



**The European Commission Mutual Learning Programme  
for Public Employment Services**

DG Employment, Social Affairs and Inclusion

**Support for transfer visit:  
'Agreements with large companies, practices  
and offers for these companies'**

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*The information contained in this publication does not necessarily reflect the position or opinion of the European Commission*

## 1. Introduction

Following a Peer Review on 'PES and effective services for employers' in Paris on 19-20 January 2012, several PES expressed an interest in a visit to the French PES, Pôle Emploi, to gain practical insights into their experience of cooperation with large companies through specific agreements. Pôle Emploi provides a large range of services to all employers, from the posting of vacancies and support in the drafting of vacancies, to assistance in the matching and selection processes and recruitment by simulation methods. In addition, a department based in the headquarters of Pôle Emploi in Paris is in charge of developing nation-wide agreements with selected large companies.

The support for transfer visit focused on the experience of Pôle Emploi with large company agreements as well as comparable developments in Sweden. In addition to French and Swedish participants, PES representatives from Hungary, Slovenia and Belgium (Actiris - Brussels region) attended the event.

### 1. How to come to an agreement

Agreements between Pôle Emploi and large companies provide a win-win situation where both employers and the PES benefit from enhanced cooperation.

#### ***For Pôle Emploi, cooperation with large companies increases the effectiveness of their placement services***

In many cases, Pôle Emploi has developed close cooperation at the local level with large companies in an area where they have a plant or office base, while other divisions or establishments of the same company across the rest of the country still have little tradition of cooperation with Pôle Emploi or seldom use their business services.

Setting up national level agreements with these types of companies has a **strategic value for Pôle Emploi** as they can serve to generate more systematic cooperation and extend it to all divisions/establishments in the company across the country, and/or to other services/ topics and professional groups. National agreements do not hamper local cooperation, on the contrary, top-down and bottom-up approaches can be combined: the existence of an agreement passed between a local Pôle Emploi agency and a branch/ establishment of a large company can trigger the adoption of a national agreement, which can then cascade down into new local agreements in other areas.

Ultimately, and this is the key objective for Pôle Emploi, such improved cooperation ensures a **greater access to vacancies and better placement services** in the interest of jobseekers, especially of the core target group of hard-to-place jobseekers (long-term unemployed, low-skilled, youth without professional experience, etc).

Cooperation with large companies also provides added value for Pôle Emploi as a **testing ground for new services** (e.g. the method of recruitment by simulation). In

addition, by signing agreements with companies, Pôle Emploi gain access to more detailed feedback on their services as companies must agree to provide data on the outcomes of each recruitment process.

### ***Nation-wide agreements provide added value for large companies***

As all Pôle Emploi's business services are open to any employers (free of charge), it is important to note that agreements do not entitle large companies to benefit from any specific additional services. A nation-wide agreement is however beneficial for a large company: during its preparation and implementation, **clear information and guidance on the entire range of services to employers** will be received from Pôle Emploi. Thanks to the agreement, the planning of services can be improved so that large companies can maximize the impact of their cooperation with Pôle Emploi. Also, national agreements encourage managers in the different branches and establishments of the company to make a more systematic use of the service provided by PES, so local "spots" of good practice can be replicated elsewhere across the company.

In many cases, general societal engagement and **Corporate Social Responsibility (CSR)** policies are a key driver for companies to engage in cooperation with Pôle Emploi. Many large companies have set internal commitments, in some cases under the pressure of trade unions, to employ a certain share of people from disadvantaged groups such as young people or the long-term unemployed, etc. and need to cooperate with Pôle Emploi to fulfil these objectives.

There is a strong **convergence of interests** between the objectives of Pôle Emploi and businesses **in the case of hard-to-fill vacancies**: for those occupations where it is particularly hard to recruit and there are not enough candidates to fill vacancies (e.g. nurses, several occupations in the hotel and restaurant sector), employers are likely to agree to recruit "hard-to-place" jobseekers; especially when Pôle Emploi finances partly or fully the vocational training of these individuals in return for guaranteeing placement.

### ***Companies are selected by Pôle Emploi according to specific criteria***

Nation-wide agreements are only proposed by Pôle Emploi when they offer a strategic interest for Pôle Emploi. Pôle Emploi seeks to strike a balance between working with large employers who are proactive and recruit a lot across the entire country and selecting companies most likely to hire (hard-to-place) jobseekers.

The criteria used by Pôle Emploi to identify relevant nation-wide companies are:

- the number of hires per year (minimum 1,000);
- the share of low-skilled posts (to ensure the matching with the profile of jobseekers to be placed); and
- the closeness of the company to Pôle Emploi (if they regularly submit vacancies or not).

For large employers who only recruit in a specific area, local agreements are established.

Available data about employment structure and hiring profiles of companies helps Pôle Emploi to identify companies for which cooperation can bring added value. In practice, Pôle Emploi selects which companies to co-operate with from the many requests received from companies themselves (some are interested in getting access to special offers and services but do not present an interest for Pôle Emploi). Contact between company executives and Pôle Emploi management at the top level can also be a starting point for cooperation.

## 2. What are the status and elements of existing agreements?

***In France, agreements are formalised and contain political and technical aspects***

Agreements are formal documents signed between a representative of the PES and the company's CEO (or HR department) after a negotiation phase. The purpose of such formalisation is to create a clear framework for cooperation for a set duration of three years; agreements are not legal contracts, however. Currently, there are 70-80 active agreements in France, while around 200 have been signed in the past.

The agreements contain both political and technical aspects. There is a general principle of **separation between the political agreement** on the one hand describing the expression of will and general principle ("what and why") **and the technical agreement** describing provisions on how to go about the cooperation, the type of measures planned and how implementation is to be carried out.

The **French practice** is therefore **different from what is observed in a number of other countries** (e.g. less detailed agreements and mostly "political" in Belgium; "hand shaking" or gentleman's agreements instead of written agreements in Sweden).

***Agreements clarify the duties of each party and planned measures***

The agreements can be more or less detailed, i.e. leaving some aspects to be negotiated at the regional/local level. As a general rule:

- The **employer commits** to communicate their recruitment needs, and provide information on vacancies to Pôle Emploi and feedback on services. Agreements do not set quantitative binding targets for companies on the number of vacancies and number of persons recruited from Pôle Emploi but provide estimations of the number of job openings in the next three years. They can include an indication of the proportion of vacancies that will be transferred to Pôle Emploi or the share of vacancies corresponding to specific skills levels; they can also mention the commitment by the company to take some specific jobseekers from disadvantaged groups

- **Pôle Emploi commits** to offer a set of supporting services / measures within its range of services for employers (including training, services such as the automatic transfer of vacancies from the internal HR portal to the Pôle Emploi website after approval from a PES adviser, recruitment by simulation etc).

### 3. How are the agreements implemented?

#### *The central team cooperates closely with regional correspondents in France*

**Pôle Emploi's central department** in charge of cooperation with large companies has **6 staff** and works in close cooperation with a **network of 22 correspondents** at the level of regional directorates<sup>1</sup>. Regional correspondents are in charge of liaising with employers at their level and with local Pôle Emploi agencies. Staff from local agencies play a key role in implementing the provision of the agreements on the ground and tailoring some of the mechanisms foreseen by national agreements to local conditions.

For example, as part of their nation-wide agreement with Société Générale (a large bank), Pôle Emploi is supporting the recruitment process of receptionists in the Ile de France region (Greater Paris area). A local Pôle Emploi agency carries out a pre-selection of applicants, for example of young people without experience in the banking sector. Selected applicants are then invited to participate in an introductory course provided by the company. Interested applicants are then shortlisted and interviewed with a view to recruitment. In-service training for those recruited is paid for by the company.

In practice, the **level of detail of national agreements is considered as an advantage** for local level implementation rather than an obstacle for the adaptation to local labour market realities; looser agreements require more work from local PES advisers as they have to define practical modalities of cooperation in agreement with local company representatives. Specific provisions at the local level are not always formalised.

#### *There is a constant flow of information between companies and Pôle Emploi across all levels*

To facilitate contact, **representatives from the company** are clearly identified (their number and location depends on the operational structure of the company) and informed about their **contact points in Pôle Emploi**, typically at the regional level. For example, in the case of cooperation with EDF (energy provider), one contact point in each of the four broad geographical areas in which EDF operate liaises with several regional correspondents from Pôle Emploi. In the case of Carrefour, the main cooperation channel is at the national level as the company has set up a specific dedicated office in Paris that liaises directly with Pôle Emploi's department for cooperation with large companies.

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<sup>1</sup> PE' structure follows the division between administrative regions.

**Meetings are organised on a regular basis** (e.g. quarterly, monthly or even weekly) between the company representatives and their correspondents at Pôle Emploi, depending on the content of the agreement and on identified needs. In case of problems of implementation on the ground and communication with the company, regional correspondents report to the central department.

Regional correspondents also relay information on agreements to local Pôle Emploi agencies in their respective regions. Local advisers are generally well aware of the existence of nation-wide agreements, especially if the company has a strong local presence. In practice, each **vacancy registered** by Pôle Emploi is followed up by an **adviser** who is **automatically notified if there is an agreement** signed with the employer (and at which level); in which case, advisers are required to consult the agreement to check if any specific measures are planned.

A practical problem often encountered is the **insufficient communication within companies themselves** between different levels about organisation of recruitment processes. Despite the existence of a nation-wide agreement with Pôle Emploi, in some companies the level of engagement and commitment in the different parts of the company across the country is uneven, as all staff and HR managers are not fully aware of the existence of the agreement or do not subscribe to its objectives.

***A clear process for follow-up in the implementation of agreements is foreseen***

Reporting is based on the information provided by the company, which is required to provide information to Pôle Emploi about the outcomes of each recruitment process (the name of the person hired for each post advertised through Pôle Emploi, level of qualification).

Typically a meeting is scheduled half-way through the implementation of the agreement (after 18 months) to evaluate if the objectives are being met. To this purpose, a survey of regional correspondents and contact points in the company is carried out to identify strengths and challenges. A final meeting takes place at the end of the three year period, to decide if the agreement has to be continued (in case the cooperation is running smoothly, a formal agreement might no longer be needed).

**4. What are helpful approaches to integrate disadvantaged with the help of agreements?**

***In France, agreements support the placement of hard-to-place jobseekers***

As part of its agreements with large companies, Pôle Emploi can fund the training of hard-to-place jobseekers in occupations that face skills shortages and are of strong interest for the company. For instance, vocational training has been provided by Pôle Emploi for jobseekers to work as butchers or bakers with the guarantee of placing them at Carrefour, or as part of the implementation of the agreement with the group

of franchised restaurants “La Pataterie”. Hard-to-fill occupations are well identified by Pôle Emploi, thanks to the systematic collection of data.

***In Sweden, the focus is on the insertion and placement of disadvantaged groups***

In Sweden, while all employers are entitled to benefit from standard services for the PES (Arbetsformedlingen), **specific services** can only be offered **in exchange for a commitment to hire or provide internships to disadvantaged jobseekers** such as unemployed youth, long-term unemployed immigrants and disabled jobseekers.

Currently, the National Customer’s Unit of the PES is overseeing about 20 active agreements with companies<sup>2</sup> with the support of **6 national level correspondents** and **10 local level correspondents**. The content of agreements is tailored to each company and to the target group; face-to-face meetings are organised with the company to choose appropriate tools and services: in addition to normal placement services, the PES can offer Swedish courses, skills assessment, vocational training, etc.). For example, the agreement with the mining company LKAB foresees measures for newly arrived immigrants such as professional competence assessment with an allowance paid by the PES, Swedish language courses and financial support for commuting. For the opening of a new hotel in the Clarion group, the PES is overseeing the recruitment process of 300 long-term unemployed migrant women with children; in another location, long-term unemployed youth will be recruited.

Another interesting example of cooperation is found between the **PES and Swedbank**, one of the largest banks in Sweden with a strong tradition of societal engagement and Corporate Social Responsibility. The **joint project “Young Jobs”** aims to encourage the creation of three-month traineeship positions for young people (aged 18 to 24) selected by the PES in the branches of the bank and savings banks, as well as among Swedbank’s corporate clients. Since 2010, **nearly 3000 traineeships** have been created in total. One of the key reasons for employers to engage with this scheme is the absence of a binding commitment to recruit the trainee on a permanent basis, although in practice a majority of trainees are actually hired after the completion of the traineeship. For example, of the 400 young people placed in Swedbank, 7 out of 10 have been offered a job position within the bank. In addition, Swedbank has been involved in a pilot project **“Job at Last” targeting high-skilled unemployed immigrants** (e.g. engineers). Jobseekers with relevant CVs are selected for a speed-dating process; selected participants are provided with skills assessment and tutoring in a company for 6 months. Matching between candidates and vacancies is high and other regional pilots are being developed.

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<sup>2</sup> There are about 25 inactive agreements.



### ***Strong company buy-in is key for the success of agreements and strategies to place disadvantaged jobseekers***

In Sweden, a **pre-condition is to create trust in the PES** – many companies do not “naturally” choose the PES for their recruitment processes. The experience from Sweden shows that agreements with companies provide added value as the reluctance of employers to consider some categories of jobseekers as potential labour fades with time – employers who would only consider providing a traineeship position some time ago now consider hiring these jobseekers. However, agreements remain mostly ad-hoc and the creation of more stable and long-term agreements could be beneficial.

Another interesting practice in Sweden is **giving awards to the companies** that hire people from disadvantaged groups; significant media coverage of such activities increases the interest of companies to work with the PES.

### **5. What are the next steps regarding the transfer of good practices?**

A number of the large companies that have developed formal and informal agreements in the countries participating in the follow-up visit operate in several countries in the EU (e.g Carrefour, IKEA...). Therefore the participants agreed to make more systematic use of these "multipliers" to transfer the practice of agreements and / or to stimulate: the good relations of a PES with the national branch of a multinational company in one country could serve to enhance similar cooperation with PES in another country where the company is also established. This has already happened in the case of Swedbank where the successful joint project 'YoungJobs' developed with the Swedish PES has now also been developed in Latvia where Swedbank is established.

As a **follow up of this study visit** it was decided by the participating PES together with the European Commission to plan the next steps: Interested PES will list multinational companies they have an agreement with The European Commission supports this follow-up activity by organising a video-conference to kick-start further activities which then are organised by as starting point for further activities which could be organised by participating PES themselves.

## **Annex 1 – Types of agreements with large companies (PES participants)**

### **National agreements with companies in Sweden**

The Swedish PES currently has about 40 agreements with companies on a national level. In half of those cases the PES has had concrete activities during the spring of 2012, with activities planned in the fall with about 20 companies.

The PES has agreements mainly with larger companies/organisations that are present in many parts of Sweden. The agreements are in all sectors (manufacturing, service, public), and the scope is always to facilitate the job-opportunities for designated groups, such as immigrants, disabled, youth etc.

It is usually the Director General or Head of section for Market Relations who signs the agreements on behalf of the PES. Sometimes it is signed by a Regional Director.

The PES offers recruitment activities, selection of suitable candidates, transportation services for the job-seekers, and different kinds of active measures in the “tool-box” – see the [presentation](#) from the study visit for further details on this.

The commitment from the company is to participate in societal responsibility by creating job/training/apprentice-opportunities for job-seekers from the PES’s designated groups, focusing on their actual competence rather than on their background. Sometimes the company sets up concrete goals, such as increasing their share of immigrant employees or hiring a certain number of people.

These agreements also help the PES to reach their goals for designated groups and activate job-seekers. The PES also hopes that they will contribute to increased customer satisfaction, both among employers and job-seekers.

### **Agreements with companies in Slovenia**

PES Slovenia does not have formal cooperation agreements with companies. The PES does cooperate informally with companies on different issues and to a greater or lesser extent – depending on the companies’ needs. This cooperation is usually to support the recruitment needs or specific training needs of companies, but also includes joint activities in the promotion of certain occupations among young people.

## **Agreements between Hungarian PES (NFSZ) and international companies**

### **1. How many agreements exist?**

Only a few formal agreements exist between the Hungarian PES and multinational companies. There are no agreements at a national level; the agreements are concluded at a county level (there are 20 counties in Hungary). However, the National Employment Office is going to make contact with multinational companies in the near future.

The Hungarian PES does have many types of **informal agreements with almost all large companies**. This is part of the day to day work of our labour agencies.

### **2. For which type of company?**

The companies include: manufacturers of food products, beverages and tobacco products, machinery and equipment manufacturers, manufacturers of computer, electronic and optical products, manufacturers of electrical equipment, manufacturers of textiles, apparel, leather and related products and transportation and storage

### **3. Who signs / concludes the agreement?**

The director of the company and the director of the county Labour Centre sign the agreements.

### **4. What are the main services offered by PES?**

- To assist employers in recruiting and selecting staff,
- To organise training,
- Providing labour market information (about law changes, about ALMP, counselling)
- Assisting companies to mitigate the consequences of collective redundancies

### **5. What is the commitment by the company?**

The main commitment is to hire jobseekers. The companies employ jobseekers who have finished training and announce their vacancies through the PES.

### **6. Quantitative goals?**

- The number of people taking part in training
- The number of new workplaces
- The number of maintained workplaces
- The number of maintained workplaces for disabled people.

## **Agreements between companies and the UK PES**

### **1. How many agreements exist?**

The PES has around 200 employers signed up to a variety of agreements.

### **2. For which type of company?**

They cover all sectors – retail, care, hospitality, construction, contact centres etc

### **3. Who signs / concludes the agreement?**

The Senior Employer Relationship Manager usually signs the agreement with the employer contact, usually a HR Director or Recruitment Manager

### **4. What are the main services offered by PES?**

The PES offers:

- Candidates for work experience age 18 -24
- Support for recruitment campaigns – issuing application forms, sifting, arranging interviews, providing interview rooms and reception service
- Pre-employment training courses
- Customers who want to do volunteer work with various employers
- Work Trials – allows the customer to work with an employer for around a week (at no cost to the employer) for both to ensure the vacancy is right for them.

### **5. What is the commitment by the company?**

Various commitments – our main focus is Work Experience.

Employers are asked to sign an agreement to conduct work experience nationally. This sometimes happens. In other cases there is pilot activity then a national roll-out or just specific areas that will offer work experience.

### **6. Quantitative goals**

The aim is to get as many employers signed up to Work Experience as possible with national agreements that cover all their business.

## **Agreements between companies and ACTIRIS, Belgium**

### **1. How many agreements exist?**

- a) Collaboration with international companies is frequent, although there may be no formal agreement for this collaboration. Some of the companies with which ACTIRIS currently collaborates without a formal agreement include: GODIVA / LEONIDAS / SABCA / NESTLE / DANONE / EDF LUMINUS / GDF Suez and business groups / IPG. An example of an agreement model is provided in Annex 3. At the moment two comprehensive agreements are in place with international companies: **Delhaize and Carrefour Groups**.
- b) ACTIRIS also signs agreements with employers to promote diversity within the employer as part of the territorial pact in the Brussels region. A list of the companies with whom agreements are signed is provided in the appendix. Note that the services proposed by the PACT (Diversity – Brussels Region) lead to a collaboration with ACTIRIS within the scope of employment.

### **2. For which type of company?**

All type of companies situated within the Brussels Region are considered as targets.

### **3. Who signs / concludes the agreement?**

Agreements are usually signed on HR side for the client company, although they may be signed at a higher level. On ACTIRIS's side agreements are signed by the General Management. Global Conventions are signed at the Brussels Ministry of Employment level.

### **4. What are the main services offered by PES?**

- Advertising job vacancies, selection of candidates, identification and proposal of matching candidates.
- Overall advice on recruitment. As seen on the example agreement, services provided can be differentiated according to client needs.

### **5. What is the commitment by the company?**

Mainly encompasses the feedback on candidates proposed and the respect of non-discrimination legislation.

### **6. Quantitative goals**

Normally six candidates (jobseekers) should be proposed by ACTIRIS for each position although agreements can state other goals (see Convention example). Furthermore ACTIRIS aims at maximizing the number of proposals received and handled from clients in the region.

## **7. Concrete outcomes**

These are still to be evaluated.

## **Annex 2: Template of an agreement from PES France (Pôle Emploi)**

### **PREAMBLE**

The company XXX (a few examples of information):

- Introduction to company, organisation, characteristics
- Position on the market
- Business network
- Client volume
- Range of services
- Policy, HR, jobs and diversity
- HR problems encountered

“Pôle Emploi” given as an example):

Pôle Emploi, a national institution, is the sole operator responsible for carrying out public job provision services. Its central objective is to facilitate access or return to work for job seekers.

In order to realise this objective, Pôle Emploi is developing increased co-operation with companies in order to favour return to work for job seekers and to increase fluidity and transparency in the jobs market while meeting recruitment needs. In this framework, the tasks of Pôle Emploi are to:

- Offer companies an adapted service defined on the basis of a shared analysis of their needs in terms of recruitment and the jobs market.
- Accompany them in the design and implementation of specific strategies for responding to recruitment difficulties encountered.
- Accompany actors and persons encountering difficulties with finding work in their job search, to prevent long-term unemployment and exclusion, favour integration through jobs and provide career security.
- Contribute to the professional reintegration of workers made redundant following restructuring or economic change.

By this agreement, xxx and Pôle Emploi undertake to develop at national level the joint work arrangements already existing in a number of regions and to set up reinforced co-operation to succeed with recruitment and favour professional integration of job seekers in this fast-expanding sector (...).

For xxx, the joint work will be carried out within the context of its commitment, in favour of:

(For example)

- Diversity
- Employment of older people
- Employment of younger people aged under 26
- Employment of disabled people
- Etc.

And for Pôle Emploi in the context of:

- The National Agreement concluded on 19 January 2005 with the Minister for Professional Equality and Fairness, relating to the promotion of professional equality between men and women in all sectors of activity.
- The Public Service Employment Charter against discrimination and for equal opportunities and promotion of diversity, dated 18 November 2005.
- The Agreement with the Senior Authority for Combating Discrimination and for Equality, dated 9 February 2007.
- The national plan for employment of disabled persons, dated 10 June 2008.
- Its involvement in the “Espoir Banlieues” national plan dated 15 February 2008 and its mobilisation within the “young people’s” section for the relaunch plan dated April 2009.
- The tripartite agreement between the State, Unedic and Pôle Emploi dated 11 January 2012.

## **THE PARTNERS**

**Xxx is:**

(For example)

- Number of branches in France
- A network of XXX establishments, regional directorates, ...
- A turnover of ...,
- ... employees in France working for ... regular clients
- Over ... appointments to CDI over the last five years
- Provisions for recruitment totalling (...) workers over the period (...)
- A human resources policy:
  - ... of its staff is aged over 50 years and (...) over 55 years
  - ... nationalities represented on the staff
  - Agreement currently being signed with AGEFIPH to introduce a policy with more voluntarism in recruitment and encourage appointment of disabled employees.
- Recourse to alternation, which shows in a current total of almost (...) apprenticeship and professionalization contracts.
- Being awarded the Diversity Label in (...)

(“Pôle Emploi” given as an example):

- Structuring on four levels: national, regional, territorial and local
- A highly decentralised operator, with 26 regional directorates and a network currently numbering 917 proximity branches to favour territorial adaptation of employment policies and working determinedly in favour of job seekers, employers and territorial collectives.



- Almost 50,000 workers in all fields connected with employment: recruitment, orientation, training, job integration, jobs market and compensation for job seekers.
- Two central tasks: compensation and placement.
- More than 3.16 million job offers issued by companies in 2011 and more than 2.7 million successful appointments<sup>3</sup>.
- The top jobs site in Europe, <http://www.pole-emploi.fr>, with an average of 13.3 million single visitors per month on average during 2011. This site provides services to:
  - Applicants: consultation and subscription to job offers, remote applications for job offers, submission of CVs and profiles.
  - Companies: submission and management of on-line offers, consultation and subscription to applicants' CVs and profiles.

This site also provides information and updates on its Service Offer and its tasks, and especially information on jobs through its "Rome On-Line" application.

- 1,145,227 on-line offers and a total of over 1.2 million CVs and profiles during 2011.
- A network of 110 advisers dedicated to international placement, located in 52 establishment points in French territory and including a European network of 850 job advisers.
- An undertaking to act within the Public Service Charter for Employment against discrimination and for equal opportunities, promotion of diversity and professional equality between men and women.

## **THE CHALLENGES OF PARTNERSHIP**

### **For xxx:**

- To develop and harmonise work together with Pôle Emploi in recruitment issues throughout the country.
- To make its recruitment succeed so that human resources are guaranteed to be met within its framework.
- To participate, through its human resources policy, in the process of making professional careers secure and of providing long-term integration for job seekers encountering difficulties in finding work, whether social or professional in nature.
- To make the company, its jobs and its career perspectives, known to the job-seeking public, seniors and degree holders in more generalised fields of training, and enlarge its potential recruitment targets.
- To diversify its methods of recruitment.

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<sup>3</sup> Source : DARES – Employment Service, CVS Data

- To continue with integrating disabled workers into the company, by mobilising the actors involved in the field of employment more widely.

#### **For an ESS:**

- To help xxx recruit successfully and combat its problems of recruitment by searching for applicants with the required competencies or likely to acquire them.
- To act against professional exclusion and discrimination within xxx, by allowing it access to diversified profiles in terms of age, training and experience.
- To contribute to providing career security for job seekers, especially through the mobilisation of systems of professionalization and adaptation to work.

### **ACTIONS AND UNDERTAKINGS**

#### **1) Carrying out a shared analysis of recruitment requirements**

To produce together a territorial analysis of labour requirements and required competencies, in order to anticipate recruitment requirements and better understand the difficulties and tensions of the market.

#### **2) Promoting jobs and trades in the (...) sector**

Numerous methods of promoting jobs and trades within a company may be used by the "Pôle Emploi", according to their means.

To be adapted for the context of the "Employment Service" concerned

#### **3) To increase reliability and meet recruitment requirements**

The European Employment Services each have a service offer particular to them. Together with their partner company, they put together a process for satisfying its job offers intended to favour access by the targeted public to the jobs on offer.

To be adapted for the context of the "Employment Service" concerned

#### **4) To professionalise job seekers, accompany their return to work, and contribute to making professional careers safer**

The partners undertake to construct career pathways suitable for developing the suitability of job seekers for employment and to increase their potential for integration or reintegration into jobs on offer.

#### **5) To favour exchange of information**

- To transmit and update, annually (or ...), the list of local contracts involved in the actions

- To amend and update, annually (or ...). the information relating to shared diagnoses
- To amend and update the information relating to changes in the company's field of work
- .....

## **METHOD OF IMPLEMENTATION, MONITORING AND ASSESSING THE AGREEMENT**

The partners undertake to inform their respective networks of the agreement and to ensure that it is deployed operationally.

A national steering committee consisting of representatives of the agreement signatories meets regularly (pattern to be fixed) to analyse results, evaluate successful actions and identify areas of progress and joint action to be undertaken. A report is compiled and circulated within the networks of signatories.

The annual quantitative and qualitative report compiled by the signatories shall relate in particular to:

- The date of the shared diagnostics for recruitment requirements.
- The number and type of job offers confided with regard to the annual objective, fixed at (...).
- The number of applicants brought into contact and the section of the public targeted in the implementations.
- The number of appointments made by the company benefiting from the agreement.

## **DURATION OF AGREEMENT**

This national agreement is concluded for a period of X years from the date of its signature. It may be amended on the basis of legislative and legal changes or of new actions jointly envisaged by both parties.

It may be terminated on the initiative of either party provided X months' notice is given.

Compiled in (location) on (date)

**Director General of "Pôle Emploi"**

**Director General of Business XXX**

## Annex 3: Template of an agreement from PES Belgium (ACTIRIS)



### Joint Work Agreement Actiris – name of company

Between:

ACTIRIS, an organisation competent in the field of employment in the Brussels Region, whose offices are located at 65 Boulevard Anspach, 1000 Brussels, represented by Mr Grégor Chapelle, Director General

And

(...), hereinafter termed “the Employer”, located at (...), and represented by Mr (...), in the capacity of (...)

### 1 Description of joint work

The joint work arrangement shall be effective from (...) to (...) (revisable annually at the request of either of the parties).

It aims to establish a systematic joint work arrangement within the context of hiring of personnel within your business.

This will be worked out practically in the following options:

1



You have the option of:

- Having your job offers circulated by Actiris with the details of your company, without any additional active involvement by Actiris.
- Asking Actiris to distribute your job offer without your details, and making a pre-selection of potential applicants.

In this latter case, several methods of introducing applicants can be envisaged:

\* Actiris will collate the applications and refer the best CVs to you after the selection process, by e-mail or post, or during a visit.

\* Actiris will send you CVs as and when they arrive, by e-mail or by courier.

\* Actiris will invite the applicants to a job-dating session, during which you will have an opportunity to introduce your company and the relevant jobs, and interview your applicants directly.

\* Actiris will invite applicants to an information session at which you introduce your company.

If you opt for pre-selection of applicants by Actiris, the mutual undertakings are as follows:

Actiris undertakes to:



- Publish your job offer without your details, so that all job seekers can consult it.
- Check each applicant before sending your details to the applicants.
- Refer the applicants whose details best match the job profile.
- Offer you any assistance required in compiling your job description.
- Inform you of any difficulties encountered in producing your job offer, with the aim of envisaging other solutions (FPI etc) together.

The employer undertakes to:

- Provide Actiris with all useful information in searching for the required profile.
- Keeping Actiris up to date with the progress of its job offer.
- Sending feedback for each applicant received.
- Respect rules relating to the prevention of discrimination on appointment.

1.1 *Compiled in Brussels in two copies, one for the company and the other for Actiris*

For the employer

For Actiris

Mr (...)

Director-General

Capacity (...)

By delegation