doubts that arise and refine the program's approach.
- c) Encourage the business organisations partners of the EURES Cross-border Partnership to steer up the program among their affiliate members.
- d) A presentation of the program can also be made to the heads of the vocational training schools and the partner universities so as to assess their interest in the program for their graduates students.

Based on the results of the consultations, the protocols and tools for the implementation of the program and its monitoring will be designed. To that end:

- a) The program itinerary should be designed incorporating as far as possible the recommendations collected in the consultation phase and including the services that would be provided to each type of participant user (jobseekers, companies) at each stage of the itinerary. The protocol for monitoring and evaluating the users' satisfaction will be part of the itinerary.
- b) In the case that it is decided to record a film which would present the jobs in a particular company or in the companies of a particular sector, such production would be agreed with the participating companies and could be made by a film production company.
- c) On the employers side, the protocol would include, among other considerations, a detailed description of the job vacancies which are offered and the working conditions in each company. The organisation of the visits and their different phases would also be agreed with the companies and would be enclosed as well. The complementary placement services that the companies might need would also be designed.

d) On the demand side, the protocol would include the introductory session and the pre-selection of the applicants according to the characteristics of the job positions offered and the mailing of their CV to the companies before the on-site visits take place.

e) A pilot experience would be carried out based on the agreed protocols. Its results would be evaluated and incorporated in order to improve the protocols.



1. EURES Cross-border regions and partners

This good practice in guidance services to job-seekers is implemented by the EURES Cross-border Partnership Extremadura-Alentejo which covers the Spanish region of Extremadura and the Portuguese region of Alentejo.

The partnership is formed by Public Employment Service of Extremadura (SEXPE); the Institute of Employment and Professional Training (IEFP); the Foundation Regional Centre of Extremadura of Business Services (CRESEM); the Federation of Municipalities of Extremadura (FEMPEX); the Directorate General of Foreign Action of the Government of Extremadura; the Trade-Union Comisiones Obreras Extremadura (CC.OO. Extremadura); The Business Association of the Region of Évora (NERE); the Business Association of the Region of Portoalegre (NERPOR).

[extremaduratrabaja](#)

2. Context and beneficiaries of the good practice

The project began in 2017 through a pilot action between SEXPE and IEFP. In 2018 the other organisations joined the partnership.

The border between the two regions extends over 400 kilometres and is eminently rural. It has been detected that there were problems of free movement of workers in the area. These problems are addressed through the integration of the cross-border perspective into the activities of the different public administrations in these regions.

Cross-border services are offered to unemployed people, workers, self-employed workers and companies.

3. Objective, approach, implementation and achieved results

The objective of the Partnership is to advance in the creation of a cross-border region at the level of the labour market, through the progressive integration of both labour markets and by creating a common cross-border awareness.

A network of information and advice centres has been created in the border municipalities, with the main offices in Badajoz and Elvas, where job-seekers, workers and potential employers or self-employed can receive different services.

Unemployed people receive information about living and working conditions (living and working conditions, entry and residence, labour regulations, social security regulations, health care, education) as well as on employment guidance (where to look for vacancies and job selection processes in the cross-border area, how to prepare a CV and the procedures for the recognition of qualifications). Information is also provided regarding the access to unemployment benefits for cross-border workers who have been made redundant.

Workers receive advice on administrative procedures (cross-border identification number NIE), social security, information on unemployment benefits and information on tax obligations. Companies have access to candidate search tools, recruitment and selection services, information for cross-border posting of workers, and information on tax formalities for companies which wish to establish in the region across the border and recruit locally.

Finally, those who want to work on their own account receive information and advice on social security and tax regulations for cross-border self-employed workers. The business associations participating in the network play a very important role in advising companies and self-employed workers.

4. Added value of the good practice

This good practice shows how services can be focused on job-seekers in eminently rural and low population density cross-border areas.

The EURES Cross-Border Partnership Extremadura-Alentejo must offer services to users who face the same obstacles that most of the cross-border workers have to overcome, aggravated in this case by a weak labour market with few job opportunities.

In this situation, it is important to establish strong collaboration relations between the project partners and the different administrations and to be able to reach job-seekers through the communication network which has been established in the cross-border territory (between the information points, the Employment and Local Development Agents in all the municipalities and the partners).

5. Adaptations for the transfer of the good practice

This good practice offers a model for the creation of a communication and collaboration network between the Public Administrations and all the members of the partnership with the aim of reaching rural areas with low population density and little developed labour markets.

It is important to establish a strong coordination between the different administrations, the information points and the partners, so that the information is disseminated throughout the cross-border territory. To that end, it is important to identify the experts of each administration (Social Security, Tax Authorities...) and collaborate with them, hold meetings with cross-border EURES advisers and with other partners of the cross-border partnership so as to coordinate and keep them informed.

1. EURES Cross-border regions and partners

This good practice in the management of the data of the services to job-seekers is carried out by the EURES Cross-border Partnership Andalucía-Algarve which covers the Spanish region of Andalusia and the Portuguese region of Algarve.

The partnership is formed by the Andalusian Public Employment Service (SAE); the Institute of Employment and Professional Training (IEFP); the State Public Employment Service (SEPE); the Association for the Development of Bajo Guadiana (Odiana); the University of Huelva (UHU); the University of Algarve (UAlg); the Confederation of Andalusian Businessmen (CEA); the Federation of Huelva Businessmen (FOE); the Association of Hotels and Tourism Businesses of Algarve (AHETA); the Association of Trade and Services of the Region of Algarve (ACRAL); the Business Association of the Region of Algarve (NERA); the Trade-Union Comisiones Obreras Andalucía (CC.OO. Andalucía); the Trade-Union General Union of Workers Andalucía (UGT Andalucía); the Trade-Union General Union of Workers Algarve (UGT Algarve); the General Confederation of Portuguese Workers - National Inter-Union (CGTPIN); the Provincial Council of Huelva through Europe Direct; the Commission for the Regional Coordination and Development of Algarve (CCDR Algarve).

eures-andalucia-algarve.eu

2. Context and beneficiaries of the good practice

The European Commission, in the EURES network in general, and in the cross-border partnerships in particular, has repeatedly pointed out the need to register and inform on the users and results of the EURES services. It is therefore necessary for the advisers and partnerships to identify the users to whom they have provided EURES services and be able to inform about the process and results of such services.

Based on previous experiences with EURES and taking into account the asymmetries between Andalusia and Algarve in terms of territories and population, labour markets, active population and job-seekers characteristics, the Cross-border partnership started to work on a tool which would help identify the users and companies interested in cross-border mobility, and establish an almost perfect traceability of the services which have been provided to each of them. Accordingly, an electronic management tool has been developed which consists in a database in which the partners can introduce all the relevant data and information about the users to whom they have provided a service, either job-seekers, workers or companies. It also helps to keep track of the characteristics of the services which have been requested by the users and how these requests have been satisfied.

On the other hand, the tool also contributes to feed the Performance Measurement System (PMS) of the European Commission by collecting the following information:

- In the case of the workers and job-seekers, their name and surname, identification number, e-mail and telephone numbers, as well as their region and place of residence, nationality, sex, date of birth, level of training and professional profile and degree of mobility are registered.
- Regarding the employers, their business name, identification number, sector of activity, size, region and address, e-mail as well as the telephone number of the contact person and his/her position in the company are registered, among other informations.
- The services which are provided to users, which range from individual guidance, workshops and information sessions to training.
- The follow-up that is carried out with the users once the services have been provided.

The tool also registers the internal users, that is, all the staff of the partner organisations who participate in the activities which are organised in the project. Their participation in the activities are registered, making it possible to measure the resources which each organisation allocates to the activities and their involvement in the partnership. This information is useful for the monitoring and evaluation of the operational plan, and to design strategies for the development of the partnership and new lines of activity.

3. Objective, approach, implementation and achieved results

The main objective of the electronic management tool is to ensure the traceability of the services provided so as to better adjust them to the needs of the users. Accordingly, it is designed to:

- Monitor the evolution of job-seekers in the labour market (placements).
- Know the services most requested by the users.
- Supervise the coherence of the services provided in relation to the needs of the users.

The electronic management tool also helps organise and standardise the collection of data regarding the activities carried out and the services provided to the users, making it easier for the 17 members of the Cross-Border Partnership to send on a half-yearly basis, the PMS requested data with a common standard. In this respect, it helps:

- Provide the necessary data for the Performance Measurement System (PMS) of the European Commission, for which it is important to collect data on cross-border EURES activities every six months.
- Identify users, both job-seekers and workers as well as employers, of the services offered by the Cross-Border Partnership.
- Establish the traceability of the actions and services provided to users.
- Check the success and results of the actions carried out with job-seekers and employers.
- Identify the services most in demand by users and adapt them to the existing needs.
- Supervise the activity of the EURES cross-border advisers in order to guarantee the quality of the assistance they deliver to the users.

4. Added value of the good practice

The development of a data management tool has allowed the cross-border partnership to adjust the mechanisms for the management of the activities of the project and for the monitoring of the quality of the services provided.

This management and monitoring tool continuously records each service provided to a user (either individually or as a group), the participation in activities, the employers who have received a recruitment service, etc., and also helps to ensure the consistency of the information collected, avoiding duplication and increasing its control and security.

The tool is updated with the indicators of the Public Employment Services adapted to EURES Cross-border so as to facilitate the elaboration of the monitoring reports for the European Commission. In addition, it is configured so that each member can access and collect the information he or she needs on the users and the services provided for the purposes of the project.

5. Adaptations for the transfer of the good practice

The implementation of a data management tool is essential for the crossborder partnerships that handle a high volume of data and/or want to have a centralised, homogeneous and immediate information in order to monitor the quality of the services and to meet the requirements of the European Commission regarding the Performance Measurement System (PMS).

Deciding to move from a decentralised to a centralised information collection system implies a previous effort of consensus among all the organisations involved to determine the services to be registered, the staff in charge and the protocols for the registration of the data and its consultation, in compliance with strict privacy protection measures.

In this regard, it would be necessary to designate the staff who would be in charge of the registration of the information in each organisation and to plan training actions on the functionalities of the tool so as to guarantee its efficient use.



1. EURES Cross-border regions and partners

This good practice in the coaching of job-seekers is carried out by the EURES Cross-border Partnership Grande Région which serves the border regions between Germany (Rhineland-Palatinate, Saarland), France (Grand Est), Belgium (Wallonia and the German-speaking community of Belgium) and all of Luxembourg.

The partnership is formed by the Public Employment Service Pôle Emploi; the Employment Development Agency (ADEM); the Wallon Public Office for Employment and Training (Le Forem); the Federal Employment Agency, Regional Directorate for Rhineland-Palatinate-Saarland (Bundesagentur für Arbeit); the Employment Office of the German-speaking Community of Belgium (ADG); the Chamber of Commerce and Industry of Belgian Luxembourg (CCILB); the Federation of Luxembourg Industries (FEDIL); the Movement of Enterprises of France (MEDEF); the Federal Association of Entrepreneurs Associations Rhineland-Palatinate (LVU); the Association of Saarland Enterprise Associations (VSU); the Ministry of Employment and Training of Wallonia; the Ministry of Economics, Labour, Energy and Transport of Saarland; the Ministry of Social Affairs, Labour, Health and Demography of the State of Rhineland-Palatinate; the Great East region (Alsace Champagne-Ardenne Lorraine); the FRONTALIERS Great East.

eures-granderegion.eu/fr

2. Context and beneficiaries of the good practice

At times, job-seekers have difficulties to identify the job offers that best suit their professional profile, or submit an attractive job application and prepare an interview. In cross-border labour markets, these problems are accentuated by the diversity of business cultures and selection criteria that coexist.

The coaching program is meant to strengthen job-seekers' personal and professional self-confidence and to improve their knowledge of the cross-border labour market so that they can succeed in their mobility project.

3. Objective, approach, implementation and achieved results

The coaching program is considered a good practice due to the results obtained among job-seekers of the EURES Cross-border Partnership Grande Région, with a satisfaction rate of 97%, a strong growth in job-seekers' satisfaction and a return to employment of 60%, 3 months after the end of the program. It is easily adapted to the employment project of the job-seekers and to the characteristics of the various job markets that make up the EURES Cross-border Partnership Grande Région (in terms of job profiles, levels of qualifications and skills, language levels, experience required, etc.).

Grande Région has designed coaching as a personalised support service aimed at facilitating the mobility of jobseekers in a cross-border environment characterised by five different labour markets. The program is aimed at users who have expressed an interest in working in one of the cross-border regions.

The preliminary stage consists of an information session on living and working conditions so as to raise job-seekers awareness about the particularities of the cross-border labour market. After the session, the participants complete a questionnaire by means of which they confirm their interest in cross-border mobility and apply for a coaching workshop. The employment services would then sign with the applicant a participation commitment which he or she must comply with. The program also includes an evaluation of the language level of the participants.

The coaching workshop, which is organised for groups of 12 participants, aims to achieve the following objectives:

- Develop the job-seeker's key skills and attitudes based on the specific requirements of the targeted cross-border labour market;
- Prepare the job-seeker for the submission of an application that meets the standards expected on the other side of the border;
- Develop and consolidate his or her career project in the border area;
- Raise his or her awareness about the cultural differences in a professional context so that he or her would take them into account;
- Remove any obstacles to the access to cross-border employment;
- Acquire a method that helps the user to develop these attitudes autonomously even after the end of the service.

The workshop, which lasts from 4 to 10 weeks depending on the needs of the applicant, is organised in the following modules:

Module 1: Theatre and improvisation, body expression, stress management and self-confidence.

This module is recorded and its content is later viewed and reviewed with the participants in order to analyse their results in relation to the issues addressed. Theatre is the founding element of the group; all coaching workshops start with a half day of theatre.

- Content of the module: Self-esteem, verbal and non-verbal language; work to improve the voice; gaining self-confidence; self-knowledge for success; stress management and posture control; improvisation.
- Duration of the module: 4 half days.

Module 2: Job search techniques, job interviews and the use of social networks for job search.

- Content of the module: Identification of professional competences, skills, motivations, values and career goals; preparation of a job application according to the targeted cross-border labour market; raising awareness of job search techniques which fit the targeted cross-border labour market; preparation for a job interview (understanding the employer's needs and expectations, training for elevator pitch self-presentation, highlighting skills related to the employer's expectations, preparation for the questions asked during a job interview); mock job interviews and feedback of the session; development of a professional image (personal branding); use of social networks to find a job (optional depending on the individual's profile).
- Duration of the module: 2 and a half days. Combined with individual 1 hour interview sessions for 4 to 5 days.

Módulo 3: Image Enhancing.

This module seeks to help participants become aware of their soft skills and to demonstrate the importance for employers of a match between physical appearance and the requirements of the targeted occupations.

- Content of the module: Raising awareness among the participants on the importance of the “first impression” with the employer; help them enhance their image, improve their personal presentation and match the requirements of the desired job position; if needed, a service at a hairdressing salon is proposed so as to improve the participants’ image (makeover, hair/make-up).
- Duration of the module: 2 half days.

Módulo 4: Photography workshop.

At the end of the module, the participants receive a photo and/or video that they can use for their future job applications.

- Content of the module: Taking of passport-size photos for CVs and professional requests; having a professional photo that can be used for a CV and professional social networks. A photo with a larger background than passport photos should therefore be taken. The photography workshop takes place immediately following the halfday sessions dedicated to enhancing the participants image (in module 3).
- Location: In a studio or the premises of the public employment service that recommended the coaching service.
- Duration of the module: 2 half days.

The service provider ensures a regular follow-up with the participants and monitors their progress in order to strengthen the benefits of the program, support them in their cross-border employment objectives and help them with the formalities. This regular follow-up takes place in the form of individual meetings (face-to-face bilateral dialogue or online via telephone, email, video conference, etc.).

The coaching program enjoys a significant media coverage internally among the applicants, and externally through the local and regional media. All modules are hired by the EURES Cross-border Partnership through professional organisations specialised in human resources. The workshops usually have a high media impact.

4. Added value of the good practice

The objectives of the coaching program of Grande Région for its job-seekers are identical to those that any EURES cross-border partnership hopes to achieve for its users.

The main added-value of the program lies in the long-lasting effects of its benefits on the job-seekers and workers in terms of their major employability in a cross-border labour market.

5. Adaptations for the transfer of the good practice

The transfer of the coaching program to other cross-border partnerships must take into account the available resources and the context of destination. Such adaptations can be carried out through the following procedure:

- a) Analyse the resources used by Grande Région and identify those which are available in the receiving partnership that could fulfil similar functions and objectives.
- b) Adapt the content of each one of the modules, taking into account the available resources or develop services that are inspired by these modules.
- c) Design a pilot experience and its corresponding execution protocol.
- d) Execute the pilot coaching. Evaluate and adjust it for an implementation on a larger scale.

3

GOOD PRACTICES IN SERVICES TO EMPLOYERS

RECIPROCAL PROCESS FOR JOB VACANCIES. EURES CROSS-BORDER IRELAND-NORTHERN IRELAND

1. EURES Cross-border regions and partners

This good practice which consists in a strategy for filling vacancies is implemented by the EURES Cross Border Partnership Ireland-Northern Ireland, which covers the border counties of Louth, Cavan, Monaghan, Donegal, Sligo and Leitrim in Ireland and the whole of Northern Ireland.

The partnership is formed by the Department of Employment Affairs & Social Protection (DEASP); the Department for Communities (DfC); the Confederation of British Industry (CBI); the Dundalk Chamber of Commerce; the Irish Business and Employers' Confederation (IBEC); the Northern Ireland Trade Union & Social Centre T/A Belfast Unemployed Resource Centre-(BURC) is part of the Irish Congress of Trade Unions (ICTU) in Northern Ireland; the Irish Congress of Trade Unions (ICTU); the Trade-Union UNITE the Union; and the Londonderry Chamber of Commerce.

eurescrossborder.eu

2. Context and beneficiaries of the good practice

Between 25 and 30 thousand cross-border workers pass through the border between Ireland and Northern Ireland every day. In order to provide services to workers and companies, the EURES Cross-Border Partnership has organised a network of advisers specialised in labour mobility issues within the partner organisations located on both sides of the border. The advisers offer information, advice and placement services to job-seekers and workers interested in cross-border work and recruitment services to companies. In addition, they organise talks and carry out itinerant awareness-raising work through the "Border Employment" bus.



The partnership also organises cross-border job fairs and information and networking events for employers in the cross-border region and is present at similar events organised by other entities to advise on cross-border work and training.

Besides, the EURES cross-border has established the channels for cross-border exchange of vacancies between the Department of Communities (DfC) in Northern Ireland and the Department of Employment Affairs and Social Protection in the Republic of Ireland. It organises seminars to promote integration and improve working relationships between partner organisations and has its own website www.eurescrossborder.eu which, among other services, provides guidance and information on practical issues for cross-border workers and employers, for example, on taxation, social security benefits, professional qualifications and educational systems.

3. Objective, approach, implementation and achieved results

In September 2019, the unemployment rate in both regions was low (2.9% in Northern Ireland and 5.3% in Ireland), although the inactivity rate was high in Northern Ireland (27.2%).

Nevertheless, companies in both border regions usually find it difficult to recruit in low-skilled, low-wage occupations in the manufacturing, cleaning or care sector, and in some highly skilled, highly specialised ICT, pharmaceutical and health care jobs.

The Reciprocal Process consists in that the vacancies which are advertised on one side of the border can be published and promoted on the other side. According to this principle, vacancies are registered in the region of origin and published on the information boards of the entities of both sides of the border according to the agreed form of reciprocity, until they are filled. The main aim is to fill the vacancies on each side of the border.

4. Added value of the good practice

The EURES Cross-border Partnership Ireland-Northern Ireland applies the protocol for advertising vacancies according to the EURES regulation which requires that all vacancies must be published on the vacancy posting system in each jurisdiction as well as on the EURES portal.

The reciprocal process in EURES Cross-border Partnership Ireland-Northern Ireland has the advantage that in both regions not only are the vacancies advertised in all available media, but also a proactive effort is made to boost them between the Public Employment Service (PES) representatives in the neighbouring jurisdiction until they are filled.

The Reciprocal Process ensures that Employer Engagement staff within the PES in each jurisdiction are clear as to their ability to engage with employers and that these should only be in their 'home' jurisdiction. If employers from across the border contact them then they are clear on the protocols as to how to deal with the employers.

This process also ensures that job-seekers from one region are aware of vacancies across the border which they would not always know about, and assists employers in the region in filling vacancies which are in many cases hard to fill.

5. Adaptations for the transfer of the good practice

The adoption of this good practice in other cross-border partnerships could need the development of the following actions:

- a) Analysis of the main elements which define the Reciprocal Process in Ireland-Northern Ireland.
- b) Revision of the existing procedures for the dissemination of vacancies in the cross-border regions interested in the transfer of this good practice. Analysis of their respective processes so as to identify the areas where there exists the possibility for the creation of a common protocol for the exchange and dissemination of vacancies similar to the model of Ireland-Northern Ireland.
- c) Creation of a common protocol based on the adaptation of the key components of the Reciprocal Process.

GRENSMATCH. A MATCHING APP AS A SERVICE FOR EMPLOYERS. EURES SCHELDEMOND

1. EURES Cross-border regions and partners

This good practice in the development of a matching app as a service for employers has been carried out by the EURES ScheldemonD. Its activities cover the border territories between Belgium (West Flanders, East Flanders and Antwerp) and the Netherlands (Zealand and West Brabant).

The partnership is formed by the Flemish Service of Employment and Vocational Training (VDAB); the Institute for Employee Insurance (UWV); the Interregional trade-union council IVR Schelde Kempen; the recruitment agency Den Doelder Recruitment; the Chamber of Commerce of East Flanders; and the European Group of Territorial Cooperation EGTS Linieland of Waas and Hulst.

euresscheldemonD.info

2. Context and beneficiaries of the good practice

Grensmatch <https://grensmatch.nl/> is an application created to respond to the labour needs of employers in the ScheldemonD cross-border area. It allows employers to post their vacancies and job seekers and people interested in job improvement to register and apply.

Approximately 60% of the application users are from the Netherlands, 30% from Belgium and the remaining 10% from other countries. Most of the users live in the border region, which is a success of Grensmatch.

3. Objective, approach, implementation and achieved results

The Grensmatch matching application actively engages employers and job-seekers in the recruitment process. The application is accessible on the EURES Cross Border ScheldemonD website via computer, tablet (main access route) or mobile, allowing easy access to cross-border recruitment and matching services 24 hours a day, 7 days a week. Grensmatch was developed during 9 months, emphasizing on its easy use. It incorporates features such as geolocation of job-seekers and vacancies through Google Maps.

The Grensmatch application has a great direct impact on the level of placements in the cross-border region. Subscriptions are voluntary and additional services are provided to job-seekers and employers when needed, prioritizing placement in sustainable jobs across the border.

Once employers and job-seekers come into contact, EURES advisers take action and ensure that both parties are effectively connected, holding interviews and if possible, culminating in a job placement. The action of EURES advisers is vital to ensure that employers end up filling their vacancies.

Once the process of intermediation and recruitment has concluded, both employers and job seekers delete their profiles until they need the services of Grensmatch again, since the presence of thousands of registered and inactive profiles in the app makes it inoperative. The development and implementation of the management system is done in cooperation with Den Doelder Recruitment a cross-border recruitment agency.

To ensure the success of Grensmatch it has been important to carry out dissemination campaigns and accompany users throughout their experience in using the app, encouraging them to use it once they have registered. Other functionalities that can complete the application are user presentation videos or route calculators from home to work.

4. Added value of the good practice

The interest of Scheldemond Grensmatch app lies in the fact that it offers direct placement services between companies and job-seekers, by allowing employers to publish their offers on the platform so that interested people can apply directly.

On the other hand, this app can be an opportunity to make more dynamic and efficient the placement services which are offered by public employment services and cross-border partnerships thanks to the use of the new technologies.

5. Adaptations for the transfer of the good practice

The adaptation and subsequent adoption of the functionalities of the Grensmatch app must be carried out with the express consent of the EURES Cross Border Scheldemond.

The integration of Grensmatch functionalities in the service provision tools of any cross-border structure will require technological adjustments both for its implementation and for its management and maintenance. For this purpose, Scheldemond could be requested to provide detailed information about the mechanism of operation at the computer level, management and maintenance of the app.

The implementation of the app would also require a greater labour of monitoring from the cross-border advisers, both to disseminate and encourage its use among employers and job-seekers. It would also be advisable to monitor the level of satisfaction of the users with the app so as to foster its efficiency and avoid its misuse.



INTAKE

PRICE

TIME ENTERED
TIME EXPIRED

EXIT

VACANCIES COLLECTION STRATEGIES IN ALGARVE. EURES CROSS-BORDER ANDALUCÍA-ALGARVE

1. EURES Cross-border regions and partners

This good practice in the collection of vacancies is developed within the EURES Cross-border Partnership Andalucía-Algarve which covers the Spanish region of Andalusia and the Portuguese region of Algarve.

The partnership is formed by the Andalusian Public Employment Service (SAE); the Institute of Employment and Professional Training (IEFP); the State Public Employment Service (SEPE); the Association for the Development of Bajo Guadiana (Odiana); the University of Huelva (UHU); the University of Algarve (UAlg); the Confederation of Andalusian Businessmen (CEA); the Federation of Huelva Businessmen (FOE); the Association of Hotels and Tourism Businesses of Algarve (AHETA); the Association of Trade and Services of the Region of Algarve (ACRAL); the Business Association of the Region of Algarve (NERA); the Trade-Union Comisiones Obreras Andalucía (CC.OO. Andalucía); the Trade-Union General Union of Workers Andalucía (UGT Andalucía); the Trade-Union General Union of Workers Algarve (UGT Algarve); the General Confederation of Portuguese Workers - National Inter-Union (CGTPIN); the Provincial Council of Huelva through Europe Direct; the Commission for the Regional Coordination and Development of Algarve (CCDR Algarve).

eures-andalucia-algarve.eu

2. Context and beneficiaries of the good practice

Although Algarve has a low unemployment rate, some of the vacancies are hard to fill owing mainly to the great investments which have been made recently in the tourism, hotels and restaurants businesses, and also in the retail sector, specially with the creation of big shopping centres such as IKEA and the shopping mall Marshopping, which have put a major pressure on the labour market. To facilitate the recruitment of cross-border workers, IEFP has developed a program of working meetings with employers of the sectors which have greater recruitment difficulties and where cross-border labour mobility can be the solution to bottleneckness, that is in hospitality, tourism, health, and information technology.

3. Objective, approach, implementation and achieved results

In the hotel sector, the IEPF has been working since 2017 in the organisation of working sessions for employers and job-seekers. A specific Job Support Fair has been developed for the sector, in collaboration with EURES and the EURES Cross-border Partnership.

Since 2018, in the tourism sector, one or two meetings are organised a year in order to analyse the supply and demand in the tourism labour market. Key players in the sector participate in these sessions. Variables such as salaries, working conditions, foreign workers, programs and available support measures are reviewed.

Besides, as a pilot activity and in collaboration with SAE, IEPF organised a session with employers and training centres of the tourism sector on both sides of the border. This meeting promoted cross-border business and training ties.

In the health sector, a round table event was organised with the participation of representatives and key actors of the sector on both sides of the border with the purpose to identify the most demanded job profiles, encourage cross-border recruitment, analyse the obstacles to cross-border mobility and their possible solutions. The links between the participating institutions were also strengthened.

As for the ICT sector, a meeting was also held with the University of Algarve which is a very active agent in this sector and a very close collaborator. One of the main topics that have been discussed is the obstacles to recruitment and the most demanded professional profiles by the employers.

In addition, IEPF participated in other events at national level to present the EURES cross-border services, such as Work in Portugal or Seize the Summer.

4. Added value of the good practice

The business meetings for employers and job-seekers offer the opportunity to get a first-hand knowledge about the dynamics of the employment and the economic sectors of the territory. These meetings have become key milestones in the work developed by the cross-border partnership and have allowed for a greater understanding of the structure of the participating economic sectors, as well as of the employment trends.

These meetings also provide an excellent showcase to publicise the activities of the cross-border partnership to employers, workers, job-seekers, entrepreneurs and other key players who may eventually come to collaborate or join the cross-border partnership.

5. Adaptations for the transfer of the good practice

In order to implement this good practice, it is necessary to identify the economic sectors that are most open to cross-border employment as well as the main key stakeholders in those sectors, and then proceed to hold the work sessions with employers and job-seekers, using the most adapted formats and trying to make the follow up of the implementation of the conclusions which have been reached.

SHARED DIAGNOSIS TO JOINTLY ADDRESS BOTTLENECKS IN THE CROSS-BORDER LABOUR MARKET. EURES GRANDE RÉGION

1. EURES Cross-border regions and partners

This good practice in strategies against bottleneckness has been carried out by the EURES Cross-border Partnership Grande Région which serves the border regions between Germany (Rhineland-Palatinate, Saarland), France (Grand Est), Belgium (Wallonia and the German-speaking community of Belgium) and all of Luxembourg.

The partnership is formed by the Public Employment Service Pôle Emploi; the Employment Development Agency (ADEM); the Wallon Public Office for Employment and Training (Le Forem); the Federal Employment Agency, Regional Directorate for Rhineland-Palatinate-Saarland (Bundesagentur für Arbeit); the Employment Office of the German-speaking Community of Belgium (ADG); the Chamber of Commerce and Industry of Belgian Luxembourg (CCILB); the Federation of Luxembourg Industries (FEDIL); the Movement of Enterprises of France (MEDEF); the Federal Association of Entrepreneurs Associations Rhineland-Palatinate (LVU); the Association of Saarland Enterprise Associations (VSU); the Ministry of Employment and Training of Wallonia; the Ministry of Economics, Labour, Energy and Transport of Saarland; the Ministry of Social Affairs, Labour, Health and Demography of the State of Rhineland-Palatinate; the Great East region (Alsace Champagne-Ardenne Lorraine); the FRONTALIERS Great East.

eures-granderegion.eu/fr

2. Context and beneficiaries of the good practice

This activity has been carried out by the partners of Grande Région as a strategy to jointly find the solutions to the existing bottleneckness in some occupations in the five territories of the EURES Cross-border Partnership. As the vacancies concerned are similar in the regions involved, it became necessary to look for proceedings which would help complement more effectively the efforts made by each partner separately.

3. Objective, approach, implementation and achieved results

This good practice which has been developed by the EURES Grande Région is part of their working area “Development and implementation of an action plan to minimise the barriers to cross-border employment in the cross-border region”, which pursues the following objectives:

- To better understand the evolutions in the cross-border labour market by becoming more open to the business community and be able to anticipate their recruitment needs, and to take action to remedy labour shortages in the short term.
- To improve the mutual knowledge by the cross-border partners of the business needs and of the existing pool of workers on either side of the border.
- To search for collective solutions that respect regional balances in order to prevent brain drains.
- To pool the partnership resources and define the priority actions by sector: determine which sectors of activity could benefit from a collective response.

The shared diagnostic action consists of identifying among the five partner territories a total of ten professions or groups of professions that are difficult to fill in order to analyse the issues at stake and propose an action plan to the Strategic Committee of the Partnership of the Grande Région.

The activity has been developed in two main phases. The first phase comprised the identification of the bottleneck professions and the examination of the obstacles that hinder their coverage. The last one consisted in the elaboration of a set of actions that would enable the five territories to mutually complement their respective efforts to adapt the characteristics of the existing labour force to the requirements of the vacancies.

The first phase was implemented through the following working sessions:

a. Working sessions of the public employment services.

The public employment services of each of the five territories were requested to produce a list of professions that are difficult to fill, following their own methodology and nomenclature. Each partner presented the statistical methodology which is in use in its organisation for the identification of these professions. In total, 190 professions have been identified among the five territories, each organisation having applied its own methodology.

In order to refine that result, the partners were asked to specify the level of qualification which is required for each of the professions that are difficult to fill in their respective territories, and to present the labour potential that exists in their own regions that would be available to cover each of the hard-to fill professions on the other side of the border.

Although exhaustive, the list of 190 professions was very dense and not practical for a working session. As a solution, the partners defined an aggregate common nomenclature based on the level of qualification required for each profession, which they called FPA (Families of Professional Activities), and which would give a comprehensive overview of the results and facilitate joint working sessions. The FPA made it possible to reduce the 190 professions that were difficult to cover into 92 ones, distributed among 19 families of professions.

b. Working sessions of the social agents.

The other partners in the cross-border partnership have been asked to contribute with their knowledge of the professions that are difficult to fill in each of their respective territories. Trade unions, employers' organisations, chambers of commerce and other organisations participated in a working session so as to analyse the proposals of the public employment services and to complement or rectify them with the professions they considered difficult to fill in their respective territories.

c. Selection.

A working group on "Cross-border vocational training" was set up between the public employment services and the other partners so as to study each of the 92 professions, with the aim of establishing only 10 professions on which the efforts of the partnership would be focused. They worked with a number of selection criteria that consisted in the classification of the professions into the following three categories:

- Category A: Highly qualified professions and/or regulated professions (and therefore discarded since it is very difficult for the partners to pool their training offers in these regulated professions).
- Category B: Professions that are experiencing shortages in all territories.
- Category C: Professions which are experiencing shortages in some of the regions (for example, in two out of the five territories).

Of these 92 professions, 10 from the categories B and C were proposed by the working group.

The second phase consisted in pooling the training resources available in each of the regions for the 10 selected professions.

| Oferta de Formación profesional existente en el EURES Transfronterizo | | | | | |
|---|----------------------------|--------------------------------------|--|---|----------------------------|
| Region / PES | Name of the training offer | Sectoral scope at the national level | Common sectoral scope validated by the working group | Type of action available in each region: Guidance/ Training/ Language courses | Number of available places |

Table of the training offers which exist in the regions of the cross-border partnership

4. Added value of the good practice

The strategy for job matching in the cross-border labour market which has been developed by Grande Région is articulated around the following axes:

- a) To carry out among the partners of the five territories a shared diagnosis of the cross-border labour market in order to know its evolution and anticipate the needs of the companies, and to pool resources to strengthen existing skills.
- b) To provide advisory and matching services to employers and job-seekers in order to facilitate the coverage of vacancies and encourage cross-border mobility.
- c) To implement specific actions for the matching of the skills with the characteristics of the offers. According to the partners of the Great Region, the difficulty to fill the vacancies is mainly due to the mismatch between the qualification of the job-seekers and the vacancies, hence the need to pool training resources, so that applicants from the different regions can access the training available in any other region.

d) To implement complementary actions in coordination with other EU programs (INTERREG, ERASMUS+, etc.) in order to achieve a greater efficiency and a better visibility of the activities.

5. Adaptations for the transfer of the good practice

The methodology which has been developed by Grande Région is relevant to other cross-border regions and can be conducted with the appropriate adaptations. For this purpose, it would be necessary to set up working groups of public employment services, and of business associations, trade unions and training bodies that would bring together the conclusions of their analysis and agree on the corrective actions to be carried out by taking advantage of the existing synergies in their respective territories.



1. EURES Cross-border regions and partners

This good practice in new services to employers has been carried out by the EURES Cross-border Partnership Andalucía-Algarve which covers the Spanish region of Andalusia and the Portuguese region of Algarve.

The partnership is formed by the Andalusian Public Employment Service (SAE); the Institute of Employment and Professional Training (IEFP); the State Public Employment Service (SEPE); the Association for the Development of Bajo Guadiana (Odiana); the University of Huelva (UHU); the University of Algarve (UAlg); the Confederation of Andalusian Businessmen (CEA); the Federation of Huelva Businessmen (FOE); the Association of Hotels and Tourism Businesses of Algarve (AHETA); the Association of Trade and Services of the Region of Algarve (ACRAL); the Business Association of the Region of Algarve (NERA); the Trade-Union Comisiones Obreras Andalucía (CC.OO. Andalucía); the Trade-Union General Union of Workers Andalucía (UGT Andalucía); the Trade-Union General Union of Workers Algarve (UGT Algarve); the General Confederation of Portuguese Workers - National Inter-Union (CGTP-IN); the Provincial Council of Huelva through Europe Direct; the Commission for the Regional Coordination and Development of Algarve (CCDR Algarve).

eures-andalucia-algarve.eu

2. Context and beneficiaries of the good practice

This good practice is part of the strategy by the Andalusian Employment Service (SAE) to make Andalusian companies aware of the existence of the cross-border matching services which can be provided to them and by the same token, to include more specialised services to employers into its portfolio.

Traditionally, companies have not been a priority objective of the Public Employment Services. This changed four or five years ago with the design of strategies to approach companies. Within the framework of EURES Cross- Border, SAE began a collaboration with the Federation of Huelva Businessmen (FOE) in order to identify and analyse which businesses could be the object of information and advisory services of a cross-border nature, and what products, tools and resources could be offered to them from the cross-border partnership in order to meet their possible demands.

A dissemination campaign was launched regarding the EURES cross-border services and a survey was carried to identify the companies that might be interested in Algarve, taking into account that the border province of Huelva and the region of Algarve have a similar economic structure, with companies concentrated on the coast and dedicated to tourism, catering and agriculture. The idea was therefore to establish business alliances on both sides of the border so that companies would be stronger at the European level and create more jobs.

The campaign also investigated into the barriers to mobility and recruitment. It should be noted that mobility flows between Huelva and Algarve are from the areas with the higher employment rate (Algarve) to the areas with the higher unemployment (Huelva), probably due to the better wage conditions. The density of recruitment in both regions is concentrated in the agricultural, restaurants and hotels sectors. On the other hand, Andalusian companies that tend to hire Portuguese workers do not do so in the sectors with higher recruitment rates.

Through the survey, information was also obtained regarding the experiences of companies that had accessed and developed their economic activity in the Algarve market and recruited Portuguese or cross-border workers.

3. Objective, approach, implementation and achieved results

The main objective of the strategy was, besides the dissemination of EURES cross-border services, the realisation of a survey in Andalusia in order to determine the companies and self-employed workers that could be interested in the cross-border labour and business market so as to design tailored-made complementary services for them.

In order to achieve the planned objectives, two activities were proposed by SAE in collaboration with FOE. On the one hand, field work based on a “Questionnaires for the detection of obstacles to cross-border recruitment and the development of self-employment and business opportunities in the cross-border area”, and on the other hand, the subsequent implementation of “Workshops with cross-border employers on obstacles to labour recruitment and job creation”. Both activities are detailed below:

Activity 1. Questionnaires for the detection of obstacles to cross-border recruitment and the development of self-employment and business opportunities in the cross-border area.

SAE, together with FOE, carried out a field work with selected Andalusian companies with the help of its Enterprise Agents, a resourceful staff unit who helps in the understanding of the labour market, the growth prospects and job creation in both territories. This field work contributed to meet the following objectives:

- To inform Andalusian companies about the existence of the EURES Cross-border partnership between Andalusia and Algarve, as well as about the services for the recruitment of workers on both sides of the border.
- To identify the companies that show interest in the cross-border market.
- To obtain information related to the obstacles to cross-border recruitment, the mobility of self-employed workers and the establishment of businesses, in order to organise relevant workshops and seminars.

With the results obtained from this work it was possible to design a set of services and products for companies and self-employed workers which would be adjusted to their needs. The result of the surveys also served to prepare a report on the obstacles to cross-border recruitment, on the mobility of self-employed workers and on the services most requested by self-employed workers and entrepreneurs who wish to recruit, provide professional services or develop their business on the other side of the border.

Among the findings of the survey, it came out that the employers in Huelva and Algarve have similar labour force needs, with the difference that the Andalusian market, despite its high unemployment rate, is more attractive because of its wages.

The conclusions of this activity also confirmed that the cross-border partnership and SAE in particular are prepared to meet existing cross-border recruitment needs.

As for the business expansion of companies from Huelva to Algarve, it was apparent that this activity could be covered more effectively by the business associations that are partners of the EURES Cross Border Partnership (FOE and CEA).

Activity 2. Workshops with cross-border employers on the barriers to labour recruitment and job creation.

Two workshops were held for employers, especially those in emerging sectors or with recruitment needs. The first workshop called “Cross-border Opportunities in Portugal”, in which 96 companies participated, aimed to analyse the obstacles to recruitment in specific economic sectors, to respond to these needs through the available EURES cross-border services and to encourage mutual learning. This workshop advised and informed participating companies about the procedures and steps required to open a workplace in Portugal and to hire Portuguese workers. The sectors in the Algarve that offer the greatest business opportunities were also showcased and notions were given on instruments for the internationalisation of companies.

The second workshop was about the needs of human resources and was focused on the promotion and creation of employment. The public employment services, the universities and the enterprises specialised in recruitment were invited to present the perspectives about recruitment, as well as the obstacles and solutions to the difficulties which exist in some sectors. The 58 participants were then organised in working groups (public sector, hotel, tourism and trade, industry, construction, etc.) in order to discuss the challenges in Andalusia and Algarve in the field of human resources needs.

Furthermore, these workshops have enabled the creation of synergies and the consolidation of relations between companies in Huelva and Algarve. They have also contributed to the promotion of self-employment and job creation as well as the determination of the real needs of human resources and job creation in both territories.

The conclusions of the workshops have been translated into the development of specific cross-border services that are better suited to the needs and requirements expressed by the employers and self-employed workers. In addition, the workshops resulted in the production of a “Guide for business development and cross-border job creation”.

4. Added value of the good practice

This good practice shows how a cross-border partnership can launch a service or activity to a new group of potential users.

The good practice was based on contacting potential users of the new services through surveys and workshops. A dissemination campaign of the services offered by the EURES Cross-border Partnership Andalucía-Algarve was carried out in parallel to the identification of the companies that might be interested in the cross-border area. The barriers to mobility and obstacles to cross-border recruitment were investigated and cross-border business alliances were promoted.

This good practice made it possible to obtain extensive and detailed information on the business structure in the cross-border territories that have been useful to develop and refine the services and activities that the crossborder partnerships can offer to the potential users.

Finally, during its implementation it was possible to strengthen alliances with associations which represent the potential users, and with key actors in the cross-border territories.

5. Adaptations for the transfer of the good practice

Cross-border partnerships that are considering expanding their portfolio of activities and services, or their users, can transfer this good practice to their territory by adapting the research tools (survey, questionnaire, working meetings with key actors, etc.) to their needs and specific context.

When implementing this good practice, it is essential to identify the key agents who can collaborate in its implementation and who can make the provision of new services and activities to potential users more dynamic.

On the other hand, the good practice requires for its adaptation the willingness of the partner business associations to offer information on EURES services to employers in the cross-border area, to advise companies and self-employed people interested in establishing themselves in the cross-border market and to transfer the labour recruitment needs detected to the public employment services of the Partnership.

4

GOOD PRACTICES IN THE ORGANISATION AND MANAGEMENT OF ONE-STOP SHOPS

THE ONE-STOP SHOPS NETWORK AT THE FRONTIERS BETWEEN BELGIUM, GERMANY AND THE NETHERLANDS

1. EURES Cross-border regions and partners

This good practice in the establishment of a one-stop shops network has been developed by the EURES Crossborder partnership in the border regions between Belgium (Flemish region), Germany (Düsseldorf, Köln, Münster) and The Netherlands (East Netherlands and South Netherlands).

The border partnership is supported by the partner organisations Regional Directorate North Rhine Westphalia of the Federal Employment Agency (Bundesagentur für Arbeit) and the associated institutions/agencies for employment (Aachen-Düren, Mönchengladbach, Krefeld, Wesel, Coesfeld, Rheine); the Employment Office of the German-speaking Community of Belgium; the Euroregion Gronau; the Institute for Employee Insurance UWV; the German Federation of Trade Unions - District of North Rhine-Westphalia; the Euroregion Maas-Rijm; the Euroregion Rhein-Waal; the Euroregion Rhein-Maas-Nord; the Region of Aachen-Border Information Desk Aachen-Eurode; the Interregional Trade Union Council IVR-EURES; the Foundation for Cooperating Chambers of Commerce and Economic Development (Stichting samenwerkende Kamers van Koophandel en economische Ontwikkeling); the Wallon Public Office for Employment and Training (Le Forem); and the recruitment agency Start People.

grenzinfo.eu

2. Context and beneficiaries of the good practice

The one-stop-shop network was created to serve all employers and job seekers residing in any of the regions of the partnership who are interested in the cross-border labour market. The one-stop-shop methodology is based on the fact that EURES advisers, employment agencies in the respective neighbouring countries and border information points in the Euroregions work closely together under the same roof.



All one-stop shops offer a uniform service that is adapted to the respective conditions and peculiarities of the respective border regions. For interested employers and job seekers, this means that they can go to one physical location to obtain all the information they need on issues related to cross-border mobility.

One-stop shops are located in Eurode (directly on the German-Dutch border of the cities of Kerkrade and Herzogenrath), in the German city of Gronau (on the German-Dutch border) and in the Dutch city of Venlo (near the Dutch-German border). A one-stop shop is to be set up in the Belgian town of Kelmis (near the Belgian- German border) and another one is planned in the German city of Kleve (also near the German-Dutch border).

In addition to the physical locations scattered along the borders of the neighbouring regions, the one-stop shop also has a virtual space www.Grenzinfo.eu where users can find news and events in the cross-border partnership, as well as information on employment and administrative procedures for cross-border users in each country.

3. Objective, approach, implementation and achieved results

The one-stop-shop network on the borders between Belgium, Germany and the Netherlands aims to make it easier for job seekers and employers interested in the cross-border labour market to access the information and services they need in the same physical location.

This working methodology consists in the development of a network of information points and provision of crossborder matching services along the German-Dutch, Belgian-German and Belgian-Dutch borders, taking into account regional and local conditions and peculiarities.

According to the singularity of the questions raised, user inquiries are forwarded, if necessary, to competent partners in the areas of social security, health and pensions and financial issues, as well as to employment agencies, trade unions, employers' associations, etc.

The tasks of the border information points are to provide citizens and businesses with information and advice on cross-border issues, to organise open days and consultation sessions with experts from different collaborating institutions, such as social security institutions and tax authorities, who would explain the different administrative procedures to users. They also contribute significantly to the development of the cross-border labour market.

4. Added value of the good practice

The principle of the one-stop shop is based on the imperative to eliminate the difficulties that cross-border workers and employers face when they need to access the information about their rights and obligations in the cross-border labour context. The advantage of concentrating the various information and service points in a single physical location is the main added value of these one-stop shops.

The one-stop shops that have been established in the border regions between Belgium, Germany and the Netherlands offer their users the possibility to access a wide network of physical offices that provide them with homogeneous and uniform services and help them to resolve under one roof the issues they face in relation to cross-border mobility.

5. Adaptations for the transfer of the good practice

The establishment of a network of one-stop information points like the one that exists on the borders between these three countries requires that the different institutions that are involved in providing services to cross-border users agree to pool their resources to make it easier for a user who enters a one-stop office to obtain under the same roof the information that these same institutions could have provided in different places.

1. EURES Cross-border regions and partners

This good practice consists in a one-stop shop strategy which has been developed by EURES Cross-border Partnership Scheldemond. Its activities cover the border territories between Belgium (West Flanders, East Flanders and Antwerp) and the Netherlands (Zealand and West Brabant).

The partnership is formed by the Flemish Service of Employment and Vocational Training (VDAB); the Institute for Employee Insurance (UWV); the Interregional trade-union council IVR Schelde Kempen; the recruitment agency Den Doelder Recruitment; the Chamber of Commerce of East Flanders; and the European Group of Territorial Cooperation EGTS Lineland of Waas and Hulst.

euresscheldemond.info

2. Context and beneficiaries of the good practice

The EURES Cross-border Partnership Scheldemond decided in the early stages of its operation that the tasks of the one-stop-shop at the border could best be carried out by some of the partners in the partnership individually. The services provided at the one-stop shop are aimed at job seekers, workers and employers in the cross-border area.

3. Objective, approach, implementation and achieved results

In the case of the Netherlands, there are two institutions subject to the Ministry of Employment and Social Affairs. On the one hand, the Social Security Bank, which provides services to all citizens in relation to their access to social benefits. This bank has a special office for Belgian and German affairs, which provides services to cross-border workers with regard to their rights to social benefits, such as child benefits and state pensions. They also determine in which country a cross-border worker must pay his or her social security premiums.

In addition, there is the Workers' Benefit Agency whose users are everyone who works or has worked in the Netherlands. This agency includes the Public Employment Service, which in turn includes EURES. Job-seekers can turn to EURES for information and services related to recruitment and information on employment in a transnational or cross-border context.

The evolution of services on the German-Dutch border, for the provision of information and guidance, has a strong relationship with the Euroregional structures present on that border. These structures have very successfully developed services for all citizens living in the border region, not only for job-seekers. In general, they provide information on how to live, work and study on the other side of the border. In the framework of the Interreg Programme a similar design of cross-border information services was developed on the Flemish-Dutch border. This avoids any double funding with the EaSI/EURES Cross-Border Program, which keeps the design and implementation of the cross-border information centres on the Flemish-Dutch border completely separate from the EaSI Program. In line with the EaSI approach to recruitment related services, the EaSI EURES Cross Border Partnership is increasingly focusing on recruitment and employers' needs. Cross-border information services are increasingly focused on generalised information and advice.

The partners have a strong presence in the border region and do not comply with the wishes of the German-Dutch border regarding the implementation of one-stop shops in regions where everything is under one roof. They decided to work on a referral system. Just like on the German-Dutch border, citizens enter the offices of the Public Employment Services, or the Trade Unions, and the idea is that there will be a diagnosis of the specific situation of the cross-border worker. From there, they are referred within the network system to the specialized competent authorities or to EURES for recruitment activities. Like the German-Dutch border, the Flemish-Dutch border is extensive, and it has been decided that users do not have to physically go to a single point for one-stop services. Rather, the idea is that the services are always available online and accessible from anywhere.

So there is a certain difference in the approaches between the borders, but the way the Flemish and Dutch borders work is in line with what is happening in Germany and the Netherlands, the only difference is that they prefer to work in a network eurescheldemond.info and not in a physical office.

4. Added value of the good practice

The Cross-Border Partnership has been able to adapt to the different working approaches of its members and to effectively use the resources available to each one to organise a network system of referral through which to provide the services of their speciality. This avoids duplication of resources and facilitates the identification of providers.

In addition, for EURES Scheldemonde there is an added advantage to the co-operation due to the development of a training program for one-stop-shop advisers. The training has been adapted to the situation on the border between the Netherlands and Belgium (Flemish side) and has focused on cross-border work. In this way, new EURES advisers working in the cross-border region and employed for example in the public employment services on both sides of the border can automatically receive one-stop training on all the basic aspects of cross-border work.

5. Adaptations for the transfer of the good practice

The Scheldemonde working model is a reference for the organisation of referral one-stop-shop services. The two borders, the German-Dutch and the Flemish-Dutch, have two distinct delivery models coexisting within the network. Tailored-made approaches and services have been adopted in order to respond to different work and organisational cultures.

In the case of replicating this form of service provision, it would be necessary to analyse the needs of the different target groups and territories, the flexibility of the organisations which participate in the cross-border partnership and their networking potential, in order to develop the more suited working and coordination protocols.



1. EURES Cross-border regions and partners

This good practice in one-stop shop service provision is implemented by the EURES Cross Border Partnership between Ireland and Northern Ireland which covers the border counties of Louth, Cavan, Monaghan, Donegal, Sligo and Leitrim in Ireland and the whole of Northern Ireland.

The partnership is formed by the Department of Employment Affairs & Social Protection (DEASP); the Department for Communities (DfC); the Confederation of British Industry (CBI); the Dundalk Chamber of Commerce; the Irish Business and Employers' Confederation (IBEC); the Northern Ireland Trade Union & Social Centre T/A Belfast Unemployed Resource Centre – (BURC) is part of the Irish Congress of Trade Unions (ICTU) in Northern Ireland; the Irish Congress of Trade Unions (ICTU) (IE); the Trade-Union UNITE the Union; and the Londonderry Chamber of Commerce.

eurescrossborder.eu

2. Context and beneficiaries of the good practice

The border between Ireland and Northern Ireland is approximately 500 kms long with almost 200 border crossings which makes it impractical to have physical spaces where to provide the one-stop shop services. Therefore, it has been decided to provide these services through a website eurescrossborder.eu.

The one-stop services are aimed at job seekers, workers and employers who are users or wish to undertake cross-border mobility.

3. Objective, approach, implementation and achieved results

The one stop shop between Ireland and Northern Ireland consists of a website of the cross-border partnership, which has the following features:

- A **Home** section where the user can find videos and news about cross-border mobility;

- The **Information** section provides detailed information on cross-border issues (such as social security, taxation, etc.);
- The **Events** section offers information regarding job fairs, seminars and any other events of interest which are organised by the partners or other key players;
- In **Latest news**, the user can access current news of interest;- **About us** is the section where the partnership introduces itself and provides the contact details of the advisers;
- **FAQs** section is where the answers to cross-border frequent queries are published;
- **Publications** is where the mobility package, brochures and other publications of the partnership can be found;
- Through **Links**, the user can access other sources of information on cross-border issues;
- **Contact us** is there for e-mail inquiries.

A major effort is made to keep news and information up to date and concise. The cost of developing and maintaining the website is low and the fee includes traffic statistics, which are useful for understanding the use of the website and for preparing reports for the European Commission.

The Cross-Border Partnership also maintains profiles on Twitter and Facebook that have proven to be very effective in promoting the website, the activities and services. At present, content is published and shared by segmenting the target audience, which also helps to know the impact on each category of users. The results of the activity in social networks are very positive and have an upward trend. The cost of the activity in social networks is very profitable considering its high impact compared to the results in traditional media.

4. Added value of the good practice

The EURES virtual one-stop shop across the border between Ireland and Northern Ireland offers a wide range of information for all users. The information is constantly updated and the communication strategy through social networks reinforces the visibility of the services provided and returns very useful data for monitoring the activity.

The one stop shop and social media has proved very popular with users in both regions especially because the area is so large and having physical one stop shops is not practical.

All contact details and interaction with the EURES advisers and the coordinator can be made through the website, which is adapted to the circumstances of many users. For those who need more interaction they can be provided with telephone numbers to call or appointments.

Social networks have projected the profile of the EURES cross-border partnership on a large scale through Twitter, Facebook and more recently Instagram. However, users are encouraged to check the website/one-stop shop for more information as this is where all the detailed information is hosted.

5. Adaptations for the transfer of the good practice

The implementation of a virtual one-stop-shop network is appropriate in large territories with low population density. In this case, it is necessary to develop a website that unifies the services and activities offered by the cross-border partnership and that can answer and resolve the questions raised by the users. The development of a virtual one-stop-shop network, together with a powerful presence in social networks, implies allocating the necessary economic and human resources, as well as establishing a coherent communication strategy and protocols that are well adapted to the needs of the potential users.

1. EURES Cross-border regions and partners

This good practice in one-stop shop structures is developed by the EURES Cross-border Partnership Grande Région which serves the border regions between Germany (Rhineland-Palatinate, Saarland), France (Grand Est), Belgium (Wallonia and the German-speaking community of Belgium) and all of Luxembourg.

The partnership is formed by the Public Employment Service Pôle Emploi; the Employment Development Agency (ADEM); the Wallon Public Office for Employment and Training (Le Forem); the Federal Employment Agency, Regional Directorate for Rhineland-Palatinate-Saarland (Bundesagentur für Arbeit); the Employment Office of the German-speaking Community of Belgium (ADG); the Chamber of Commerce and Industry of Belgian Luxembourg (CCILB); the Federation of Luxembourg Industries (FEDIL); the Movement of Enterprises of France (MEDEF); the Federal Association of Entrepreneurs Associations Rhineland-Palatinate (LVU); the Association of Saarland Enterprise Associations (VSU); the Ministry of Employment and Training of Wallonia; the Ministry of Economics, Labour, Energy and Transport of Saarland; the Ministry of Social Affairs, Labour, Health and Demography of the State of Rhineland-Palatinate; the Great East region (Alsace Champagne-Ardenne Lorraine); the FRONTALIERS Great East.

eures-granderegion.eu/fr

2. Context and beneficiaries of the good practice

The Grande Région one-stop shop is committed to being a point of contact for all kinds of cross-border issues in the fields of labour law, taxation and social security in Germany, Belgium, France and Luxembourg. In order to ensure the best possible quality of information, EURES Grande Région has established four commitments for its one stop shop: adapted opening hours to address the telephone enquiries; courteous and multilingual reception; clear information; and guaranteed response times.

3. Objective, approach, implementation and achieved results

The partners of Grande Région have created a bilingual website in French and German eures-granderegion.eu/fr with the following features:

- A **first level** of qualitative information where the user has access to all the information on cross-border mobility through the partners' publications and the various activities and events displayed on the calendar. This level has a multi-format content of text, audio and video with a lower cost for the Partnership and minimum management.
- In the **second level**, more specific information are offered by telephone, chat or email to the users whose requests cannot be satisfied through the first level. These users are directed to other partners and specialised organisations.
- In order to limit the operational costs, it was decided that the entire service of the one stop shop would be managed by a partner of the cross-border partnership, in this case the Documentation and Resource Centre (CDR). CDR was already specialised in legal and financial information. Upon assuming the partnership one-stop shop, it has extended its information areas and has dedicated two specialist staff to solving users' questions, with a strong focus on cross-border legal and administrative issues.
- Each cross-border partner generates documentation and information on the issues in which it is specialised. This documentation is transferred to CDR which translates, publishes them on the website and organises them between the first and second level of the one-stop shop.

4. Added value of the good practice

The centralisation of the management and performance of the one stop shop in a single partner allows for a greater control of the information processes and of the products which are offered to the users. This one-stop shop model allows for the reduction of costs as the service is not outsourced; rather, it is provided by a crossborder partner. Moreover, as it is a first level information point, the website is the best place where to offer to the users all the documentation that the partners have produce in the field of cross-border mobility.

5. Adaptations for the transfer of the good practice

The cross-border partnership that wants to implement this good practice must have a strategy aimed at obtaining and making available to users updated and specialised information, produced by the partners of the cross-border and based on their knowledge and experience in cross-border mobility. On the other hand, the management of the one-stop shop by one of the partners allows for better control of the services to users, as well as of the production and maintenance of costs.

Likewise, the format of user services at a second level must guarantee the collaboration of other entities which would be willing to provide these specialised services.



1. EURES Cross-border regions and partners

This good practice is a one-stop shop strategy which has been developed by the EURES Cross-border Partnership Andalucía-Algarve which covers the Spanish region of Andalusia and the Portuguese region of Algarve.

The partnership is formed by the Andalusian Public Employment Service (SAE); the Institute of Employment and Professional Training (IEFP); the State Public Employment Service (SEPE); the Association for the Development of Bajo Guadiana (Odiana); the University of Huelva (UHU); the University of Algarve (UALg); the Confederation of Andalusian Businessmen (CEA); the Federation of Huelva Businessmen (FOE); the Association of Hotels and Tourism Businesses of Algarve (AHETA); the Association of Trade and Services of the Region of Algarve (ACRAL); the Business Association of the Region of Algarve (NERA); the Trade-Union Comisiones Obreras Andalucía (CC.OO. Andalucía); the Trade-Union General Union of Workers Andalucía (UGT Andalucía); the Trade-Union General Union of Workers Algarve (UGT Algarve); the General Confederation of Portuguese Workers - National Inter-Union (CGTP-IN); the Provincial Council of Huelva through Europe Direct; the Commission for the Regional Coordination and Development of Algarve (CCDR Algarve).

eures-andalucia-algarve.eu

2. Context and beneficiaries of the good practice

The regions served by the EURES cross-border Andalucía-Algarve are areas with territorial imbalances and relatively low population density, accentuated in the border area between Huelva and Algarve by an insufficiently transparent labour markets, scarcely diversified and low added-value economies whose low wages in some areas do not encourage internal mobility or the cross-border flow of workers. Paradoxically, when workers in the border area consider a geographical labour mobility project, they usually think of emigrating to large urban centres or abroad.

This scarce culture of cross-border labour mobility is an obstacle and can be aggravated when workers and employers have to deal with two different administrations, different tax and fiscal regimes, labour legislations and health care systems, among others, and in different languages.

The creation of a centralised structure for the provision of these specialised employment services on both sides of the border is a suitable, necessary and advantageous strategy which takes the form of a one-stop shop.

The beneficiaries of the one-stop scheme are workers and job-seekers who work across the border or are interested in working in the neighbouring region without changing their habitual residence, as well as employers.

3. Objective, approach, implementation and achieved results

The aim of the one-stop shop is to serve as a single reference point for all users in terms of cross-border information and services for mobility between Andalusia and Algarve. This approach is implemented through the creation of a EURES cross-border website through which the main information and services are available, the opening of a physical office on the border between the two regions and the cooperation with the competent authorities on issues related for instance to tax and social security.

A physical one-stop shop office was opened in the first year of setting up the EURES cross-border partnership so as to give visibility to the services of the newly created partnership with respect to its users, mainly the jobseekers and the vocational training students who are the potential cross-border workers. It also serves as a training and workshops centre for EURES cross-border activities and sometimes receives the visit of the users for specific queries. It is located in the Escuela de Hostelería (Hotel and hospitality Vocational School) of Islantilla (which is situated in the border municipality of Lepe in the province of Huelva) which belongs to SAE. It is staffed with EURES advisers from Portugal and Spain specialised in cross-border labour mobility who are in charge of providing second level services. A Charter of Services establishes the functions, protocols and opening hours. In addition other one-stop services are provided in other IEFP employment offices in Algarve (in the municipalities of Vila Real de Santo Antonio, Faro and Loulé).

The main one-stop shop is the website eures-andalucia-algarve.eu which provides updated information and publications on cross-border mobility, both from the partners and the European Commission. It gives information on job offers, applicable legislation, events and statistics on cross-border mobility. At the same time, all this information and content is made more dynamic through the various EURES cross-border profiles on the main social networks such as Facebook and Twitter.

The operation of the one stop shop is organised in two levels. On the first level are the staff of SAE and IEFP who work in the border employment offices, as well as the liaison staff in the partner organisations and the employment staff of border municipalities. This physical level is important because each of these organisations have a strong relationship with their users either job-seekers, workers or employers and are useful gateways to the EURES cross-border mobility services. As such, they play a role by raising the awareness of the users regarding the existence of the cross-border services, by providing basic information and by distributing promotional materials such as leaflets and brochures where users can find the website address, the contact e-mails of the advisers and the list of services available. Depending on the type or complexity of the inquiries of the users, they can also guide them through the website where the information are easy to find.

The more specific requests are passed on to the specialised EURES advisers at the second level of services. On many occasions, these EURES advisers carry out liaison tasks with the competent administrations in labour, social security or tax issues who provide them complementary information on the issues raised by the users. The advisers are also in charge of making the follow-up of the users and ensuring that the quality of the service they receive fit with their demands.

4. Added value of the good practice

The implementation of this one-stop shop approach strengthens the collaboration links between all the partner organisations of the cross-border partnership by fostering the values of co-responsibility and mutual trust that guarantee the continuity of the partnership and a shared vision of the problems detected and their solutions.

The organisation of the one-stop shop in the Andalucía-Algarve EURES cross-border partnership aims to eliminate the bureaucratic obstacles which hinder the cross-border mobility of users. For this purpose, the one stop shop goals are to provide the access to information and services which would facilitate the administrative procedures for users, while promoting actions which make visible the employment opportunities existing in the territories and encourage the culture of cross-border labour mobility through success stories, testimonials, studies, information sessions and sector meetings.

5. Adaptations for the transfer of the good practice

Cross-border partnerships who wish to implement this good practice of physical and virtual one-stop shop can:

- a) Create a network of information desk on both sides of the border with clear internal protocols for communication and referral between them.
- b) Have a common electronic management tool where to register the users and the services provided to them, for the purposes of monitoring and evaluation.
- c) Keep updated and available to users all relevant information on living and working conditions in the border area, at least in the languages of the regions. This must be done through the website and social media.
- d) Develop collaborative links with the competent administrations and bodies, particularly in the areas of taxation, labour and social security, in order to encourage an efficient flow of rapid and accurate response to users.
- e) Improve the skills of the staff of partner organisations and border municipalities, as well as of the advisers who provide EURES cross-border services to job seekers, workers and employers, through the organisation of training and mutual learning sessions, which can be adjusted to specific issues. In the case of the EURES cross-border Andalucía-Algarve, three working groups have been created:
 - The “**Liaison Staff**” group which includes staff from the employment offices, the partner organisations and the employment units of the local councils. These liaison points are the front-line staff of the cross-border partnership. They inform users about available cross-border services and transfer them to the EURES specialist advisers for more specific and individualised service provision.
 - The “**Vacancies**” group which incorporates the Enterprise Agents of both public employment services in the border area. They work on the common protocol for the dissemination, coverage and monitoring of job offers.
 - The “**Employers**” group, which integrates the Enterprise Agents, as well as the staff of the employers organisations that are partners in EURES Cross-border. They share information on recruitment needs and about the situation of businesses in the cross-border area.





Funded by the
European Union



EURES Transfronterizo Andalucía-Algarve
Servicio Andaluz de Empleo
C/ Leonardo da Vinci, 19 B
41092 Sevilla
eurest.sae@juntadeandalucia.es

<https://www.eures-andalucia-algarve.eu/>

<https://www.facebook.com/EuresTransfronterizoAndaluciaAlgarve>

<https://twitter.com/eurestandalg>



Junta de Andalucía

Consejería de Empleo, Formación
y Trabajo Autónomo

SERVICIO ANDALUZ DE EMPLEO

