



Education as Key to Success

The link between vocational schools, lifelong learning and the world of work



Lifelong
Learning
Programme

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Responsibility for content of the products bears solely the author.

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Dear readers!

“Education is a key to success “

Labour market developments were influenced by a number of positive and negative factors during the last decade.

Nowadays unemployment is the *“biggest problem”* facing our economy, because of the discrepancy between supply and demand on the labour markets.

This situation on the labour market motivated the members of partnership to find ways and methods of solutions by multinational cooperation.

The initiator of the project was Office of Labour, Social Affairs and Family Dunajská Streda (coordinator) with cooperation of partner institutions from Austria, Hungary and France – within Lifelong Learning Program. The target group of the project are school leavers younger than 25 years old that have finished successfully a vocational training.

The goal of our multinational cooperation was to find opportunities to synchronize the supply and demand on the labour market, to show young people the world of work and help them to find the right profession required by the labour market.

Through the research work we would like to acknowledge not only the need of dynamic changes in education, but also to give suggestions for educational institutions and employers on how to cooperate with each other.

One of the results of the multinational cooperation is the publication you hold in your hands. We hope this brochure will support you and help you to obtain information from the international environment, to gain good experience of EU member countries and support their use in everyday practice.

On behalf of the partners I wish you much success.



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1. About the project and international partnership

Education as key to success – The link between vocational schools, lifelong learning and the world of work – “EKS”

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The main aim of the proposed project through international cooperation is to map the situation in the partner regions in the field of supply and demand on the labour market with the help of questionnaires, and to determine the requirements of employers on the professional manpower due to technological change.

The research of the labour market on an international level is a source of information for the workshops among the actors of labour market (the business sector, educational institutions, primary, secondary schools and universities) and conferences at national and international level.

The research of labour market, Open day, Information and Career Guidance Fair and other project activities are provided as basis for ensuring the right direction in training for jobseekers, as well as for primary school pupils and their parents, educational advisors in selecting suitable education based on requirements of labour market. At the same time they help to synchronize the needs of the labour market in the field of supply and demand and therefore improving the situation of jobseekers in the labour market.

The final products produced by an experienced professional work team - research work, website in 5 languages, an informational leaflet about the project, an information brochure based on research and DVD-ROM - will provide an important source of information for target groups which enrich the existing experience of users.

2. Situation in the labour market in the partner regions

2.1. Characteristics of Dunajská Streda district

Dunajská Streda district is situated in the Trnava Region of south-western part of Slovakia, in the area of Žitný ostrov. It lies between the Danube and Little Danube. Its long southern border is also the state border with Hungary. It has an area of 1 075 km², and a population of 117 000 inhabitants. Regarding the population it belongs to the major districts of Slovakia. The agricultural land represents 75,9 % of the total land area. It is mostly non-forest land. In terms of hydrological conditions, the region is rich in water resources and healing thermal springs. A dominant part of the district is declared as a protected area due to natural accumulation of water in Central European significant of Žitný ostrov. The greatest treasures of the region with respect to tourism include the geothermal springs, which generate opportunities for improving tourism services and are also useful in terms of energy efficiency.

Important development impulse is given by the hydro-electric power plant Gabčíkovo. Its main value is not just the production of electricity but also the maintenance of the water way Rhine-Main-Danube which connects Slovakia with European cities and seas.

Map 1. Location of Dunajská Streda district in Trnava Region



Current situation of unemployment in the labour market in the Dunajská Streda district

The impact of the economic crisis leads to rise in unemployment recorded in all EU countries, including Slovakia.

Unfortunately, Slovakia is on the top of the chart showing high unemployment, and this situation is reflected in the different regions of the country.

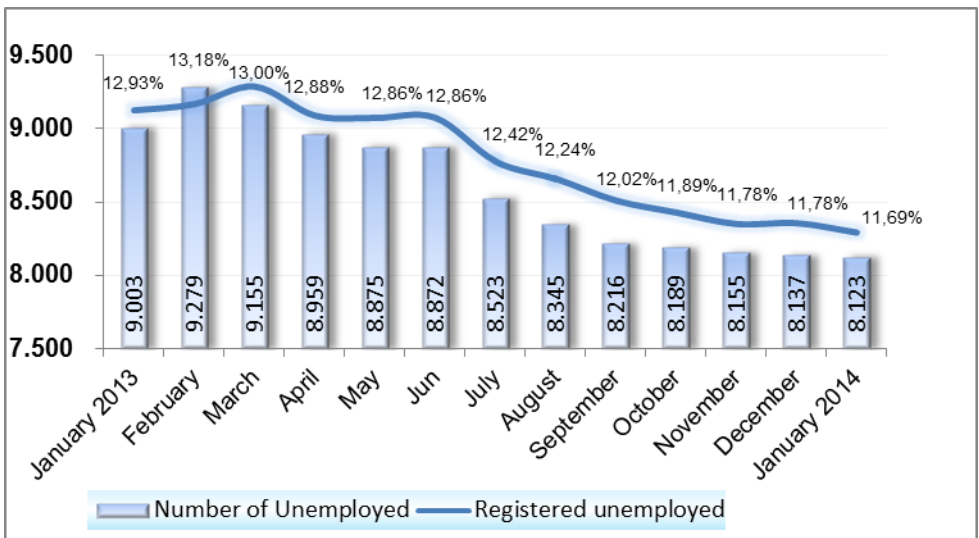
However, partial stabilization and slight positive economic development in some countries have a positive effect on unemployment, which has a positive influence on the overall situation in our district too.

Unemployment rate

The most important indicator of the labour market is the unemployment rate. The year 2013 is characterised by a slight decrease in unemployment and therefore a decreasing unemployment rate in Dunajská Streda district.

Upward rising unemployment rate in the years 2011 - 2013 was slowed down by March 2013, when we recorded a decline. This shows some general stabilization of the economy and the labour market sees slight revival in the region and district too.

Graph 1. Progress of unemployment rate and number of registered job seekers in Dunajská Streda district



The graph shows the progress of the unemployment rate and the number of jobseekers in the records of Dunajská Streda district. The tendency is declining, with the lowest amount in the month of January 2014 by 11.69% and the highest amount in February and March 2013, up to 13.00% and 13.18% respectively.

In the district we do not have strategic investors or large manufacturing companies, and thus employment is concentrated mainly in small and medium-sized enterprises from the private sector.

The labour market opportunities for jobseekers are also marked by seasonality in each year. During the winter months employers do not offer many job vacancies. It is because of the lower or limited production and smaller prohibitions. For this reason there is a lower interest rate in the workforce.

One significant group of jobseekers are **graduates**, a group of young people after finishing continuous vocational training, who are looking for a regular paid job on the labour market.

Graduates

The number of unemployed graduates has declined; it means in March 2012, we registered 658 graduates that compared with year 2013 it were 568, including 38 graduates from universities. This category of job seekers represents a specific group who require individual attention focused more on consulting activities and activities aimed at gaining experience.

The problem with this group is that they can not get a job without experience, but they are not able to get experience without a job. Unfortunately theoretical knowledge without practical experience means nothing. On the other hand in most of the cases they are not able to define clear goals or vision for the future, in order to create a career path. The reasons of being unsuccessful on their career progress are lack of self-motivation and the lack of language skills too.

One of the solutions to the situation of young people in the labour market is **school-leaver practice**.

The purpose of the school-leaver practice is to eliminate the above-mentioned lack of experience, the acquirement of special skills and practical experience according to employer's requirements.

School-leaver practice helps young people making decisions about their future, what direction to take to be useful and successful on the labour market.

It will also help to improve work habits, discipline in the workplace, responsibility, and consistency. In many cases, graduates will become employees of the company where the school-leaver practice was performed.

The structure of job vacancies

The development and the number of job opportunities in each month depend on the economic situation in the region and on the willingness and possibilities for employers to create new job vacancies. In many cases, this development is affected by seasonality too. Therefore, the total number of reported vacancies is fluctuating during the year. Sometimes the reported vacancies are incompatible with the structure of job seekers, making it difficult for them to apply in the labour market.

Most required professions in the district Dunajská Streda:

- seamstress
- handyman
- salesman
- storekeeper
- lecturer of foreign languages
- IT specialist
- shoemaker
- electrician
- farmer, tractor driver
- repairman agricultural machinery
- craftsman
- chef / cook
- waiter / waitress

Positive developments in the labour market of Dunajská Streda district create good conditions for increasing employment. Despite this, it remains the problem of the high proportion of jobseekers in the category of **long-term unemployed, low qualified or unqualified** jobseekers and beside them **fresh graduates** as a threatened group of jobseekers, whom continues attention will be given in our further study.



2.2. Characteristics of Vienna and the neighbour district of Gänserndorf

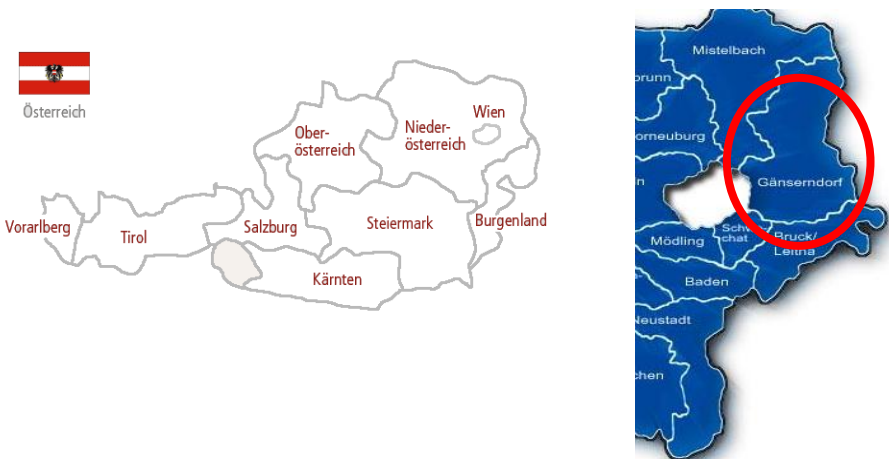
(source: STATISTIK JOURNAL WIEN 1/2012; Business location Vienna, Sonderausgabe MA 23:)

Vienna is both the federal capital and one of the nine federal states of Austria. The total area is 41,487 ha and Vienna is divided in 23 districts. The population is about 1.731.236 (2012) and Vienna is a growing city. Between 2001 and 2011, its population has increased by about 160 000 people. This is equivalent to a growth of approximately 10%.

Vienna is Austria's economic centre, and it has acted as a hub for its Eastern neighbours since the fall of the Iron Curtain. In 2009, Vienna's gross regional product amounted to about EUR 72 billion, which is about a fourth of Austria's value added. In addition, Vienna is also Austria's leader in terms of productivity; its gross regional product per person employed amounts to EUR 75,000, which is 16 % above the Austrian average. Corresponding to the economic structure of a large European city, employment in Vienna is focused much more strongly on the tertiary sector compared with the rest of Austria, e.g. the public sector, trade, transport, and economic services being of particular importance for employment in Vienna.

We have done some surveys in the district of Gänserndorf too. The district covers about 1.271 square kilometres, is located in the East of Lower Austria and borders on Slovakia. The overall central location of the district results from the proximity to Vienna. Almost half of the resident paid workers of the district of Gänserndorf commute to their jobs in other districts, mainly as daily commuters to the Viennese labour market.

Map 2. Location of Vienna and the neighbouring district of Gänserndorf



Current situation of the labour market in Vienna

As most surveys have been made in the Vienna district our report focuses on the labour market situation in Vienna.

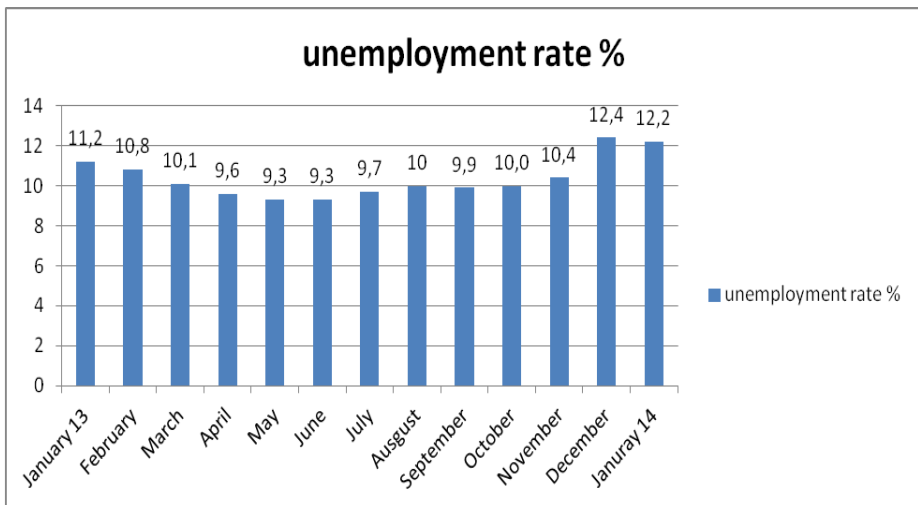
In Vienna, about 86 % of all employed workforce work in the services sector. Vienna has turned into a modern service and knowledge society over the last years.

The high availability of qualified labour, extensive scientific know-how and above-average labour productivity are only some of the benefits that make Vienna a prime business location. In times of crisis, the business hub at the heart of Europe maintains a high degree of economic stability and social cohesion.

Unemployment rate

The unemployment rate amounted to 11.2% in January 2013 and to 12.2 % in January 2014 according to the national calculation method and to 7.9 % (2012) based on the international calculation method.

Graph 2. Development of unemployment rate of registered job seekers in Vienna district (national calculation method of the Employment Services in Austria)



The graph shows the development of the unemployment rate of Vienna (from January 2013 till January 2014). In December 2013 and January 2014 the unemployment rate was over the value of 12% that means more than 100.000 people were unemployed at

this time. The lowest amounts were registered in the months of May and June 2013 with a value of 9, 3%.

The labour market opportunities for jobseekers are also marked by seasonality in each year. During the winter months employers offer less job vacancies.

The significant groups of jobseekers in Vienna are unemployed foreigners and people aged 50 and over. But also the situation of unemployed aged 24 or less becomes worse.

Graduates and unemployed aged 24 or less

The number of unemployed aged 24 or less have increased in Vienna during the last year.

This category of unemployed is composed of

1. Primary school leavers (age 15)
2. Secondary school leavers (age 18+) with certificate (for the university)
3. Primary school leavers who have successfully concluded a Vocational Education Training (VET); 3 years (age 17+)
4. Primary school leavers without having completed a VET

This means in January 2013: 12 992 and in January 2014: 13 755 young people (age 15-24) were registered as unemployed.

One of the problems of these young graduates of category 1 and 4 is that they have no or little practical experience.

Sometimes school leavers lack important key competencies like social competence and also lack motivation.



2.3. Characteristics of the Érd region and Pest County



Érd and his statistical area are situated in the Middle-Hungarian Region. The city of Érd belongs to the agglomeration ring of Budapest, the capital of Hungary.

Its central position has a great impact on the situation of its labour market, since the majority of companies run their business either in the capital or within the surrounding agglomeration area.

The administrative area of Érd includes seven settlements (Érd, Diósd, Tárnok, Sósút, Pusztazámor, Törökbálint and Százhalombatta).

Érd is the largest settlement of Pest County and in the agglomeration ring. In 2006, the town was granted the status of a County Town. The administrative area of the town is 60.54 km²; the population density is 1,040.90 inhabitants / km².

The population of the town has been rapidly growing since the last century. In the period between 1990 and 2009, the population grew by nearly 150%, and the growing trend seems to be continuing. As a consequence of immigration the number of the population increased by 12% till January 2013.

According to the data of the Central Statistical Office (2011) the population in Érd district was 120 990 inhabitants, in Pest County was 1 217 000 inhabitants, and 46 % of the population was economically active. The number of inhabitants in Érd (2013) was 63 333, out of which 43 383 people were at active age.

The transport infrastructure to the capital and surrounding settlements is well developed. The M7 highway crosses Érd-Parkváros and the M0 and M6 highways pass Diósd in the South. Seventy-five percent of the town's commercial activities are performed on the main roads and in the city centre. The surrounding settlements can be easily accessed by a dense network of public-service bus lines.

The number of economic organisations in Érd is over 5 200; out of which, 2000 are enterprises. The private entrepreneurs run their activities in the fields of industry, services and trade in the form of small and medium-size enterprises.

By now, many retail chains have already settled in the city and the industrial park has also expanded.

Map 3. Location of Érd and the neighbouring settlements



Considerable industrial companies can be found in the surrounding towns, in the industrial parks of Százhalombatta, Budaörs and Törökbálint.

The employment in Érd is low; nearly 2/3 of the population commute to work to other towns and cities, mainly to Budapest.

Current situation of unemployment in the labour market in Érd district

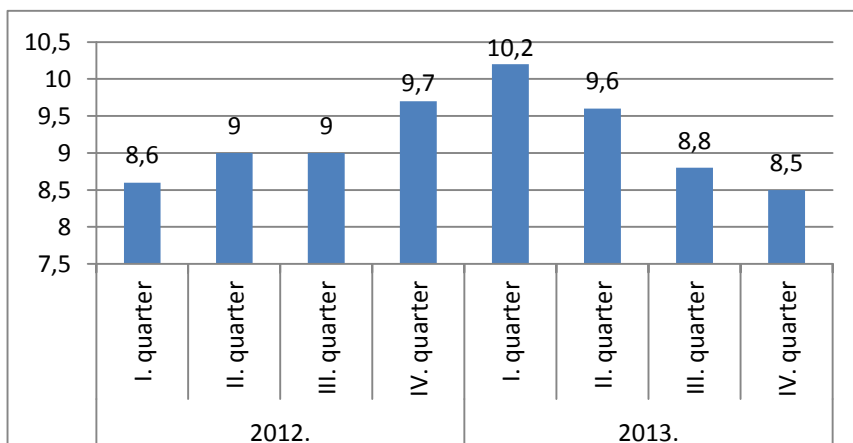
As a consequence of the global financial and economic crisis in the last years the number of employed people decreased significantly, several sectors (industry, construction and trading) significantly reduced its workforce and the number of unemployed has increased.

In the region of Érd the closeness to the capital has somewhat mitigated the effect of the economic crisis, but the number of vacancies dropped significantly. While the unemployment rate has shown a decreasing tendency in the region, we are anticipating, that the labour market will follow the changes of the economic conditions, therefore we still have to count on the fluctuation of the labour market.

Unemployment rate

The unemployment rate in some regions reached 11,8%, in January – March 2013, but during the last year this level continuously decreased, as in September the country-level was 9,3% and 8,8% in Pest county, and in January 2014 was 6,4%. At the end of January 2014, the number of registered unemployed decreased with 34, 4% and the number of registered school leavers decreased with 28,3% compared to the previous year.

Graph 3. The development of unemployment rate and number of registered job seekers in Pest County



According to the data of the National Employment Service the number of registered job-seekers under 25 years in January 2013 was 5883, and this number decreased to 4660 in January 2014 in Pest County. The number of young job-seekers, under 25 years showed a similar rate of decline also in Érd district: in January 2013 was 353 and in January 2014 was 281 people.

The monthly average inflow of school-leavers into the register in Pest County in 2012 was 596, in 2013 were 694. At the beginning of the year 2014, this number was 580 in January and 814 in February.

There are no considerable differences in the proportion of the genders, but there are slightly more women. The average of monthly inflow of unfilled vacancies to the register in 2013 was 2491. According to data of the Central Statistical Office (January-September 2013) in Pest County there were 935 000 employees.

The most vulnerable groups of job-seekers in the region include young people with no work experience, people above 50 years of age, the long-term unemployed and the disabled job-seekers.

Graduates

Youth without any work experience, since they have not obtained experience yet, they have to learn a lot. Most of the employers expect even years of work experience, possession of specific knowledge, and skills, which are required for the job.

This group is always a threat for the employer, because their efficiency is less predictable than those who have filled more positions.

Nevertheless more and more employers see an opportunity in the youth, since they are more open to pick up knowledge and acquire new methods, they are more mobile, and can be trained to comply with the company standards.

The structure of job vacancies

The most required professions in the district of Érd and in Pest County:

- salesman
- locksmith
- electrician
- engine fitter
- car polisher
- toolmaker
- programmer
- IT specialist
- nursing, health care professions
- administrator
- accountant
- operator
- quality controller
- sales representative

The development and the number of job opportunities in each month depend on the economic situation in the region and on the willingness and possibilities for employers to create new job vacancies. In many cases, this development is affected by seasonality too. Therefore, the total number of reported vacancies is fluctuating during the year. Sometimes the reported vacancies are incompatible with the structure of job seekers, making them difficult to apply in the labour market.



2.4. Characteristics of Midi-Pyrénées

The region of Midi-Pyrénées is situated in the South-West of France, close to the Pyrenees Mountains, the Mediterranean Sea and the Atlantic Ocean. It has 8 departments and it is one of the biggest regions in France.

The capital and major city is Toulouse, which is located in the department of the Haut Garonne. Toulouse is considered as the fourth major city in France, after Paris, Lyon and Marseille.

Midi-Pyrénées has an area of 45 348 km² and a population of 2, 900 inhabitants. In the last years, the population of Midi-Pyrénées has increased more than the national average. The factor that explains this strong evolution of population is the immigration. There are around 20 thousand new inhabitants each year; most of them are university students or young workers that come to this region attracted by the economic opportunities.

Nevertheless, there is a wide variety of the density of population across the regions of Midi-Pyrénées, with a shortage of population in rural areas and a concentration in large cities, especially in Toulouse.

Map 4. Location of Midi-Pyrénées in France and Haut Garonne in Midi-Pyrenees



The most important economic sector in the region is “services” that represents more than 77% of the gross domestic product. This sector employs around the 72% of the total population of Midi-Pyrénées.

Midi-Pyrénées is also really attractive due to the space and the aeronautical industries (with important international companies). The industry and construction continue in recession but less than the national average thanks to these sectors, representing the 20% of the economy of Midi-Pyrénées, while the primary sector has a residual effect.

Other important sectors that provide dynamism to the economy of Midi-Pyrénées are the research and university. Toulouse is the second University City in France.

The main weaknesses of the economy in Midi-Pyrénées are the limitation of the economic diversity and the concentration of the workforce in the department of the Haute Garonne, especially in Toulouse, to the detriment of the rural areas.

Situation on the labour market in Midi-Pyrénées

In Midi-Pyrénées, employees represent nearly the 72% of the population, a rate of employment a little higher than in France. This better behaviour of the employment in Midi-Pyrénées is mainly due to the “interim contracts”, so it is important to take into account the precarity and insecurity of this kind of jobs.

There is a higher percentage of employability of men than women (55% are men and 45% are women).

The start of the crisis in 2008 has reduced the number of the employees. Thanks to the seasonal work, there are some periods, like summers, that the employment grows, but the general tendency is downturn.

Unemployment rate

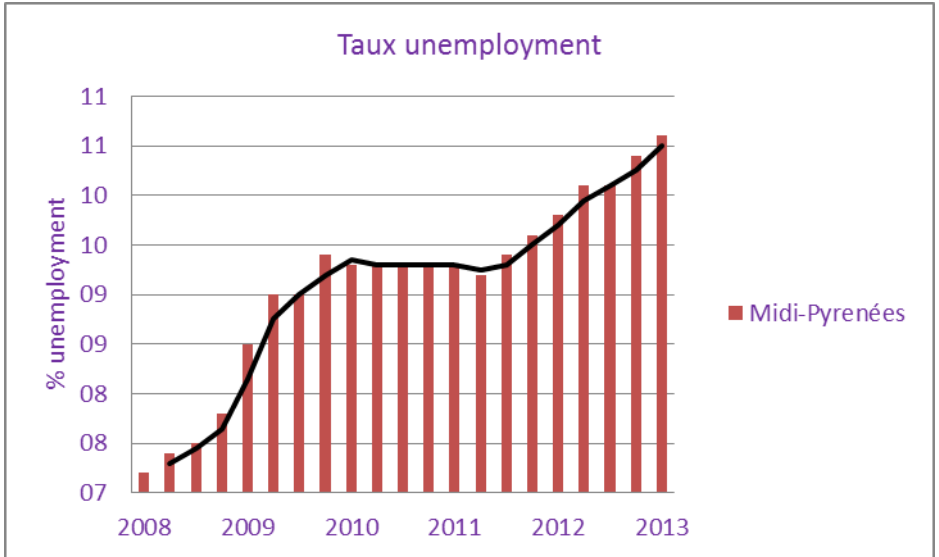
Since the starts of the crisis in 2008, the rate of unemployment in the region has increased nearly three percentage points, arriving at the end of 2013 at 10,7%. In Midi-Pyrénées, there were 156 800 jobseekers registered in the employment services (Labour Offices) at the end of January 2014. It represents a growth of 0, 1% in a month and a 6, 8% of annual variation.

The department of Haut Garonne has suffered the highest annual variation of unemployment, with a growth of 8, 8%.

Progress of the unemployment rate and number of registered jobseekers in Midi-Pyrénées

The graph shows the evolution of the rate of unemployment in Midi-Pyrénées.

Graph 4. Unemployment rate in Midi-Pyrénées



Graduates

Graduates are an important group of jobseekers in France and in Midi-Pyrénées. It is composed by young people that have finished their vocational studies and try to integrate into the labour market. Usually, they have a lack of practical and professional experience, what represents a struggle for their job search.

In Midi-Pyrénées, the percentage of jobseekers that are under 25 years old (16%) has a rising tendency. Because of the crisis, the high destruction of jobs in general affects young people in particular since they have to compete with people who have years of experience.

That is why, the employment services have started to Career Guidance Systems aimed to this group of people in order to facilitate their integration into the labor market. There are new modalities to assist graduates to find a job, as contracts that join theoretical studies with practical experience.

The structure of vacancies

The aeronautical and space sector has a fundamental impact on the economy of Midi-Pyrénées. Companies like Airbus, with thousands of direct and subcontracted employees, show the importance of this sector. The negative aspect is the dependence and the lack of diversity.

Apart from that, the third sector is the one that offers more opportunities of working in Midi-Pyrénées. In fact, the 87% of the job vacancies belongs to services.

List of the most required professions in Midi-Pyrénées:

- Staff for tourism services
- Domestic helpers
- Cleaning and maintenance workers
- Workers for hotels
- Waiters and cooks
- Sellers
- Engineers
- Social and health workers
- Crew for industry and IT sector
- Workers for transport and logistics sectors
- Assistants for companies and administrative workers



3. Summary report on the results of the survey

The partners have made a research work with the help of a questionnaire that has been filled in by 120 enterprises in the 4 partners' countries. The goal was to obtain information about the expectations of employers regarding the skills of young jobseekers in order to identify the gap between the needs of the labor market and the requirements of the target group.

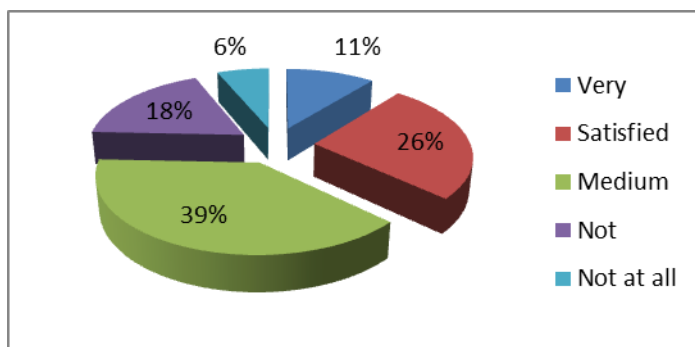
In this brochure, partners have decided to highlight three questions.

Firstly, they have been asked to rate the satisfaction of the qualifications and skills of the target group that they employ. In general, most companies have replied that they are satisfied with the level of qualification of the target group but most of them have classified this satisfaction as "medium".

Even if there are countries, as Austria or Slovakia, where the employers show a higher degree of satisfaction, it is important to highlight the high percentage of companies in all countries taken together that have replied of not being satisfied (24%).

Generally, in the four countries, company representatives said that young people have a high level of theoretical knowledge but the practical abilities are missing.

Graph 5. Results for the question: Are you satisfied with the qualification and skills of the target group you employ?

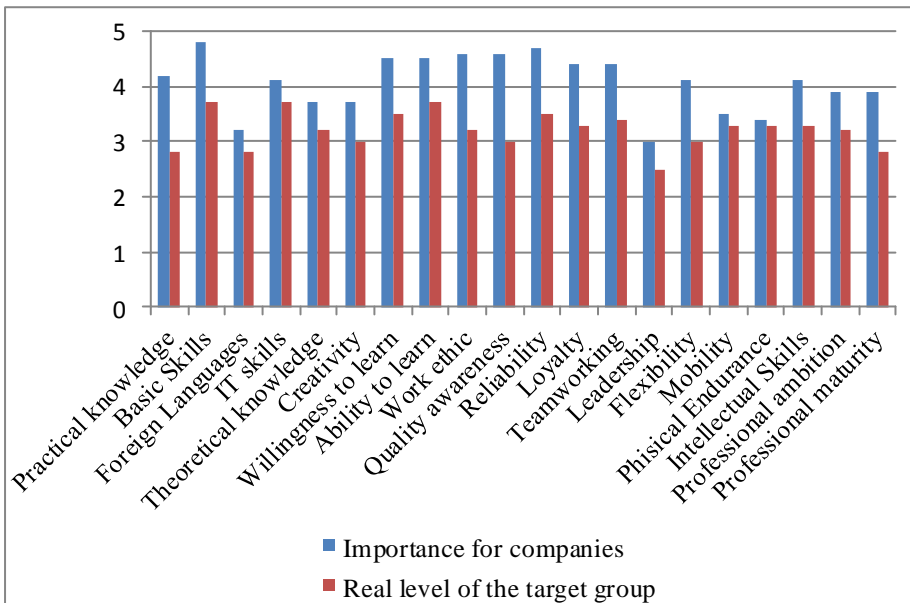


Evidenced a lack of satisfaction regarding the level of skills and competencies of the target group, companies have been questioned about what kind of competences are considered important for them and to what extent the target group owns these skills. The results show an important gap between the expectations of employers and the reality.

In all countries, companies agree to emphasize the importance of the following skills: basic skills, practical knowledge, reliability and work ethic, ability and willingness to learn, quality awareness, loyalty and team working.

Nevertheless, companies have highlighted that target groups own above all IT skills, ability to learn, physical endurance and basic skills. The biggest gap between the expectations of the companies and the real skills is related mainly to professionals' abilities as work ethic, reliability or loyalty. There is also a lack of basic skills and practical knowledge.

Graph 6. Results for the question: Please, evaluate in a scale of 1-5 the importance of the skills listed below according to your company and how much of these skills own the target group.



In order to know the most required professions, partners have asked companies about the professions and jobs in which they experience a lack of professionals. Here, the results have been different depending on the economic needs of each country.

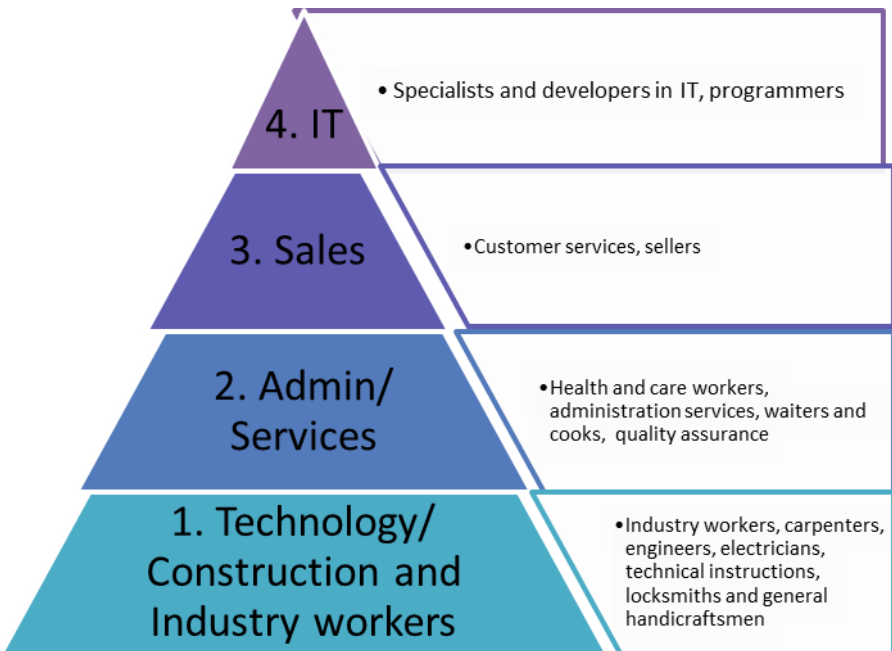
Nevertheless, partners have found four groups of professions with high potential.

The most important one is the group of technicians and general workers of the construction and industry sectors, as carpenters, electricians, engineers and general handicraftsmen.

Another important sector that experiences a lack of professionals according to the interviewees is services, especially in health and care sector and also for restaurants, hotels and maintenance.

Finally, in most countries companies have highlighted the lack of good sales and customer services workers, and also specialists in IT sector.

Graph 7. Results for the question: In which jobs/professions do you experience a lack of professionals in your company?



4. Conclusions and recommendations of the project

Taking into account the results of the questionnaire, partners have emphasized four deficiencies or divergences between the needs of the labor market and the characteristics of the target group.

According to the results, there are deficiencies with regard to the basic skills, professional attitudes and practical knowledge of the target group. In the companies, there is a lack of strategies for in company training and career-path for new entrants.

In the same way, they have developed some recommendations for companies and education institutions to eliminate these difficulties:

- Deficiencies regarding basic skills

According to the survey, employers considered « *basic skills* » as very important competencies and expect from young graduates to have good abilities in elementary fields like reading, writing, calculating and information and communication technologies (ICT). Nevertheless, the survey has shown a gap between these expectations and the real skills.

To solve this problem, partners consider necessary to emphasize permanent job-coaching for students with learning deficiencies, especially for students in their last school years in order to offer them a job orientation and guidance and, if necessary concrete support to enhance their competencies.

Moreover, it is necessary to create individual support programs for students with learning deficiencies adjusted to the needs of each student with an individual approach. One way is implementing pedagogics programs to reduce the learning deficiencies or reducing the number of students per class.

Other recommendation to improve the basic skills involves getting training in special subjects as the acquisition of learning skills or reading competencies.

- Deficiencies with regard to professional attitudes

In order to reduce the already mentioned deficiencies of professional attitudes it is important to build work ethic, reliability, loyalty, professional maturity or ambition of the target group.

The partners believe that companies should familiarize the new entrants with company's culture highlighting the professional values of the company. The fresh

graduates without experience should be trained with experts in a chosen field in the company.

Another way to share the culture of the company is organizing internal competitions or events in the enterprises to increase the sense of membership, such as the best new employee of the month.

It is also very important for a company to maintain a good level of communication and transparency inside the company to keep all employees integrated.

Finally, in order to familiarize students with professional attitudes, vocational schools should add to their curricula these kinds of topics.

- A lack of practical knowledge

The survey has shown a lack of connection between the work places and schools that results in a lack of knowledge for students about the real « working life ».

The recommendations of the partners aiming to address these deficiencies focus on improving the information and career guidance at all levels of education. For example, pupils in primary education should be informed regularly about the most required professions. Moreover, with the help of different psychological methods and tests, it is possible to prepare a profile of every primary school leaver with information about their competencies and interests and some advices about what kind of education is more appropriate for them.

Once again, it is important to bring together schools and companies, creating connections between them and to give students the opportunities to see the “live” company in action.

The employers should visit primary school students to introduce their companies and to inform them about employers’ requirements and expectations (as Open Days). Teachers also can write recommendation letters to the organizations for the school leavers.

In addition, training institutions must cooperate with Labor offices, since these organizations could provide graduates some fundamental information about certain aspects of professions, profiles of jobs, supply and demand, etc.

- A need to create efficient strategies for in company training and career-paths for new entrants in the companies

Only the 38% of the interviewees have developed special strategies of training for new entrants and just the 47% have developed carrier-paths.

Partners agreed that it is necessary to create regular internal training to teach specific vocational skills to the target group and give them the opportunity to know the company better and enhance the effectiveness of the integration into the organization.

With a continuous training assessment, young employee can get a better knowledge of their own competencies and can identify the skills they need to improve.

It is recommended to assign a mentor for every new entrant. This offers the possibility for experienced professionals to transfer their special professional knowledge to them and to develop communication channels between colleagues.

The new entrants can learn professional knowledge more effectively and specifically according to the company's needs and requirements. They become more motivated employees, since they realize that the company counts on them for a long time, what increases the level of commitment and the chances of long-term employment.

“Education doesn’t come from reading but also from thinking about what we have read.”

Carl Hilty