



TALENTS INTELLECTUAL OUTPUT 1

European Modular Toolbox

Guidelines on multi-stakeholder cooperation in the framework of the fast-track integration of immigrants and refugees



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The close cooperation of job centres, companies, training institutions, and other actors

Fast-track programmes in the framework of the Talents project combine language and work-related training, work-experience as well as guidance and coaching. To explore the full potential of this combination of training, internship and support it is essential that an organisational frame is in place. Ideally, all relevant stakeholders and actors of integration cooperate on the political, on the management, and on the operational level. At the same time, these actors need to professionalise and innovate their way of working to be able to cope with the requirements of a shortened and fast labour market integration process.

Experiences in the framework of the Talents project show that close links between regional and local stakeholders as well as well structured cooperation processes with the aim to work hand in hand are main success factors - not only of the fast-track training schemes but also with view to the general integration of immigrants. On the one hand, communication, coordination and cooperation of all relevant actors allow a smooth and effective implementation of training and internship programmes with good outputs and results. On the other hand, they are a driving force for the constant improvement and innovation of fast-track and labour market integration programmes.

Among the relevant stakeholders of a fast-track access to the labour market, there are, above all,

- job centres and labour market services
- companies and other potential public or non-governmental employers
- training centres like adult education centres or vocational schools
- organisations offering guidance, coaching and other support services, e.g. municipality-based guidance structures, chambers of industry, commerce and crafts, business associations and trade unions
- and last not least political actors and the public administration like regional ministries, municipalities and other authorities.



Institutions that give advice on general migration issues, welfare organisations and immigrant networks can also play an important role. They offer expertise and help on issues like housing, health and legal aspects which are preconditions for a successful integration into work and society. Success in the labour market for the target group can not be treated as the only challenge, but it is often closely linked to the well-being of the individual concerning many other aspects of life.

In fast-track programmes, these stakeholders need to adopt specific roles, in particular

- the role of matching labour demand and supply, i.e. of supporting clients in finding the right (vocational) training and eventually a long-term employment and - at the same time - of helping companies hiring staff with the right skills
- the role of offering an informal, real-life learning arena at a specific workplace
- the role of offering work-related language and vocational training that is closely linked to challenges of specific workplaces and characterised by individualised teaching and coaching methods

These roles can be taken by different actors. In the Talents fast-track pilot programmes in Sweden, Norway and Germany, different organisational frames were designed to fill these roles. Finding the “right” companies and matching them with the “right” individuals is the most important task of the labour market integration of immigrants. In order to match labour demand and supply in an effective way, a wide range of steps and tasks have to be carried out. These are, in particular:

- the analysis of labour demands in a specific region and identification of branches that look for workers - in branches with a shortage of staff fast-track trainings have a good chance to foster employment



- the building up and managing of proper connections and ideally networks with companies that offer internships and which are interested in employing participants afterwards
- the selection of candidates including a pre-selection of potential candidates, in a second step the evaluation of people's competences, experiences, interests, attitudes, individual learning needs, and, above all, motivation, and finally the selection of participants and matching with internships
- the design of language and vocational training curricula that incorporate branch specific know-how and competences to make sure that participants acquire the "right", sought-after skills
- the selection and training of teachers and coaches who are not only able to implement the innovative concept of the fast-track trainings - above all job-focused learning strategies and work-related training content - but who are also willing to stay in close contact to the workplace and focus on exactly the skills that are needed in the companies
- the close contact to companies and interns during the training, the monitoring of work conditions as well as the moderation of the exchange on sought-after competences between employers, interns, coaches, teachers and training institutions
- the transition management during and after the internship guaranteeing that there is a direct track to employment and that participants get a job after the fast-track training or enter another training or education
- the connection to social inclusion services including institutions that are specialised in physical and mental health issues, housing, financial support for immigrants, general support, mentorship and volunteers' networks, specific support networks for families, associations driven by immigrants themselves, etc. - quite often, drop-outs are due to individual problems that need to be solved before the participants are ready to enter a job.



Multi-stakeholder cooperation of key actors: the example of fast-tracks in Stuttgart

The collaboration of key actors of integration is the main success factor of the newly developed fast-track training offers. In Stuttgart, stakeholders of labour market services, adult education, guidance, public administration, and the academic field managed to build intensive relationships. They established stable, operational working structures in the framework of the Talents project and the “sister” project Fier - Fast-track integration in European regions.

At the center of the fast-tracks, the Jobcenter of the City of Stuttgart, the adult education school “Volkshochschule Stuttgart” and the adult education association “Volkshochschulverband Baden-Württemberg” were the main actors that organised trainings, selected participants and built networks with companies. In addition, other experts were involved in the design of the project, in particular business associations bringing work-related knowledge to the project (e.g. the Academy of the German Hotel and Gastronomy association “DEHOGA”), the University “Pädagogische Hochschule Weingarten” that developed trainings for company mentors, the Unit of Integration of the City of Stuttgart that supported empowerment initiatives for participants and the Ministry of Education Baden-Württemberg that guaranteed the political backing of the initiatives, that brought all relevant actors together, and that provided its digital campus as an instrument for additional online learning.

Connection to social inclusion services

To solve problems not directly related to work is, in fact, another often not visible element of the match between labour demand and supply. Many companies don’t find staff because jobs are demanding with view to the physical and mental constitution of the participant.



Reasons for drop-outs of the fast-track trainings quite often weren't problems related to the training or the workplace but general personal problems like health issues, legal problems, poor housing conditions, or problems related to family issues, e.g. childcare. It was, therefore, also important to build a network of experts and supporting institutions that offer help concerning these aspects.

Among others, connections were established to actors like public medical officers, institutions dealing with traumatised persons and persons with mental health problems, organisations offering advice on childcare. They were addressed on a case-by-case basis. Formal structures haven't been

Additional support partners therefore had to be included in the project work. During the project period this cooperation was only implemented through signposting - a long term goal is to establish a support network with stable personal connections and a constant exchange.