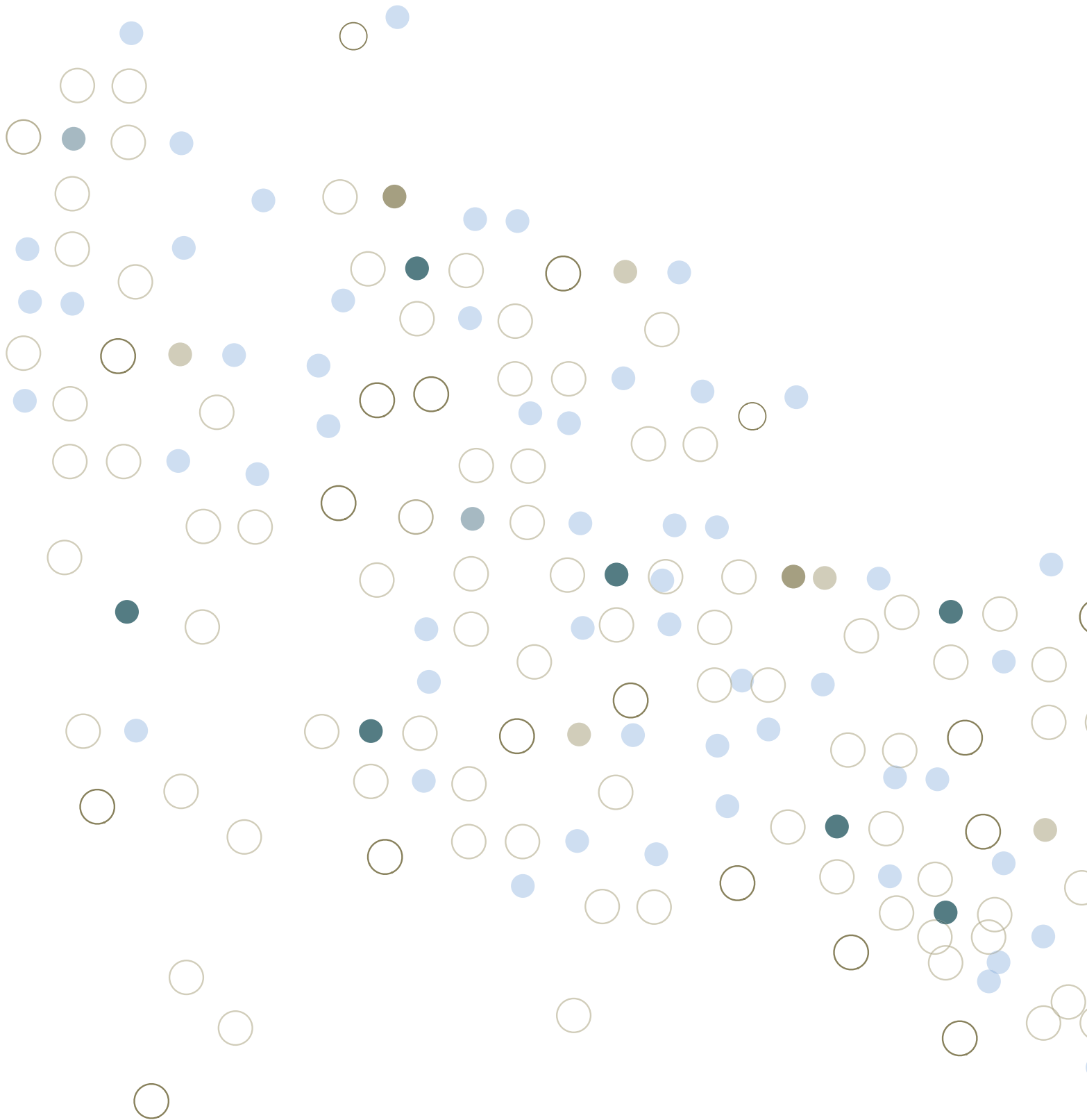


EURES:
the story so far

Matching jobs and skills in Europe for 15 years



European Commission





EURES: the story so far

Matching jobs and skills in Europe for 15 years

European Commission

Directorate-General for Employment, Social Affairs and Equal Opportunities
D.3 unit

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It is worth stating that any research of this kind is necessarily haphazard: in terms of national-level activities we have relied largely on personal memories and insights, and this has proved to be both the strength and the weakness of the resulting information. More specifically, we have noticed that there is a slant towards the activities of north-western Europe in this book. This was due to the content of the archives available to us and the fact that many members of our current network joined in the last five years. It is therefore crucial to note that, had we enough time, every EURES network member's input would have been invaluable; we have not been able to visit or even mention every person whose dedicated work has directly contributed to the strength of EURES as we now know it. In fact, the theme that came up most often during the production of this book has been the enormous and widespread appreciation of the hundreds of committed employees working across the breadth of the 31 EURES countries — it is not an overstatement to say that our human resources are EURES' biggest asset. As such, though we'd like to mention the following names in particular, thanks also go out to the whole EURES network — without whom this book, and EURES in general, would be infinitely poorer.

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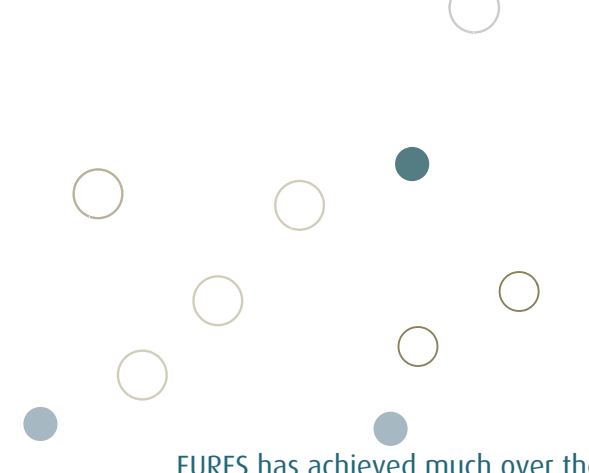
Preface




Free movement of labour is one of the fundamental freedoms of the European Union. Indeed, it is an essential one, and we have fought hard to ensure and to preserve it over the years; this is why it should remain at the forefront of our thoughts and actions. EURES grew out of EU citizens' right to the free movement of labour, and from people's desire to see it turned into a reality. EURES' aim from the very beginning has been to provide a service to facilitate people's need for information about the possibilities of work abroad available and to help them realise their ambitions. It took a lot of effort, as the following pages will show you, and many people have been very committed to EURES over the years. I am delighted to see that in its 15th year EURES is still growing and still developing. Europe is constantly evolving and moving forward, as are the services which the European Commission offers to its citizens.

The free movement of workers brings great benefits to all in Europe. It enables us to realise the Lisbon Strategy's goal of more and better jobs and to enhance the quality of life of all Europe's citizens, both now and in the future. It is our task to show people that being open to the opportunities offered by mobility can provide them with a job, improve their skill set and broaden their horizons.

EURES is much more than a job vacancy service. It also provides relevant information on labour markets and living and working conditions. EURES works to increase people's awareness of their rights regarding mobility, which is crucial. This applies not only to the opportunities available but also to the coordination of the administration systems in place, such as those governing social security and the recognition of diplomas. The Internet has made research about many topics much easier and EURES' role is to add to this information by answering concrete questions on a personalised and often face-to-face basis. Each individual is different and has different requirements — some people are ready to leave their country and relocate to another country for work, while others wish to stay closer to home. EURES aims to find the right solution for each person, whether a long-term migrant, a return worker, or a cross-border commuter.



EURES has achieved much over the last 15 years and its logo is seen and recognised throughout Europe, though we still need to continue focusing on improving visibility with each coming year. One only has to see the queues forming outside the many European Job Days events each autumn to see how many people are interested in mobility. In particular, the range of people attending, from young graduates to 'silver economy' representatives, shows that EURES can truly help everyone. These are great success stories and I congratulate every member of the network for their hard work and achievements over the years.

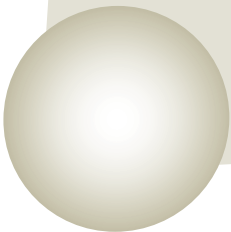


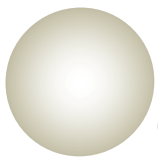
However, these are difficult economic times, and both the European Commission and the EURES network are working hard to ensure that they continue to serve EU citizens in the best way possible. Experience has shown us that an economic downturn can lead to substantial falls in mobility. However, I am confident that EURES will continue to work hard throughout these times to facilitate labour mobility, to encourage employers to think on a European and not only on a national level, and to identify where there are bottlenecks and labour shortages. The message should remain clear: labour mobility helps both the sending and the receiving countries, and makes a valuable contribution to Europe's whole economy.

Europe is constantly changing, and 2009 will be a challenging year both in Europe and globally. I am positive that EURES' previous successes and diverse projects place us in a strong position to adapt and reinforce our services to assist the evolving needs of jobseekers, and I look forward to seeing where EURES is in 15 years' time.



Vladimír Špidla
European Commissioner for
Employment, Social Affairs
and Equal Opportunities
March 2009





Contents

SECTION 1 Before EURES: 1958–94

EURES timeline: 1958–94	3
Europe in motion	6
SEDOC: the first vacancy exchange programme	8
The first EURES team	16
Communication — Building an identity from scratch	19
Special focus: the EURES IT system over the years	23
Job vacancy database developments	
Guest writer: Frank Kavanagh, EURESco Project Manager 2001–05	26
Launching in style to the press	27
Lift-off! EURES is officially launched across the EU	30

SECTION 2

The early days: 1994–2004

EURES timeline: 1994–2004	34
An undeniably challenging, yet successful, decade	36
Cross-border partnerships in the early EURES era	37
Cross-border partnerships: Oberrhein (France, Germany, Switzerland)	39
A boat, a bridge and a border: the Øresund cross-border partnership	40
Ireland overseas: a success story	41
EURES Strategy Seminar — London 1995	44
The Killarney Conference (1996)	45
Training over the years	47
The importance of understanding cultural diversity	
Guest writer: Morten Fenger, EURES Manager, Denmark, 1993–2003	50
A Memorandum of Understanding	53
London: where all the streets are paved with gold (or: one man and one woman’s struggle to cope with their workload)	54
London and Paris: inter-city collaboration	56
EURES and the public employment services	57
Integrating EURES into the PES	
Guest writer: Dieter Baigger, EURES Coordinator 1991–2000 and EURES Manager, Germany, 2000–04	59
Successful communication and collaboration:	
Denmark’s contribution to EURO Week	60
EURES in action: easing bottlenecks and labour shortages	62
The participation of Switzerland: new horizons, new projects	64
Special focus: EURES working groups and the EURES Working Party	66
Profile: Johan ten Geuzendam	68
Evaluation and development: the reform of EURES’ legal base: 2002	69
A success story from EURES Austria: facilitating direct communication between employers and jobseekers	70

SECTION 3

Enlargement and beyond: 2004–09

EURES timeline (2004–09)	72
Introduction	73
Getting started with EURES in the new Member States	74
EURES Guidelines 2004–07	78
Cross-border cooperation in an enlarged EURES	80
Mobility between Slovakia and the Czech Republic; a tradition in practice	
Guest writer: Boris Katuscak, EURES Manager, Slovakia	83
2006: a significant year	84
Informing and engaging employers	
Guest writer: Valerija Okorn, EURES Manager, Slovenia	87

SECTION 4

The future: 2009 onwards

Introduction	90
Europeans on the move — how mobility patterns have changed over time	
Guest writer: Christoph Maier, Employment Analysis Unit, DG Employment, Social Affairs and Equal Opportunities, European Commission	91
Labour migration trends after the 2004 enlargement	95
Mobility challenges	100
Towards an EU single labour market?	
Guest writer: Dr Hubert Krieger, Research Manager, Eurofound	106
Keeping EURES visible	107
EURES and other European programmes	112
Conclusions (by Nikolaus van der Pas, Director-General for Employment, Social Affairs and Equal Opportunities)	115
Glossary	119



Section 1

BEFORE EURES: 1958-94

EURES timeline: 1958-94



The signing of the Treaty of Rome on 25 March 1957

1/1/1958

The European Economic Community, consisting of Belgium, France, Germany, Italy, Luxembourg and the Netherlands, is launched under the terms of the Treaty of Rome

20/11/1959

Austria, Denmark, Norway, Portugal, Sweden, Switzerland and the UK adopt the Stockholm Convention, establishing the European Free Trade Association (EFTA)

15/8/1961

Regulation 15/61, stating that nationals of a Member State are only authorised to accept employment in other Member States if no workers are available from within these States' own labour force, is adopted (subsequently replaced by Regulation 1612/68 — see 15 October 1968 below)

25/3/1964

Regulation 38/64, stating that nationals have the right to apply for jobs advertised by other Member States' public employment services but not to look for a job abroad on their own initiative, is adopted (subsequently replaced by Regulation 1612/68)

15/10/1968

Council Regulation (EEC) No 1612/68 on the freedom of movement for workers within the Community, which further opens up borders to allow free movement and living and working conditions

14/6/1971

Council Regulation (EEC) No 1408/71 sets out the rights of migrants, while Council Regulation (EEC) No 574/72, of 21 March 1972, details the administrative rules for the implementation of these rights

8/12/1972

Commission Decision on the uniform system established pursuant to Article 15 of Regulation No 1612/68, known as SEDOC

14/12/1972

Commission Decision on the Community plan for the collection and circulation of information provided for in Article 14(3) of Regulation 1612/68 (i.e. living and working conditions)

1/1/1973

The UK, Denmark and Ireland join the EEC

27/6/1980

The Council Resolution on guidelines for a Community labour market policy, calling for greater coordination of public employment services, is adopted



1/1/1981

Greece joins the EEC

13/2/1985

The European Court of Justice rules that European Community citizens can invoke Article 7 of the Treaty of Rome (now Article 12) to access vocational training in other Member States (Case 293/832 Gravier (1985), ECR 593)

14/6/1985

'Completing the internal market', White Paper discussing the removal of physical, technical and fiscal barriers within the Community

15/6/1985

The Schengen Agreement is signed, creating a borderless European zone (excluding the UK and, at that time, Denmark) which came into practice in June 1990

16/7/1985

Council Decision 85/368/EEC introduces a system for the comparability of vocational education and training (VET) qualifications

1/1/1986

Portugal and Spain join the EEC

22/12/1986

Council Resolution on an action programme on employment growth (OJ C 340, 31.12.1986)

9/11/1989

Fall of the Berlin Wall

June 1990

Three Directives are adopted by the Council, granting rights of residence to students, pensioners and 'all other Community citizens'

5/9/1991

The European Commission adopts a proposal for the revision of Regulation (EEC) No 1612/68, due to the fact that 'the shortcomings and limitations of the system known as SEDOC... have become evident over the years'.

The European Parliament buildings in Brussels



27/7/1992

Council Regulation (EEC) No 2434/92 decrees the replacement of SEDOC with a broader, EEC-wide employment service (thus modifying Regulation 1612/68)

1993

EURESChanel, one of EURES' first cross-border projects, is formalised by Belgium, France and the United Kingdom

20-21/9/1993

Launch of the EURES network, at the Auditorium of the Catalan Bank, Barcelona

22/10/1993

Commission Decision 93/569/EEC on the creation of EURES

1/11/1993

The Maastricht Treaty comes into force, creating the European Union

5/12/1993

'Growth, competitiveness and employment' White Paper (COM(93) 700)

1/1/1994

The European Economic Area (EEA) is set up, allowing signatory states to participate in a European single market without joining the EU

27/7/1994

'European social policy: A way forward for the Union', White Paper (COM(94) 333)

November 1994

Launch of the full EURES service, at the Palais des Congrès, Brussels, with Pádraig Flynn as Commissioner for Employment, Social Affairs and Equal Opportunities

Europe in motion



The first holes in the Berlin Wall


For millennia, Europe's borders, societies and languages have existed in a state of flux, aided by endless interactions between tribes and military manoeuvres. The result is a continent rich with variety and replete with many different social structures and cultural norms.

At the close of the Second World War, with European relations in tatters, six western European nations attempted to ensure that close economic cooperation prevented any future political breaches as extreme as the destructive nationalism that had swept so swiftly through the continent. The result was the European Coal and Steel Community (first proposed by French Foreign Minister Robert Schuman in 1950, who famously stated that the move would 'make war not only

unthinkable but materially impossible'). The Community was formalised via the Treaty of Paris in 1951, and consisted of France, West Germany, Italy, Belgium, Luxembourg and the Netherlands. The Treaty introduced a common market in the region for coal and steel and was the first administrative step in the direction of what we know as Europe today, acting as a forerunner of the free movement of goods, services, and — vitally — people. In 1957 the six ECSC members signed the Treaty of Rome, establishing the European Economic Community as well as the European Atomic Energy Community (or Euratom). All three Communities were merged in 1967, and since 1993 have been collectively known, along with new Member States, as the European Union.



The Treaty of Rome guarantees freedom of workers for all Community citizens under Article 39 (which was Article 48 in the original text) of Title III: 'Free movement of persons, services and capital'. After asserting in Article 39 ECC workers' rights to accept offers of employment, to move freely and live within Member States' territory, and to remain in a Member State after having been employed there, the Treaty goes on in the current Article 40 to discuss the institutional machinery required to facilitate such movements (see box). The Treaty also stresses that Member States are required to encourage the exchange of young workers (Art. 41, originally Art. 50), and adopt the necessary social security measures (Art. 42, originally Art. 51). As the economic recovery of northern Europe after the war started to attract workers from the south, the need for a system to implement the rights laid out in the Treaty of Rome became more and more apparent.



Original text of Article 40 (originally Article 49) [bold added]

The Council shall [...] issue directives or make regulations setting out the measures required to bring about, by progressive stages, freedom of movement for workers, as defined in Article 39, in particular:

- (a) by ensuring close cooperation between national employment services;**
- (b) by systematically and progressively abolishing those administrative procedures and practices and those qualifying periods in respect of eligibility for available employment,** whether resulting from national legislation or from agreements previously concluded between Member States, the maintenance of which would form an obstacle to liberalisation of the movement of workers;

[...]

- (d) by setting up appropriate machinery to bring offers of employment into touch with applications for employment and to facilitate the achievement of a balance between supply and demand in the employment market in such a way as to avoid serious threats to the standard of living and level of employment in the various regions and industries.**

SEDOC: the first vacancy exchange programme



It has been suggested that the inclusion of Articles 39 and 40 in the Treaty of Rome was something of a 'political compromise' designed, for example, to facilitate the movement of Italian workers, of which there was a surplus in the 1950s. The academic A.P. van der Mai points to the fact that the wording limits free movement to citizens of the Member States (then just six) as well as the freedom to seek work in other states (the Treaty merely refers to those who have already been offered a job abroad). According to her, 'it does not seem very likely that the Member States ... ever intended to translate the theoretical notion of a free factor mobility into practical reality' (A. P. van der Mai, *Free movement of persons within the European Community*, Hart Publishing, 2003, p.25).

However, on 15 October 1968, ten years after the EEC was set up, the Council of Ministers adopted a regulation outlining the tasks required of the Member States for a coherent approach to the freedom of workers. This regulation gave a structure and a service to the rights laid out in the Treaty of Rome — and, even better, it came two years before the required end date for this stage (the Treaty of Rome had set a twelve-year transitional period for the establishment of the Common Market). By the late 1960s, following a period in which the use of guest workers abounded, employment in the EEC was high, which gave the Member States the freedom to explore initiatives which they had been, perhaps, more wary of in less assured times. Article 13 of Regulation 1612/68 states the need for close cooperation between Member

States' public employment services in terms of the clearing of vacancies and employment applications, and demands that each State designate a specialist service in this respect; Article 14 also requires that these specialist services submit 'such information concerning living and working conditions and the state of the labour market as is likely to be of guidance to workers from the other Member States ... [which] shall ensure that wide publicity is given to such information.' A European Coordination Office was also established (Articles 21 and 22) in order to coordinate and promote the information at Community level.

From 1968, the Technical Committee for Free Movement put in place a working group to explore what actions were required as a result of the new legislation. It is probable that this

six pays - six classifications - SIX dénominations
un langage uniforme codifié.



This 1972 'coherence of terms' diagram shows the complex process that the classification of each and every job description (here a subsection of 'metalworker') required — and that was just for six Member States!



The first EURES taxonomy

In February 1964 a Mr Bauer, Head of the 'Terminology Section' within BEC (Bureau européen de coordination, which eventually morphed into EURESco) set up a project creating an alphabetical list of the most common jobs, a task defined as 'indispensable in the task of eliminating as rapidly as possible any translation problems'. In April 1964 a 'Comparative Dictionary' Working Group was set up ad hoc by the Technical Committee for Free Movement, and worked on a second, broader list of job definitions. The first edition of this was released in December 1965 in the four languages of the six Member States (France, Germany, Italy, Belgium, Luxembourg and the Netherlands), plus in Flemish, spoken

in northern Belgium, where the vocabulary differed from Dutch. This working group met regularly to approve job terms and descriptions one by one. For example, a textile machine worker was designated as a bobineuse (French); bobinatrice (Italian); bobijnster (Flemish); garenspoelster (Dutch); and Garnspulerin (German). That the Commission was engaging with the idea of a taxonomy of job definitions so early on highlights its importance to a multilingual service like EURES — and the network is still wrestling with the need for a constantly updated taxonomy today. As of 2009 EURESco will take on full responsibility within the EU for maintaining and developing a multilingual taxonomy of occupations and skills, currently available in 22 languages, under the aims of the 'New skills for new jobs' Commission communication.



new 'Directory for Activities and Professions' Working Group took over the work of that charged with the 'Comparative Dictionary' (see box on page 9), but their remit was much wider. They were responsible for examining the central services and tools required to implement the Europe-wide system called for under Regulation 1612/68. Their recommendations included the provision of three main tools: an analytical codified directory of occupations and occupational activities, appendices listing the most important characteristics of vacancies and applications for employment, and an alphabetical index of the occupations from the directory. Member States' public employment services were instructed to publicise notices of vacancies and jobseekers from other countries, as well as to send monthly reports of their own vacancies and jobseekers (who usually had to fill in a separate form at their public employment service stating that they were looking for a job abroad).

All Member States would need to provide detailed information, as well as to appoint representatives within their public employment

services to be responsible for processing the incoming and outgoing vacancies and applications. The service, which was to be called SEDOC (*Système européen de diffusion des offres et demandes d'emploi en compensation internationale*; or the European System for the International Clearing of Vacancies and Applications for Employment), was formalised via the Commission Decision of 8 December 1972, which stated that 'Member States shall, within a period of two years from ... this decision, take the measures necessary to ensure that their employment services are in a position to meet the demands imposed by the application of the SEDOC system.' In 1973, SEDOC came into force.

SEDOC in practice

In reality, SEDOC was a well-intentioned but rarely-used tool. In part this was due to the difficulty of the pre-Internet world: without the ability to mass-email or even to mass-fax, vacancies had to be sent one by one to each individual in the network. Under such



circumstances, it's hardly surprising that the system fell short of expectations.

Jeannette van Yperen, who has been EURES Coordinator since the launch of the service and EURES Manager for the Netherlands since 2001 (see Profile on page 13), worked on SEDOC in the 1980s during her role as Manager of the International Section of the Dutch public employment service. 'Compared with EURES, SEDOC now seems almost like a prehistoric organisation,' she says. 'Vacancies were exchanged by Telex and it was quite an event when one came through, as the service was so rarely used! The vacancies were nearly always in the national languages and there were no real guidelines on who was responsible for what. Twice a year, the Commission asked for information on Living and Working Conditions (and provided a list of products such as sugar, coffee and petrol to price check). When this happened, I would ask 'Who wants a trip out of the office?' and someone would be sent off to the supermarket.'

The Single European Act OJ L 169/8, 29.6.1987

The Single European Act, which came into effect in July 1987, was another major step in the direction of a single European market, and included measures to integrate European social security systems and workers' rights. The President of the European Commission at the time, Jacques Delors, described the Act as 'the commitment of implementing simultaneously the great market without frontiers, more economic and social cohesion, ... [and] the beginning of a European social area'. The UK, under the leadership of Margaret Thatcher, pressed for the insertion of a new second paragraph to Article 100a, designed to remove the social dimension from the act: namely that the requirement to adopt measures relating to the internal market 'shall not apply to fiscal provisions, to those relating to the free movement of persons nor to those relating to the rights and interests of employed persons'. However, the potential significance of the Act on industrial relations and labour policy under a common market was undeniable, and the following years were to bring substantial reforms to, amongst other issues, working time and health and safety requirements.



After 15 years operating with a low level of success, it is conceivable that some members of the SEDOC network were becoming a little blinded to the inefficiency of the system. A UK representative responding to an internal survey in 1988 blamed the very low job placement rate on the labour market rather than any inherent problem with the system: 'Very few vacancies are filled and few jobseekers placed through the SEDOC system. However, this is probably more to do with the state of the labour market in the EC than with problems with the existing SEDOC procedures.'

However, it must be said that there were certain aspects which were relatively successful. Since 1974,

the year after SEDOC's launch, staff from the Member States' public employment services took part in exchanges whereby they would visit the office of a fellow network member. In 1985, ECU 250 000 (European Currency Unit, equivalent to € 1 at the changeover on 1 January 1999) was spent on sending a total of 316 PES staff on one of the three kinds of exchange: 52 on 'long-term exchanges' (between one and two months); 26 on 'SEDOC exchanges' (approximately a week); and 238 on 'cross-border exchanges', which were one or two days only. There even appears to have been a specialist working party on exchanges, presumably set up to identify issues or potential markets that needed exploring by staff that could provide

a fresh perspective. The existing SEDOC network also provided a training programme for staff in the Member States joining during the 1980s. In 1986, for example, a total of ECU 70 372.73 was spent on training, presumably on travel and accommodation costs; it states clearly in a 1986 working paper on the subject of updating the 'Register of occupations' that 'the SEDOC training programmes in Greece (and later in Spain and Portugal) are run free of charge by experts from the German, French and Irish services.'

As these are largely internal achievements, and given the comments on SEDOC's image even within the network, it's perhaps not surprising that few people at the time

PROFILE:

Jeannette van Yperen

Nationality: *Dutch*

EURES role: *SEDOC/EURES*

Coordinator 1992–98, EURES

Manager since July 2001

Jeannette van Yperen was involved from the very beginning of EURES; in fact, frustrated by the shortcomings of the SEDOC system, she took a group of employment officers to Brussels in early 1990 in order to push for reform. Upon arriving, they were told that they had come at precisely the right time — SEDOC was ‘dead’ and the Commission were currently exploring, with the help of national public employment services, ways to replace it. When asked to be involved, Jeannette leapt at the chance. Nineteen years later she’s still in the thick of the workings of EURES, including the Training Working Group.



beyond those directly involved were aware of SEDOC’s presence — even politicians working at a national level. An Irish Member of Parliament in 1989 asked the Minister for Labour Bertie Ahern, later Taoiseach (Prime Minister) of Ireland, ‘if his attention has been drawn to the fact that FÁS [the Irish public employment service] ... have been advertising jobs in Great Britain; if it is appropriate that public moneys ... should be used for such purposes; [and] if he approves of this practice ...’. Upon Mr Ahern replying that FÁS was obliged under EU law to provide information on job vacancy and working conditions, a debate ensued. Some did not agree with Irish money being used to promote work abroad or to train emigrants who would then take their skills elsewhere, while others felt that not enough was being done to promote foreign jobs in an attempt to lessen the high Irish unemployment rate. One minister stated that ‘in my view it is better that our emigrants should have jobs before they leave rather than departing in the hope of getting a job and, perhaps, ending up sleeping under a bridge’, while another pointed to the delay in the SEDOC process, stating that ‘the jobs in London would be long gone by the time notice of them is circulated.’ At one point a member of the House asked ‘Would [you] prefer to see [Irish jobseekers] sleep under bridges and without jobs [than to make sure that they had access to foreign vacancy information]?’ to which the reply was ‘We would prefer if they could sleep at home.’ The debate was not resolved, and serves to underline the intense controversy of the subject, which was echoed across several Member States at the time, including the UK and the Netherlands.

Wanted: a 'coordinated, forward-looking approach'

As early as 1980, it was apparent that, despite the existence of the seven-year-old SEDOC programme, concerted efforts were still much needed to strengthen European support for mobile workers. The Commission communication of 28 April 1980 entitled 'Guidelines for a Community labour marketing policy', which classified labour market knowledge, aids to geographic mobility and the promotion of vocational mobility as the three fundamental requirements for a European labour market policy, stated that '...there should be a coordinated, forward-looking approach to the management of the labour market both at undertaking level and on the part of the public employment services. The Commission suggests that discussions should be centred on three basic questions: (a) improvement of information on the labour market, (b) strengthening public placement and training services, (c) introduction of concerted and forward-looking labour market management.' In particular, the SEDOC system only undertook to promote the exchange of vacancies that remained unfilled after being advertised at a national level, which meant that the offers were, in the words of a background note prepared for the Parliament on the subject in 1992, 'by their nature less attractive'.

At a meeting of the directors-general of the public employment services in Brussels on 10–11 June 1986, it was agreed to start developing SEDOC in a number of ways. In the end, these still fell short of Europe's needs, but they were a step in the right direction. They included a manual of procedure, drafted by Tony Barrett of FÁS, the Irish public employment service, as well as the production of what was quaintly termed a 'video-cassette' on the services offered by SEDOC. It was also clear that the use of Telex to exchange vacancies was cumbersome and ineffective: a Commission document arising from the meeting concludes that 'the only possible solution is to computerise the national employment services and make them compatible at European level.'

Three years later the issue was still a recurring one, with Tove Nielsen, a Danish rapporteur for the European Parliament, bringing up the subject during Question Time, the process under which Parliament officials can question the European Commission about their progress. 'Denmark's experience shows the huge problems with the reality of the free movement of workers,' asked Ms Nielsen; 'only two jobseekers per year use the SEDOC system. What does the Commission intend to do to promote the sharing of information on job opportunities in all Member States in such a way that they are immediately made available to



How SEDOC modernisation was organised: committees and working groups

The whole modernisation process was overseen by two committees, the first of which had been in existence since 1968: namely the Technical Committee for Free Movement and the Advisory Committee for Free Movement (which included social partners in the debate). In 1991 there were three working groups in place (all composed of public employment services' representatives) to examine how the SEDOC system could be brought up to date: a Technical Working Group made up of IT experts; a General Information Working Group in charge of looking at living and working conditions, including the tools that could be used to share this information with the public; and a pilot committee, who monitored the first movements of the new system. Experts nominated from the public employment services also worked closely with the team on these issues, as well as promotion (which later acquired its own working group). Confused?! See pages 66 and 67 for more information on how these groups, and the EURES Working Party, developed once EURES was launched.



jobseekers?' The Commission replied that 'the system, which was designed at the end of the sixties, is not truly adapted to current or future needs, and operates with outdated technology. It has also suffered from the consequences of the crisis in the labour market and the fall in the number of available jobs in the Community over recent years ... The Commission has undertaken to review [the system] in depth and ... to present some proposals with a view to replacing SEDOC.' (QH(1989)1234/F.)

As a 1988 report on worker mobility commissioned by the European Commission put it, 'SEDOC is not really a system in the strict sense. In practice SEDOC is a name which is applied to a number of initiatives, decisions and processes'. By the close of the 1980s, plans were afoot to implement a new, coordinated, fully functioning network — no one knew what it would look like or what it would be called, but the wheels had been set in motion.

The first EURES team

In 1990 the European Commission called a meeting with delegates from all Member States' PES to discuss the idea of creating a new and improved SEDOC — as yet unnamed. This seems to have been the turning point; after this meeting a team started to be appointed in order to work on the central coordination of the new service. Many thematic meetings were held across the Commission and with stakeholders, and the team worked closely with the directors-general of the public employment services (as EURES still does in the form of the High-Level Strategy Group), who began in 1992 to recruit 'Euroadvisers', the old name for EURES Advisers. A conference in Copenhagen in June 1992 between the Commission and the public employment services professed its aims to be

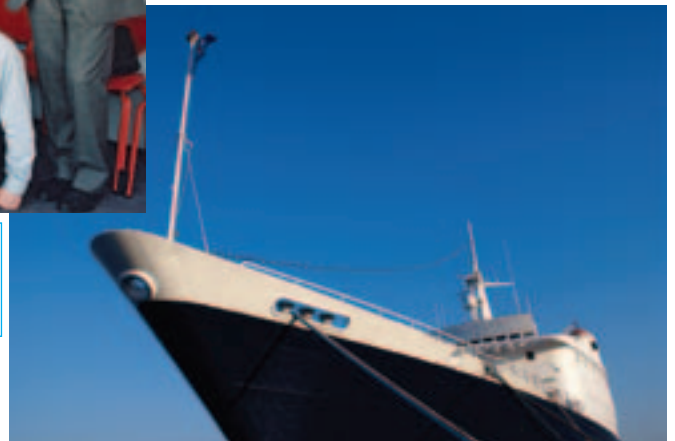
'to broaden the debate concerning the difficulties and success of mobility of workers ... to present professional and geographic mobility within the Community area as a choice open to workers and employers alike.' Meetings like this made sure that the whole network was involved in the planning for the new service from the start, and also allowed new EURES employees to meet their counterparts — sometimes in unusual settings. On this occasion, as Joan Cornet Prat (see profile) recalls, 'we knew we were having a meeting on a boat as part of the event, but when I turned up at Copenhagen harbour I could only see an enormous cruise ship called the *Queen of Scandinavia*. Unbeknownst to us, the Danish public employment service had booked us a trip to Oslo on this luxurious ship!'



The BEC team (later EURESco) in November 1993

Did you know ...

... that EURESco used to be called BEC (Bureau européen de coordination), that EURES Advisers were Euroadvisers before the introduction of the euro, and that EURES Managers used to be known as EURES Project Managers?



Joan Cornet Prat, Head of Unit, in November 1993



PROFILE:

Joan Cornet Prat

Nationality: Spanish

EURES role: Head of Unit 1990–94

Joan Cornet Prat moved to Brussels from an early career in Spanish politics, and was the first EURES Head of Unit. He has been described by his contemporary colleagues as ‘a real innovator’. ‘From the beginning of EURES we were very clear about two things: firstly, that nothing could be done without the support of all the Member States — it had to be an EEC-wide effort; and, secondly, that the strength of EURES would lie in having a human network providing face-to-face advice. We were successful in both of these aims and I think that’s due to the amazing and hard-working team we had and the real sense of camaraderie: the right professional environment was there from the start. Those four years were the best period of my working life — it was a fantastic time and I’m very proud indeed of what we all achieved together.’

The team had a huge amount of flexibility. As Colin Wolfe (now Head of Unit for Territorial Coordination in the Directorate-General for Regional Policy at the European Commission), who worked in the EURES unit in the early days and was acting Head of Sector for much of 1994 after Joan Cornet Prat’s departure, remarks: ‘The discussions as to what EURES could do were rather open, and then formalised in the structured meetings. I recall much intense internal discussion, as well as meetings with interested Member State delegates, and lots of workshops to develop ideas further. As far as I recall, the legislation followed the idea rather than the reverse. Indeed, this was very much a feature of the whole EURES enterprise.’

Of course, it was also vital to ensure that, as the service developed, consistency was maintained across the board. For example, for some years under SEDOC there had existed a centralised record of European job descriptions: the reply to a Parliamentary question in 1986 spoke of SEDOC using ‘a common language’, namely a taxonomy of activities and professions. Each entry was assigned a code: this allowed Member States to ‘surmount linguistic difficulties’, and assured ‘clarity and precision’ in their communication. The same issue existed then as today, namely keeping the taxonomy up to date with job descriptions from burgeoning new sectors (then the IT sector).



The Grand Place in Brussels, Belgium



Colin Wolfe, an early member of BEC, now Head of Unit for Territorial Coordination in the Directorate General for Regional Policy at the European Commission

Country profile: *Belgium*

Joined EURES: At launch
Current EURES Managers:
Yvette Sterkendries (VDAB: Flanders),
Sandra Lopez (FOREM: Wallonia),
Isolde Van Maele (ACTIRIS: Brussels)
Number of EURES Advisers: 45
Population: 10 666 866
Net migration: 62 327
GDP per capita (in PPS): 118.2
Employment rate: 62.7 %
Job vacancy rate: 2.6 (provisional)
Official languages: French, Dutch, German
(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

Belgium in fact has four public employment services (one for each of the French-, Flemish- and German-speaking communities, as well as a service for Brussels), three of which employ EURES Advisers. Approximately 180 000 cross-border workers commute across Belgium's borders with France, Luxembourg, Germany and the Netherlands. Four cross-border partnerships exist to serve these workers.

After three years of developing the new service's priorities, structure, and identity (see page 19), the Commission decision of 22 October 1993 was able to confirm that 'the SEDOC system ... currently in force no longer corresponds to the requirements of the labour market in Europe and hence needs to be adapted', and that as a result '... the Commission, the employment services of the Member States and any further national partners which they may have, shall create a European network of services, designated EURES (European Employment Services) responsible for developing the exchange of information and cooperation provided for in Part II of Regulation (EEC) No 1612/68.' After twenty years of SEDOC having run with limited success, EURES was finally born.

Communication

Building an identity from scratch

Reaching out to employers

Ideas on how to target employers in particular were discussed in this extract from an internal document of 1994: 'Besides the general publicity campaign, we need a more specific approach to employers to raise the awareness on EURES (i.e. media coverage in specialised magazines). We need to present EURES to them directly via for example employer meetings (e.g. in the Netherlands Human Resources managers of the multi-national companies meet at regular meetings, is it possible to present EURES on such an occasion — in other Member States similar initiatives exist). At the same time EURES should be present at recruitment fairs, which has a twofold advantage: both employers and jobseekers notice EURES. To raise the general awareness of employers we have to consider a special quarterly newsletter (e.g. addresses via local Euroadvisers, chambers of commerce and national/local directories), which is a good marketing instrument in this case. Furthermore, we have to make sure that Euro Info Points and chambers of commerce are kept informed on the development of the EURES network, so they can spread the word.' The first employers' seminar took place in Denmark in 1995, and employer outreach activities constitute an even larger part of EURES' strategy today (see page 87).



The efforts to engage employers were consolidated by the first employers' seminar (above), held in Denmark in 1995, at which over 200 employers from all EURES countries attended

The four years before the official launch in 1994 were a time of increasing activity. The as-yet-undefined, EU-wide service would be not only bigger and better than SEDOC — in fact, beyond recognition — but also more visible than ever before. From the beginning, then, it was evident that a fully-defined communication strategy was needed — and fast.

In 1992 EURES started to implement a communications campaign promoting EURES' identity. A document outlining the first communication strategy states that 'while the system is being set up, internal communication must be prioritised, without however neglecting external communication.' The following year, the campaign's objectives were slightly adapted in order to more clearly communicate the benefits offered by EURES on a wider scale. Over this period stakeholder classification was ongoing, and the strategies for engaging the different types of audience (employers, social partners, and so on) developed with each month.



There were nine official EU languages at the time — a far cry from the 25 required of today's EURES publications (the 23 Member State languages plus Icelandic and Norwegian) — but it was just as important that the service's name and slogans didn't lose their meaning in a single one. The two essential requirements in the graphic design scheme drawn up as a result of the communications brainstorming process were: (a) to 'convey the idea of Europe' and (b) to be 'comprehensible in whatever language in any of the Member States'. To create the name, EURES worked with a French agency specialising in acronyms, while another agency was used for the logo.

Once the team had a list of ideas for both the name and the logo, the earliest members of the network were invited to Brussels for a combination of group meetings and

individual sessions (for example, Yvette Sterkendries, the Belgian VDAB EURES Manager since launch, remembers being visited personally in her office by Lila Bettin, the desk officer responsible for communications and being asked to comment on a whole range of names). The network members were shown each idea on a flash card. They had to answer 'yes' or 'no', after which the same process was repeated with the 'yes' pile. Eventually the name 'EURES' came out as the winner, although there were initially some discussions as to whether this was too 'English' a name (at the time the European institutions were much more Francophone, as can be seen in the names SEDOC and BEC). The English native speakers also commented that 'EURES' could be misconstrued as 'your ass'! On 14 May 1992, the Cabinet informed the Director-General that '[we] have no objections with regard to the

acronym', and the system finally had the most important part of its identity in place — a name.

The Commission decision that officially decreed the set-up of EURES in 1993 (see page 18) stressed the importance — and, at that time, rarity — of having a branded name and logo for an EU-wide service: 'The designation EURES is an acronym which belongs exclusively to the Commission and is illustrated by a standard logo so that it can be identified by the public concerned.' Lila Bettin explains that the logo was designed to suggest many things — a contract, a passport, Europe itself — and it follows exactly the same pantones as the main European Union logo. The Graphic Design Scheme also adds that 'the hands symbolise the transmission of information, cooperation and the need to work hand-in-hand in a spirit of networking and teamwork.'

These tools were just the start: as early as 1993 the network has had its own internal newsletters, called *EURES Flash* (over time this morphed into *Inside EURES* and was supplemented with a newsletter for external stakeholders, *EURES & You* — see following page). The *EURES Flash* newsletters collected both policy- and project-related news from the network and partners together, and went electronic in 1998. They were designed to keep the network feeling that they shared common goals and were centrally supported: Hélène Clark, then Head of Sector, referred in the March 1998 issue to the potential use of the newsletters as a ‘forum’, ‘so that you can inform all of the network about relevant news/events, and in which you could establish an open space for dialogue both with the Commission and with other partners’. Just as Joan Cornet Prat, the first Head of Unit, has stressed, the importance of the network and the value of strong transnational cooperation have been essential elements of EURES since the very beginning.

PROFILE:

Lila Bettin

Nationality: French

EURES role: Communications expert, BEC (now EURESco), 1991–95

Lila Bettin, a French institutional communications expert variously described by contemporary members of the network as ‘an amazing expert in communication’ and ‘one of the founding mothers of EURES’, joined the BEC team in November 1991 after having worked for the French PES (then called ANPE) since 1970. ‘When I moved to Brussels it was a very passionate time and this was really reflected in the enthusiasm of the original BEC team. At the beginning we had no name and no real identity other than as the successors of a rather inefficient service (SEDOC), but a very tangible need for a coordinated Europe-wide employment service. There was actually some controversy within the EU institutions about creating a EURES-specific logo, as at the time it wasn’t really seen as necessary to brand each separate service. We worked very hard to convince people to believe in EURES, and in this we were lucky to be led by a very innovative Head of Unit, Joan Cornet Prat. He was absolutely indispensable in the set-up of EURES and brought the passion to this process that was needed.’



Lila Bettin, BEC’s promotion expert 1991–95



The EURES logo has stayed the same for over 15 years



EDITORIAL

Issue 01, 2009

Calling all young professionals and graduates!



Wally Gordon

Although EURES offers lots of information for all walks of life, young professionals and graduates inevitably make up a noticeable section of those who come to us for guidance and information. Here at EURES we cater for this group in a number of ways, from informative facts to one-to-one advice and placement partnerships.

In the same way, a notable feature of the European Commission's support for young professionals is the wide range of services available, from job-matching services in the shape of EURES to transnational mentorship projects to support for international students. Whatever your interests, we can help – both at local and European level. We don't work in a vacuum, your local EURES adviser can also help you with information regarding European employment or training schemes that aren't directly run by EURES, so can point you in the right direction for further help.

For example, take a look at the recent Notebook article (page 4) to find out more about the Leonardo da Vinci vocational training scheme, which matches up young people with training projects around Europe – from cultural heritage to information technology projects. Leonardo calls for many young people. Our success story, Lene Quang Pham, a Norwegian national of Vietnamese origin, embarked on a fulfilling career in design after a three-month Leonardo project which gave her the experience to be taken on as a permanent employee (see this page).

Finally, I wish you a happy and stimulating 2009. We've been hard at work on a new portal, both in the space which makes this year more than ever. We need to keep an eye on EURES.

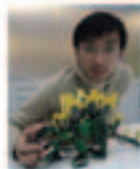
Wally Gordon
Head of the Employment Services and Mobility Unit of the European Commission



Young design graduate brings the dinosaurs back to life

For young designers with little professional experience, the transition from university to the working world can be very tough. Many talented design graduates are left frustrated as they experience some difficulties in finding their first job. As a consequence, looking for job opportunities beyond one's own country borders has become common practice for many design graduates.

Lene Quang Pham, 34, who has Vietnamese origins but grew up in Norway, graduated in design in the summer of 2006 from Akerhus University College in Oslo. After finishing university, Lene was quick to realise that his chances of finding employment would improve if he extended his job search beyond the Norwegian borders to other Scandinavian countries and to the Netherlands, which attracts many talented designers. It was a little bit concerned that employment for designers was so low in Norway. So, when a friend told me about the Leonardo da Vinci vocational training programme, which could get me some professional experience abroad, I didn't think twice. My father taught me that in both bad and good times you have to be pragmatic and flexible, and then you will get the best out of your life.



Lene Quang Pham, 34, designer who brought his experience back to life

With this in mind, Lene contacted Ingeborg Fløy, the local EURES Adviser in Oslo. At that time, Ingeborg was working on an ambitious programme aiming to set up 20 Leonardo da Vinci placements across Europe for design and internet graduates. After Lene struggled to find a placement with popular design companies such as Malmøller in Finland and Dooag in the Netherlands due to severe competition, Ingeborg put all her efforts in helping him to find a placement in Denmark. With support from her Danish colleague, Fred Hansen (thank, a EURES cross-border co-ordinator in Denmark), Lene eventually found a Leonardo placement with the distinguished toy company Lego, where he worked for three months. Subsequently, Lego offered Lene an additional three months' training period. Motivated by this opportunity, Lene, who speaks four languages, had no difficulties in convincing colleagues of his skills and was eventually hired as a full-time toy designer.

Lene has now been working for two years with Lego where he currently is part of a team that designs toy dinosaurs. And although he sometimes misses his family back in Norway, he also loves his new life in Wjale, Denmark, where he has recently bought a flat. My colleagues here are really great and we often see each other after work for drinks. I know that my dad misses me a lot back home, but I also know that I have seized my opportunities and that my dad is very proud of me!

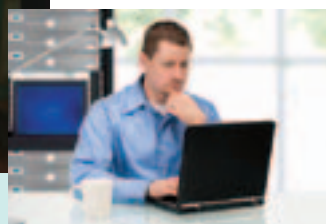
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The EURES & You newsletter today,
which goes to over 300 000 Europeans
registered on the EURES website

SPECIAL FOCUS: the EURES IT system over the years



'EURES for Windows' — the early IT system on show at the 1996 Killarney conference



The EURES IT systems have come a long way compared with the early days, when information on living and working conditions was shared through the exchange of floppy disks and job advertisements were sent from one Euroadviser to another by fax or post. In some public employment services an international phone call had to be approved in advance for budgetary reasons, so one can imagine the giant leap forward in terms of efficiency that a truly connected technological network provides.

In November 1994 when EURES was launched at the Palais des Congrès in Brussels (see page 30) the European Job Vacancy Database was located in Brussels. Each Euroadviser had been provided with a computer workstation which meant that Euroadvisers were able to enter and consult jobs in the European Job Vacancy Database from their offices. Many Euroadvisers were the first people

Living and Working Conditions Database

As far back as 1968 the collation of information on living and working conditions (then just called 'General Information') has been an important tool; the idea, not initially truly put into practice, was to enable jobseekers to search for information about a specific Member State but also to compare the situation in different countries. At the beginning of EURES this took the form of database (initially part of another database called 'Info '92') providing information on a range of standardised topics in all Member States. A network of correspondents throughout the Member States were used to provide the information requested, and one coordinator per Member State was responsible for collecting the information (see page 11) using a common template. This has since expanded according to the evolution of people's needs and suggestions from the national coordinators, such as information concerning driving licences and accommodation rental prices. As the Internet developed, the Living and Working Conditions Database expanded: it was possible to use a network of servers rather than the centralised European Commission one, links could be included to other sites which might be of use to jobseekers and, in 2000, a new section was added to provide information about the labour market situation in Member States.

within their public employment service to have a personal computer, and, long before the Internet had become an integral part of EURES' daily work, the technology available allowed advisers to exchange electronic mails — proving that internal communication has always been a key priority of the network. David Sherburn, EURES IT Project Manager between 1994 and 2005, says, 'There was a period when we were 'collecting' countries, all with different systems already in place — this led to some very lively meetings, but, broadly, agreement was always reached.' Euroadvisers were also able to consult information about Living and Working Conditions in each Member State. Technological developments mean that over the years both performance and capacity has significantly improved. The EURES Charter (2003) specified that public

employment services were obliged to exchange all their vacancies, but it was only once the technology was sufficiently developed that this became a reality.

Four years later, during the UK's six-month stint holding the European Presidency in 1998, EURES launched its first website in Cardiff, Wales as part of the first 'Dialogue with citizens and business' event. The then UK Prime Minister Tony Blair and President of the Commission Jacques Santer were broadcast live on television as they together took a 'virtual journey' to Paris using another service, the 'Virtual Single Market' map, where they then used the new EURES database to search for a job. Five years later, September 2003 saw the launch of the first EURES portal (the European Commission's 'Action Plan on Skills and Mobility

2002-05' had the creation of a 'One-Stop European Mobility Information Site' (OSEMIS) as one of its action points, and it was decided to 'upgrade' the EURES website into this mobility portal). The portal provided its users with information collated from a range of sources and allowed them to search for specific information. The number of vacancies posted on the portal soared to more than 100 000 at that time, and the European CV database was also launched: it has become an essential tool of the EURES service. With enlargement in 2004 and 2007 all the new Member States' computer systems were brought in line with the EURES system, and in May 2006 an updated EURES portal was launched. EURES still focuses on constantly developing the service: 2009 will see the launch of the third EURES portal (see page 110).



The first EURES portal homepage in 2003



Sognefjord, Norway

Country profile: Norway

Joined EURES: 1994

Current EURES Manager: Berit Alfsen

Number of EURES Advisers: 21

Population: 4 737 171

Net migration: 39 532

GDP per capita (in PPS): 178.6

Employment rate: 75.5 % (Source: OECD, 2006)

Job vacancy rate: not available

Official languages: Norwegian

(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

Norway saw a boom in the oil sector throughout the 1990s, and continues to attract workers from throughout northern Europe in particular. Although the agriculture, fish and oil sectors remain outside of the EEA Treaty terms, many workers are required for both primary and secondary activities in these fields. Over 2008 there was growth in demand for public sector workers, especially in the health and social care sectors.

Job vacancy database developments

By guest writer Frank Kavanagh, FÁS (Project Manager in the European Commission's Directorate-General for Employment, Social Affairs and Equal Opportunities, 2001-05)



Frank Kavanagh at the FÁS-hosted 'Open Access' IT conference in 2008

Between 2001 and 2005 a project combining the expertise of Member States and the Commission was underway: to transform the EURES IT job platform from a central database into an innovative, high-performance and distributed system. In 2001, when the project started, the number of vacancies available in the European Database varied between 25 000 and 40 000 and was updated on a nightly basis via file transfers from each participating country. We needed to use the latest technological developments to modernise and improve the system, particularly taking advantage of the new possibilities offered by the Internet to develop a Europe-wide vacancy retrieval system. Our vision was to develop a light, flexible and reliable system.

It was decided that each public employment service would have complete control over its own data using Open Source Web Services technology (for example, each Member State could thus select how their vacancies looked and which should be displayed). With the newly designed search engines it was possible to retrieve information in real time from another PES' system for a specific search — without having to save it on a central database (the previous method). It wasn't a flawless solution and issues such as the initial slowness of the prototype system had to be addressed: in this instance it was decided that an automatic vacancy count would be performed every 30 minutes. This dramatically reduced search times because vacancy counts by occupation and by country had already been generated, and all the user then had to do was to refine the search criteria. We were implementing systems that had never been created before by anyone else; it was a stimulating and innovative time. By 2006 the changeover was completed and the individual systems for each PES had been customised to varying extents.

Although at times there was some difference of opinion regarding the direction chosen and this was a time of negotiation, I think the project can be considered a success. Thanks to the new systems the number of vacancies displayed grew quickly, to average about 1.3 million (figures from autumn 2008). One of the major advantages of the new system is that jobseekers could perform searches in different languages, which allowed them easier access to a larger number of vacancies. The new system played a crucial role in facilitating job mobility and opening up the European labour market more generally.

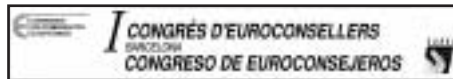
Where do we go from here? There is still room for quality improvement in the current system but in the future the ideal would be to fully integrate the job vacancy search engine into all the national systems. This would allow for a seamless European search from each national system without the need to separately access a central search engine.

Launching in style to the press

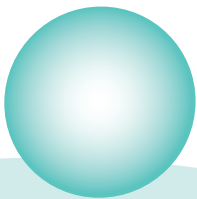
Barcelona, 1993



The Netherlands attracts many mobile workers for seasonal agricultural work



The original Barcelona launch logo



Country profile: *The Netherlands*

Joined EURES: At launch

Current EURES Manager: Jeannette van Yperen

Number of EURES Advisers: 22

Population: 16 405 399

Net migration: 907

GDP per capita (in PPS): 131.0

Employment rate: 76.4 %

Job vacancy rate: 3 %

Official languages: Dutch

(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

The Netherlands is well-known for the wealth of seasonal work available, and it attracts many young workers to both its cities and countryside regions. Heavy truck and lorry drivers and production clerks are also particularly sought after, as are sales assistants and machine operators.

The EURES network was largely in place by 1993, and was launched in Barcelona 20–21 September — a year before the official EURES launch in 1994, which added the vacancy database to the service. EURES, and in particular Joan Cornet Prat (who came from the region and was lauded as a ‘local boy done good’), featured largely in the Spanish media that month, with Cornet Prat telling the local newspaper *Regió7*: ‘[The labour market] cannot continue being so rigid; some flexibility is needed if we want to remain competitive.’ Media representatives from other Member States were also invited, with a total of 35 press journalists, 10 radio researchers, and six TV crews.

The two-day seminar was officially opened by Commissioner Pádraig Flynn. The first day focused on the function of the public employment services in Europe, the cooperation between EURES and the PES, and the Commission’s role



Kevin Quinn, EURES Manager, Ireland, at the Holmenkollen Ski Festival after a Basic Training session in Oslo in the mid-1990s



Gaudi's Casa Mila in Barcelona

PROFILE:

Kevin Quinn

Nationality: Irish

EURES role: EURES Manager, Ireland, since launch

Kevin Quinn began working at FÁS in 1987, and witnessed SEDOC first hand, which he describes as 'well-meaning but not very efficient. EURES has always been much more visible and promoted than SEDOC — suddenly there was a network of frontline placement staff highly trained in all aspects of European labour mobility, employers' needs and the sensitivity of mobile workers, in all major cities.' Kevin has always been a dominant figure in the EURES network, and worked on organising the 1996 Killarney event, which many members of the network remember very fondly (see page 45), as well as working closely on FÁS' provision of the EURES Adviser training in the mid-90s (see page 47).

in EURES, as well as round-table discussions on EURES' HR and promotional aims and the role of a Euroadviser; the second day involved role plays, practical exercises and case studies. For many the most important aspect of the event was meeting their new colleagues, and BEC made sure that a good time was had by all, with Joan Cornet Prat arranging a dinner in the gardens of the town hall on the evening of the first day. Meanwhile, Kevin Quinn recalls: 'Unfortunately (or fortunately!) the rooftop swimming pool of the hotel chosen by the organisers burst just before we arrived and made the hotel inhabitable for the event. The conference was then moved at no extra cost to a five-star hotel which had been built for the Olympic Games in 1992 for the VIP guests. The hotel was very luxurious — there was gold everywhere — so EURES was launched in style!'

Setting up a brand new service, even one with its roots in an existing structure, was not always straightforward. As Ann-Charlotte Hollander, the first EURES Manager for Norway, says: 'Over the implementation period, the first EURES Managers grew very close — we met regularly to share problems and best practice examples. We really started at the beginning, and all had to scrutinise the legislation in order to make sure we were implementing

The Colosseum



the service in the correct way in terms of both national and EU law. We also had to find feasible channels for how EURES would work in practice in each of our countries.'

The integration of EURES into the national public employment services was not always smooth. In fact, the challenges of implementing one centrally coordinated system throughout many widely differentiating structures were not new ones — SEDOC had also struggled to set up an entirely consistent, flexible service. An early example of this is Italy's response to a report on the network's success country-by-country, commissioned by the SEDOC Working Group back in 1983. The Italian public employment service, then called UMOTEM, found integrating SEDOC harder than most due to the fact that employment services have always fallen primarily under the local region's remit. The response states that 'differences in organisation, attitudes, staff preparation, resources, and legislation governing the employment system in Italy, as against the situation in other countries examined do not permit a ready comparison to be made. We are not attempting to assert that the service in Italy is completely satisfactory but merely to point out that we started from a different basis and that consequently organisational efforts on a different scale were called for. The report does not seem to have given sufficient emphasis to the efforts of UMOTEM to reinforce the SEDOC service' — and, in fact, several errors were found throughout the report, not least the constant reference to UMOTEM as "UNOTEM".

Country profile: *Italy*

Joined EURES: At launch
Current EURES Manager: Antonino Costantino
Number of EURES Advisers: 58
Population: 59 619 290
Net migration: 497 096
GDP per capita (in PPS): 101.5
Employment rate: 58.7 %
Job vacancy rate: Not available
Official languages: Italian
(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

The surplus of workers in Italy in the 1950s and their movement to northern Europe is thought to have contributed to the emphasis on free movement in the Treaty of Rome (see page 8). Nowadays, Italy attracts workers in its own right. Many come from Eastern Europe (especially Romania, perhaps due to the linguistic similarity) or from third countries (especially Albania and Morocco).

Lift-off!

EURES is officially launched across the EU

The European
Parliament, Brussels



Country profile: **Luxembourg**

Joined EURES: At launch

Current EURES Manager:

Jean Hoffmann

Number of EURES Advisers: 12

Population: 483 799

Net migration: 6 001

GDP per capita (in PPS): 266.5

Employment rate: 64 %

Job vacancy rate: 0.6 %

Official languages: French, German, Luxembourgish

(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

Luxembourg is characterised by intense cross-border activity: a whopping 150 000 people cross the border into Luxembourg to work every day. During 2008 there was a sustained increase in employment in several sectors, including business and financial services, health and social services, construction, and transport and communications.

EURES launched its full service in the Palais des Congrès in Brussels in November 1994, during Employment Week. Though the network of Euroadvisers had been launched the previous September in Barcelona, the Brussels launch marked the completion of the initial set-up of the vacancy database (at that point there was no public interface), making EURES what it still is today: a nationally integrated service with two strands — virtual and human.

At the launch there was a symbolic moment when the Commissioner for Employment, Social Affairs and Equal Opportunities, Pádraig Flynn, sat at a terminal and sent a welcome message to all Euroadvisers — the service was live!

The planning for an evaluation strategy earlier in 1994 had made it clear that at this point the network was still not entirely sure how much client work the network would be dealing with; the strategy planning document states that 'While it is probably too early to set specific targets (e.g. 100 enquiries satisfied per Euroadviser per day) in respect of EURES' activities, evaluation may start by measuring what activities are actually occurring ...'. Even today, 100 sounds like an awful lot — it shows that in 1994 the network was passionate and enthusiastic, but not entirely sure about what the level of public interest, and the scale of EURES' response, would look like.



The EURES Norway launch in Oslo, November 1994. The man on the left, a Belgian chef, was the very first jobseeker helped by EURES Norway; soon after this photo was taken he found work in Stavanger, northern Norway

PROFILE:

Ann-Charlotte Hollander

Nationality: Swedish

EURES role: EURES Manager, Norway, 1993–98

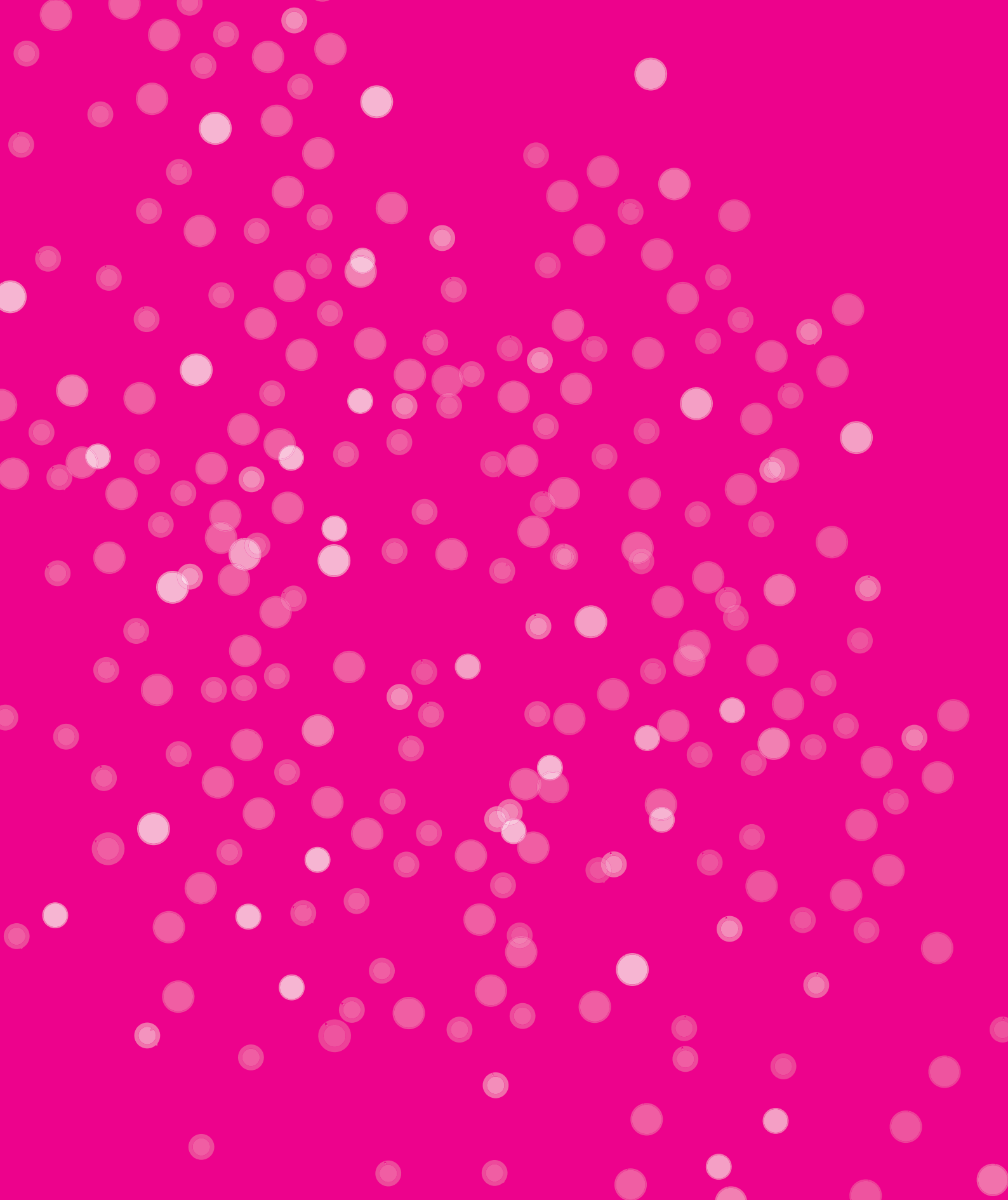
Ann-Charlotte Hollander began her EURES career by working on the implementation and integration of the European Economic Area (EEA) agreement in Norway. Under the terms of this agreement, Norway began planning to join EURES in 1993, and Ann-Charlotte was appointed as EURES Manager. It was a challenging start at a time when Norway voted against membership to the EU. However, the hard work paid off — having launched with just two Euroadvisers, there are over 20 in place today. She's very proud of the results of EURES' work: 'People are now much more aware that moving abroad is really possible — lots of people do it now, not just the young. This is by no means due only to EURES, but the excellent professional advice and support certainly helps enormously.'

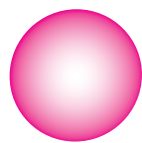
Vianden, Luxembourg



EURES countries (then numbering the 12 EU Member States plus Iceland, Liechtenstein, Norway, Austria, Finland and Sweden under the terms of the EEA agreement) also held their own launches at local level. For some this was trickier timing than others: for example, one week after EURES Norway launched their first office in Oslo (see photo), the country's citizens voted 'no' in a referendum on whether to join the EU. Although the vote was close (with 52.2 % voting 'no' from a turnout of 88.6 %), it was a hard time to be promoting the benefits of engaging with European workers and companies. Ann-Charlotte Hollander, EURES Manager from the launch until 1998, said 'the EU was not so popular in Norway in the beginning, which made communicating EURES difficult both within the PES and to the general public.' During her years in the role, however, the need for skilled labour in Norway grew massively, especially in the oil and health sectors. Successful recruitment of engineers and medical doctors made EURES not only accepted but a highly professional and appreciated tool within the public employment service in Norway.

At the close of 1994, then, after four years of planning, EURES was finally taking off, with 400 advisers spread over 18 countries and two fully functioning European databases of vacancies and living and working conditions. The next decade was to see the service expand massively — by 2004 EURES had 29 countries on board and over 700 advisers.





Section 2 THE EARLY DAYS: 1994-2004

Timeline 1994-2004



January 1995

Austria, Finland and Sweden join EURES

November 1995

EURES Strategy Seminar, UK

January 1996

The Commission adopts a report on the first year of EURES, calling it a considerable human and technical achievement so far

September 1996

EURES forum at Disneyland Paris, France brings all the members of the network together for the first time since the official launch

October 1996

Conference in Killarney, Ireland, brings together the Heads of the employment services with the network for the first time

2-3 April 1998

Seminar on 'The Integration of EURES into the PES: Assessment and recommendations', Rotterdam

14 June 1998

First EURES website is launched in Cardiff, Wales, by Jacques Sauter, President of the European Commission, and Tony Blair, Prime Minister of the United Kingdom

November 1998

Official Memorandum of Understanding in support of EURES signed by all the Heads of the public employment services in the European Union

1 January 1999

The euro is introduced to world financial markets as an accounting currency replacing the former European Currency Unit (ECU) at a ratio of 1:1 (physical coins and banknotes enter circulation on 1 January 2002)



The EURES forum at Disneyland Paris in September 1996, to which all EEA Euroadvisers were invited



An undeniably challenging, yet successful, decade



Figures from a September 1995 European Commission report on the first year of EURES' activities

Organisation	Contacts with			Applications	Placements*
	Jobseekers	Employers	Others		
AT-AMS	8162	816	1569	1010	1140**
BE-FOREM	1811	62	95	1364	0
BE-VDAB	10045	448	1297	4841	153
BE-ORBEM	9457	547	1015	1110	0
DE-BA	26689	3084	2140	4522	1389
DE-BVA	3790	66	1574	122	0
DK-AMS	3427	109	329	224	117
ES-INEM	16352	185	1058	2736	181
FI-ML	16850	590	1040	1795	354
FR-ANPE	5234	963	484	2108	452
FR-APEC	620	39	78	36	4
FR-OMI	1283	208	195	219	1
GR-OAED	905	324	392	432	3
IE-FAS	10337	717	1964	1380	359
IT-ML	17686	1061	4234	3057	674
LU-ADEM	180	12	25	45	5
NL-AV	15379	1733	2296	4388	522
NO-ADIR	5915	842	858	907	42
PT-IEFP	760	190	411	173	42
SW-AMS	7704	872	11525	784	131
UK-ES	11890	1830	4775	2237	195
TRADE UNIONS	5235	41	650	***	***
Totals	179711	14739	38004	33490	5764

Original 1995 notes to the table above:

*Some organisations had difficulties in reporting these figures since the EURES computer system cannot yet provide an automatic follow-up of placement activities

**Austrian Euroadvisers only count written applications. There are more placements since the Austrian Hotel and Tourism Industry recruits very often only by an oral procedure

***Trade Union Euroadvisers are not involved in application and placement activities

The first ten years of EURES were an exciting, challenging and rewarding time. The decade saw not only the network expand phenomenally but also the European Union, and was a time of intensely stimulating technological development, particularly with respect to how the Internet has revolutionised communications, research and the professional world in general. Travel has become cheaper: it has become possible to fly anywhere in Europe at much lower cost than previously and this has had an impact on the labour market and mobility; to work abroad no longer means that you will be unable to visit family and friends (though ecological concerns will likely alter the future of low-cost travel). These developments have represented challenges as well as exciting opportunities, a selection of which will be highlighted in this chapter.

A few fundamental points about EURES and its members are very clear: all agree that it is the network, and its human element, which defines EURES, and people have worked incredibly hard to arrive at where we are today. The passion of the members of the EURES network has been evident throughout its history, and marks out the service as unique on a European level — the renowned Spanish economist Ramón Tamames commented that there have only been a few real European services, and that EURES is one of them. There is also a very clear desire for EURES to keep evolving, and to ensure that the service offered to its clients is of the highest quality.

Cross-border partnerships in the early EURES era

Cross-border partnerships have always been an important part of EURES' daily and strategic work, and there are currently more than 700 000 European citizens who live in one EU Member State and work in another. The first EURES cross-border partnership was formalised in 1993 (though there were already several partnerships in place prior to the set-up of EURES, such as the successful IGA 1 partnership between northern Belgium (Flanders) and the Netherlands, which later became the EURES Scheldemond cross-border partnership). In 2009 there are 21 cross-border partnerships covering 13

countries. EURES brings together the social partners working in a region, as well as the public employment services, local authorities and vocational training and employment institutes, to ensure that workers' needs are catered for and information is centralised. Cross-border EURES Advisers specialise in providing information and advice to people who live and work in two different countries, particularly concerning legal, administrative and fiscal issues.

The first EURES-funded cross-border partnership to develop was EURESChannel (originally called EURES

HNFK), which encompasses the regions of Hainaut and West Flanders in Belgium, Nord-Pas-de-Calais in France and Kent in the UK, an area with more than 8 million inhabitants. Flanders has a low unemployment rate, many small and medium-sized enterprises and a large number of job offers, which is not the case in Hainaut and Nord-Pas-de-Calais. There is also a fiscal statute which ensures that it is advantageous for the French to work in Belgium as cross-border workers. Originally people often went from France to work in Belgium, notably to work in the textile industry, and many people took temporary jobs

A map from the mid-to-late 1990s showing the services available in the EURESChannel cross-border region





Left: Cross-border conference in Trieste, 1999 (L-R: Petra Oberrauner, EURES Interalp Cross-border Coordinator, and H el ene Clark, Head of Sector)



Right: French and Belgian EURES Advisers at an early EURES Channel event in the UK (L-R: Isabelle Van Cauwenberghe, VDAB EURES Adviser; Corinne Gomet, UK EURES Adviser; and Ann Verdonck from UNIZO, one of EURES Channel's partners)

in the UK to improve their English (a trend that continues today). In recent years it has been particularly noted that many young French graduates from the Nord-Pas-de-Calais region are looking for work in Brussels rather than Paris, which was traditionally the case. EURES Courtrai organises an annual job fair called 'Eurojob', which has become a great success: the number of companies present has grown from 12 in 2002 to 30 in 2007 and many people have received job offers as a result of attending the fair. In 2004 the first cross-border job fair was launched in these regions and it is now an annual event which rotates across the regions: in 2006 it was organised in Lille, in 2007 in Courtrai and in 2008 in Tournai.

Country profile: **France**

Joined EURES: At launch
Current EURES Manager: Mounira Braye
Number of EURES Advisers: 77
Population: 63 753 140
Net migration: 72 668
GDP per capita (in PPS): 109.2
Employment rate: 64.9 %
Job vacancy rate: 0.7
Official languages: French
(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

France has a strong cross-border history; today it has cross-border partnerships with all surrounding Member States. In recent years France has seen a rise in emigration. Movement between France, Belgium and Luxembourg is common because of the shared language base, but many French workers also look for jobs in the United Kingdom to improve their language skills.

Cross-border partnerships

Oberrhein (France, Germany, Switzerland)



Sankt Märgen in Germany's Black Forest, in the east of the Oberrhein cross-border region

Germany has been an active and driving force within EURES since its inception. Boasting the largest number of both EURES Advisers and cross-border partnerships, it is an important contributor to the network. Germany's geographic location and the widespread knowledge of the German language in surrounding countries makes it ideally placed for developing cross-border partnerships.

One of the most long-standing is the Oberrhein partnership, which exists between Alsace, part of Baden-Württemberg and part of the Rhineland Palatinate. Five north-western Swiss cantons are associated with the partnership and have observer status. Every day 26 000 people cross the Rhine from Alsace to Baden-Württemberg, often to work in the German car or technology

industry, while 33 000 French workers cross over into Switzerland on a daily basis, as do 27 000 Germans, many of whom are attracted to Switzerland because of the higher wages. These cross-border workers are a mix of ages and skill sets; old and young, non-skilled, skilled and management. Many Germans have houses in Alsace yet continue to work in Germany, and many of the French are attracted by the bustling industry, which is lacking in their region. Some workers have been cross-border workers for the last 40 years! EURES Advisers take part in a Cross-border Working Group which exists to improve the situation of cross-border workers and in this region reports to a special regional governmental commission with suggestions of how these problems could be solved.

Sylvia Müller-Wolff



A EURES Adviser's perspective on cross-border partnerships

Sylvia Müller-Wolff has been working in the Oberrhein cross-border region since before the foundation of EURES, and was one of the first German Euroadvisers. She is trilingual in German, French and English and sees her role as an information broker for jobseekers and employers. Based in Karlsruhe in Germany, she visits France for work four to five times a month. Her work includes running seminars to provide information about applying for jobs in the cross-border region, organising placements for qualified workers abroad, explaining the details of regulations which affect cross-border workers (such as social security benefits and housing issues), handling placements and job offers and participating in the Cross-border Working Group. In Sylvia's opinion the most essential part of her job is to provide a personal advice and information service about the issues which affect cross-border workers on a daily basis.

A boat, a bridge, and a border

The Øresund cross-border partnership



The magnificent Øresund bridge linking Sweden and Denmark

Country profile: **Sweden**

Joined EURES: 1995

Current EURES Manager: Torbjörn Wallin

Number of EURES Advisers: 39

Population: 9 182 927

Net migration: 53 978

GDP per capita (in PPS): 122.3

Employment rate: 74.8 %

Job vacancy rate: 1.3

Official languages: Swedish

(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

Sweden has one of the highest mobility rates in Europe. This is facilitated by a wide knowledge of English among the population, which allows people to work abroad more easily but also eases the path for foreign migrants coming to Sweden. With the opening of the Øresund bridge mobility has greatly increased. Sweden has some very specific labour shortages, one of which is bus drivers.

In 1997 a cross-border partnership was developed between Sweden and Denmark in the Øresund region. The partnership aimed to support the free movement of workers in this area (who then accessed their neighbouring country by ferry), both students and workers, to inform potential employers about the labour market situation in the region and to support recruitment. In the late 1990s there was great optimism about the Øresund bridge, which was to open in 2000 (it is the longest combined rail and road bridge in Europe). It was expected that the bridge would enhance the labour market in the region: in 2000, before the bridge opened, there were 2 500 people commuting from Sweden to Denmark, often because of the higher wages in Denmark. In 1998 the cross-border partnership developed a database of job descriptions and vacancies on both sides of the bridge to address the problem of lack of knowledge about opportunities in the region not just among workers but also among the region's many students, and when the bridge opened in 2000 it greatly eased mobility (although the high toll fees continue to pose a problem). The database requires one Swedish and one Danish consultant to constantly update the website with new information to inform the 3.6 million inhabitants in the region about the opportunities available. This has been highly successful and in 2007 there were 20 000 commuters crossing the bridge from Sweden to Denmark, as well as 10 000 Danes living in Sweden but continuing to work in Denmark because of the differences in living costs and wages.

Ireland overseas: a success story

Know before you go!

In the early 1990s a project to help young Irish migrants to the UK was set up between EURES Ireland and EURES UK, which was such a success that it was then extended to include the Netherlands and Germany. At this time a potentially serious problem had been identified. Many young Irish workers were going to work in London and other major European cities and, although well educated, left Ireland with no preparation. They therefore found themselves severely disadvantaged when arriving in a foreign country to look for work. These young jobseekers did not know how to equate their Irish qualifications to those of the host country so were often accepting work far below their skill set, while many were unemployed because they did not

know how to go about finding a job or where to go to find accommodation. As Kevin Quinn, EURES Manager in Ireland since the launch of the service, points out, a third of Irish immigrants were approached in their first 24 hours in the UK for criminal or illegal activities. This was identified as a problem both in Ireland and in the host countries and the British and Irish public employment services agreed to work together to try to minimise the problems experienced by these migrants.

The project was split into two elements: pre-departure information sessions for young Irish people as well as the production of a series of questions and answers about living and working in the UK to help the Irish

migrants to integrate both at work and socially. A Cooperation Committee was created, chaired by EURES, which brought together all the players who impacted on migrants' lives, such as representatives from the benefits providers, the Housing Department, training centres and the local public employment services. They worked together to try to minimise the problems for the Irish and maximise their contribution to the UK labour market. The Cooperation Committee was very active and was successful in significantly reducing the problems faced by migrants.

One of the main aims of the project was to ensure that everyone had access to information to prepare them for their move before they left,



Ha'penny Bridge,
Dublin, Ireland



Rolling the project out to other Member States

The project was such a success that the format was copied in Germany and the Netherlands (the latter of which signed a bilateral agreement with the Irish public employment service in April 1992). The emphasis was again on pre-departure information, but a crucial role was also played by the Irish Euroadvisers placed on the ground in the head offices of the public employment services in the host countries. Euroadvisers had fixed contracts to work abroad, which greatly helped the situation of Irish immigrants in these countries as they were able to accurately monitor the labour market and identify jobs which would be of interest to them. They were also able to ensure that Irish migrants' interests were considered on a local and regional level. The project was a great triumph, and when the economic situation improved in Ireland these Euroadvisers were also used to inform the Irish migrants in their region about the new opportunities which could be of interest to them back home. It was at this point that the Irish Euroadvisers returned to Ireland, and their experiences were utilised in the creation of a strategy on how to best prepare incoming migrants for life there.

irrespective of their destination, and that everyone had the right to go to a FÁS office in Ireland and ask for information. A 24-hour helpline was also created to provide information about the labour markets in different cities, housing and emergency housing, the location of the nearest job centre. There were no travel restrictions between Ireland and the United Kingdom at this time, and it is estimated that 50 000 Irish emigrated to the UK each year throughout the 1990s.

The project was financed by EURES and the European Commission. This was a crucial aspect of the project, as it would have been very difficult to receive national funding due to the sensitive situation regarding migration in these countries at the time.

Country profile: *Ireland*

Joined EURES: At launch

Current EURES Manager: Kevin Quinn

Number of EURES Advisers: 18

Population: 4 401 335

Net migration: 46 239

GDP per capita (in PPS): 150.4

Employment rate: 69 %

Job vacancy rate: not available

Official languages: Irish, English

(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

Irish EURES Advisers' roles have markedly varied over the years. In the early 1990s there was mass migration out of Ireland due to a slowing economy, and during this period advisers provided information on how to find work elsewhere as well as on practical issues such as social security abroad. When the Irish economy started to boom again EURES Advisers actively recruited Irish workers back to Ireland, as well as working to attract migrants from other countries. It is now one of the most popular EU destinations for migrant workers.



EURES Ireland has continued to be especially active in the field of large recruitment projects, and hosted this 'Large-Scale Recruitment Seminar' in Dublin in October 2000

EURES Strategy Seminar — London, 1995



L-R: Ted Gunby, EURES Manager, UK, 1991-2003, and Peter Sydserff, EURES Manager, UK, since 2003



The London Strategy Seminar, 1995

From an organiser's perspective

By Ted Gunby, EURES Manager, UK, 1991-2003

This meeting in London was a very formative one, and it led to a much clearer understanding between the public employment services and the European Commission, which was invaluable. This meeting aimed to try to realise some common objectives for EURES from the different parties. During the meeting a number of different principles were proposed and each one was written on a piece of paper which was then placed on the wall. Everyone present was given a selection of small stickers and asked to place a sticker on the pieces of paper containing a proposal which they agreed with. What I will always remember was one person's absolute shock upon hearing, having asked how many stickers each person would receive, that the representative from Luxembourg was going to be given the same number of stickers as the representative from Germany!

Discussion and mutual understanding

In November 1995 all Euroadvisers acting as Project Managers on a wide range of mobility-related schemes visited London for a meeting to discuss the strategy and focus of EURES. The time since EURES' launch had been exciting, inspiring and productive, but at this point there was a clear need to bring those driving the various projects forward to come together in order to formulate a concrete strategy upon which everyone agreed, rather than working towards different aims and sending out different messages. It was also vital to ensure that the EURES network and the European Commission were working together as a team as effectively as possible.

This seminar brought the EURES Project Managers and the European Commission together and gave them the opportunity to discuss different proposals and to really reflect on what the aims and goals of EURES should be. It allowed both the European Commission and the public employment services the opportunity to properly examine the others' point of view and their reasons for holding the opinions on EURES' aims that they did. The result was that the parameters of information, advice and placement which were to become the fundamental pillars of EURES were defined, along with a greater understanding between the EURES Project Managers and the European Commission.

The Killarney conference (1996)



Killarney — a milestone event

In October 1996, every member of the EURES network and affiliated associations was invited to a conference in Killarney, Ireland (which held the European Presidency at that time), to discuss the future of integration between EURES and the public employment services in each Member State. Although all Euroadvisers had met for the first time the month before at Disneyland in France, the Killarney event was the first time that senior management staff from the public employment services had all been gathered together with the network. Chartered planes arrived from London and Brussels and over 500 people attended — the largest EURES event so far (one local paper, *The Kerryman*, announced happily that 'Killarney and Tralee are to get a major off-season boost!' before adding more soberly that the meeting was 'a significant event in the Irish calendar of the EU Presidency'). To this day people remember it as one of the fundamental EURES events of the last 15 years. EURES was still young in 1996, but it had been in existence long enough for a major issue to have been identified: the members of EURES and the senior management of the public employment services often had diverging opinions about the role that EURES should play and how much time should be dedicated to its activities.



Sandra Pratt, then BEC Head of Sector, and Kevin Quinn, EURES Manager, Ireland, presenting to the EURES network in Killarney

Testimonial: Kevin Quinn

EURES Manager, Ireland, since launch

The Killarney conference was a very significant event. For the first time everyone involved in European labour market issues was brought together, which really allowed different parties the opportunities to discuss their priorities and needs and to understand their partners' situations. This was the first time that the directors-general from throughout Europe had come together to discuss public employment services' role in EURES. From Killarney the 'Heads of PES' meeting was born, which is now a very important twice-annual event. The Heads of the PES (public employment services) meet in the country holding the EU Presidency and discuss matters affecting them. I think that creating a forum where the public employment service Heads and EURES Managers and Advisers could really discuss their visions and problems was crucial for the successful development of EURES and that these four days were highly productive and appreciated by everyone.

The EURES Germany team relaxing in Killarney



Local Irish dancers teach the network a thing or two

Through meetings, seminars, workshops and discussions this conference allowed all the parties involved to reflect upon how best to integrate EURES into the public employment services, as well as reflecting on what EURES' priorities should be. For example, discussions focused on topics such as whether the service should target large companies or SMEs (small and medium enterprises), and how to achieve the outcomes decided upon. The various working groups and the Working Party (see page 66) also used the opportunity to hold special sessions. Yvette Sterkendries of VDAB (Belgium) remembers

how well-organised the conference was: 'Everyone was spread over five different hotels but the letter in my room still said not just 'Dear Colleague' but 'Dear Mrs Sterkendries' and went on to detail my personal schedule — an astounding level of organisation, the result of much initiative on FÁS's part as well as the help of different countries from the network. The socialising was also great fun and a lot of effort had been put into this — it was a very jovial, welcoming atmosphere. I will always remember Kevin Quinn, who had broken his foot, waving us off on the coach to the airport with his crutches!'

Training over the years



Norwegian Euroadvisers and the EURES Manager Ann-Charlotte Hollander gathered at a national training session in Tromsø, Norway, in 1998

Training has always been an essential part of a EURES Adviser's introduction to the network. At a Member-State level training was already organised for the staff of the public employment service but EURES Managers and BEC realised in the early 1990s how essential a customised Euroadviser training would be: their roles were different from others in the public employment service and had only just been created, so they could not be expected to glean their skills from watching others do a different job. As a result, Euroadviser training was created. It's not clear how much the initial discussions were based on the SEDOC training that took place in the 1980s, or even if BEC were aware of this previous scheme: it's likely that the training plans were created more or less from scratch.

Different companies and public employment services have run the trainings over the years. Isoplan, the first training providers, were a German company and were chosen because of their previous experience of

planning international trainings for people working with mobility issues. They had previously trained members of the German public employment service to deal with third country workers who lived in Germany and now wanted to return to their country of origin. The first EURES training took place in 1993.

When FÁS took over the training for four years in 1995, a particular aim was to ensure that the training, including all role plays and simulations, was as relevant and lifelike as possible. This approach continued when AMS, Denmark, and ANPE, France, took on the training between 1999 and 2004. They wanted it to be clear that someone who had completed the training was different from someone who had not. They should be recognised as experts about the European labour market and this should be immediately apparent when talking to them. PriceWaterhouseCoopers provided the training between 2005 and 2008, and from 2009 onwards a new training provider, RSO, will be in place.



An Advanced Training in Avignon, France, 1998

Training

Initial Training

Country profile: **Greece**

Joined EURES: At launch

Current EURES Manager:

Alexandra Krassa-Kourti

Number of EURES Advisers: 20

Population: 11 213 785

Net migration: 40 014

GDP per capita (in PPS): 94.9

Employment rate: 61.5 %

Job vacancy rate: 1.3

Official languages: Greek

(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

Greece's tourist industry is prominent, and many EURES Advisers are involved in working to match the skill sets of foreign workers with the requirements of employers in this sector in particular in Greece. Much migration is seasonal and involves bar staff, chefs, and people working in the hotel trade.

EURES' Initial Training is available to people who have been working for the public employment service for at least a year. It currently takes approximately ten working days to complete, split over two training sessions in groups of different sizes (the year's intake is split into four for the first week, and then comes together for the second session). Training courses are organised so that people who speak the same language (from a choice of English, French or German — EURES Advisers are obliged to be fluent in at least one) are trained together. An important task of the Initial Training is to provide an overview of EURES so that advisers understand how EURES has developed, as well as its aims and its ambitions for the future. Initial Training also provides an overview of the labour market

Initial Training session attendees in front of the Manneken Pis in Brussels, 1998



The first FÁS Initial Training session, held in Crete in 1995

situations in the different Member States so that EURES Advisers are well equipped to deal with a wide range of queries from jobseekers. From a list of ten key points that were provided to the attendees at a basic training in 1994/1995 — some of which are more easily obtainable than others! — most remain valid today:

- Check your equipment at home — are you connected to the Internet?
- Make sure that your work is appreciated by your line manager
- Be sure that you are visible internally and externally
- Be sure that you are updated regarding training and educational issues (if you think you have finished your training, you are more finished than trained)
- Update your network — national and transnational levels
- Make your line manager interested in EURES
- Define your tasks and make your priorities
- Reflect about 'Guidelines on the role of PES EURES Advisers in the EURES network'
- Reflect on EURES' quality standards
- Don't forget your EURES statistics

Training

Advanced Training



Euroadviser Colin Mills (centre) introducing Scottish culture at the 1998 'Living and Working in the UK' Advanced Training in Eastbourne



The PES Line Manager training in Valencia in October 2008

Line manager training

Line managers within the public employment service are more distant from the day-to-day EURES projects than the EURES Advisers, and there have sometimes been issues concerning the level of support that some EURES Advisers receive and how much time they are able to dedicate to working on EURES. To try to rectify this, a course was developed for line managers. This provides an excellent opportunity for line managers to discuss problems and to ensure that they are working together in terms of the messaging and support that they provide. Both line managers and EURES Advisers have found the training to be highly beneficial: according to Lisa Sheedy from FÁS in Ireland 'the line manager training which I attended was not just "useful" but "essential". It was only after the training that I really understood EURES and I now provide my EURES Advisers with much greater support. In my opinion it would be ideal if a day was added to the Initial Training session which the new EURES Advisers' line managers were also invited to attend. This would ensure that line managers fully understand their EURES Advisers' duties.'

Once a EURES Adviser's Initial Training has been completed, there are various options open to them. The next obvious step is the Advanced Training, which continues to build on the themes approached in the Initial Training. Subject-specific courses are also offered under the Advanced Training programme, and these are aimed at those directly involved or interested in a particular issue (such as cross-border regions, or communications). Previously, Advanced Training was organised by one country and attendees were invited to learn about specific issues affecting that country, so that they were better able to inform jobseekers when asked specific questions relating to that country but also were informed about the labour market in that country. They were educated about the culture and customs of that country too, which sometimes led to dressing up being essential! Another Advanced Training now available is 'Train a Trainer', which prepares EURES Advisers to run trainings themselves. The network's key strength is its members and this course trains members to give back to the network by sharing their knowledge and skills with other members of the network, by running both international and national level trainings.

The importance of understanding cultural diversity

By guest writer Morten Fenger, EURES Manager, Denmark, 1993–2003



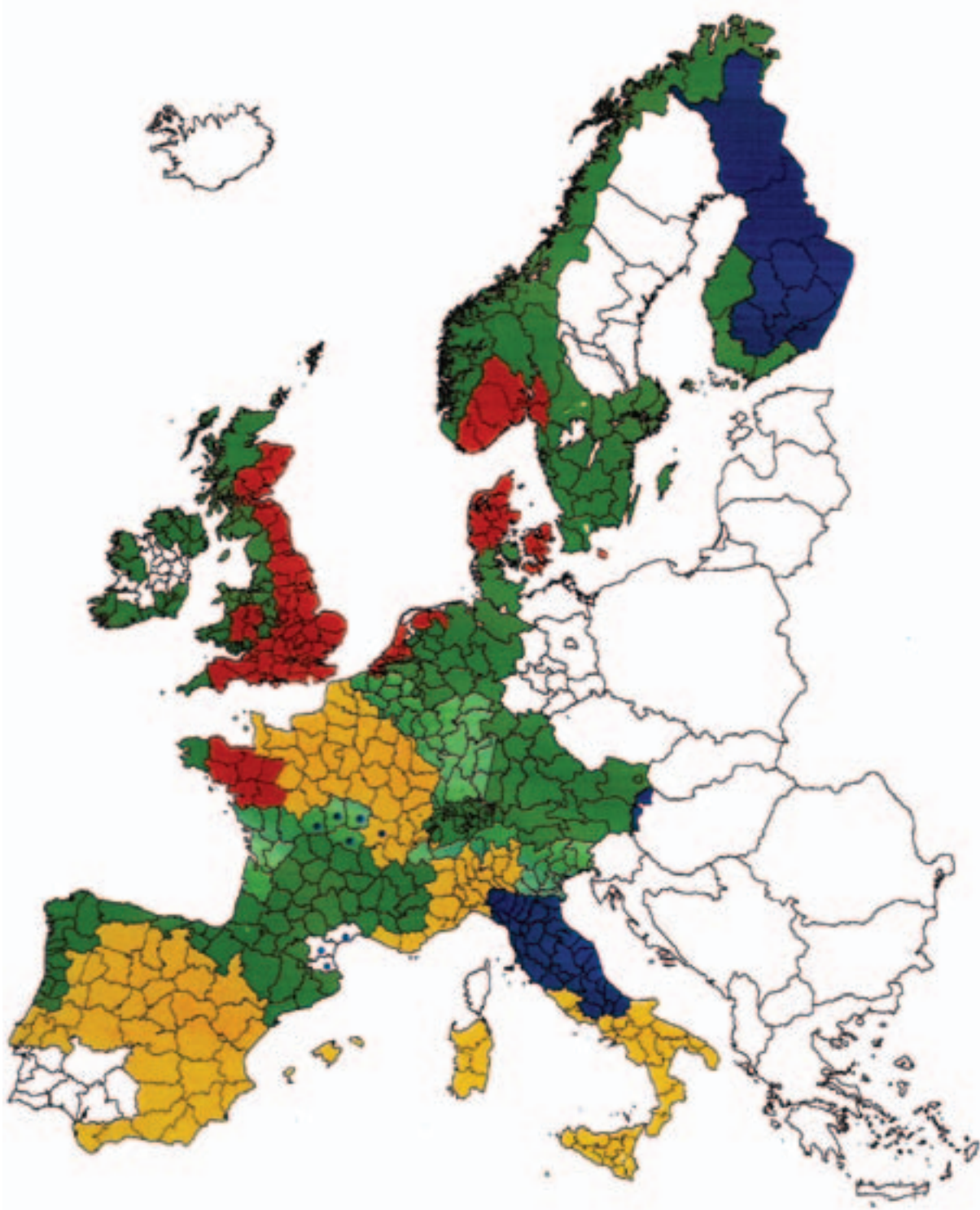
For EURES to be able to do its work it is essential that we always remember the importance of understanding and accepting cultural differences. The network is an essential element of EURES and is what powers its work. As globalisation intensifies, the need for cooperation between people from different cultural and geographical backgrounds becomes ever more necessary, and cultural differences can sometimes lead to misunderstandings. Having worked with a large number of people from different countries over many years, I began to do some research about the foundations of cultural differences in Europe — I was very interested in the fact that they have such a huge impact on companies' employment and management styles. It quickly became apparent that, to understand colleagues from different backgrounds, it is important to understand how different family types' values govern their thoughts and actions. The basis of my research

comes from the theories developed in Emmanuel Todd's *L'invention de l'Europe* and was conducted in the 1990s. Todd's studies cover the countries which had joined the EU at that point, and base a family on being one man and one woman who marry and have children.

The basis of the family/management type classification rests on four fundamental values: liberty as opposed to authority, and equality as opposed to inequality. Todd's four family 'types' sit at different locations on the two spectrums, and the dispersal of these four types is represented on the map opposite. The first, the **absolute nuclear family**, allows great liberty, as can be seen in the family make-up: the original couple have children who grow up, marry and leave their parents to establish their own household — plans for the inheritance of the family estate in this situation may depend on many factors, such as the particular

relationship of each sibling to their parents. The management style of employers from cultures in which the absolute nuclear family is common often provide structured guidance to their employees, but expect employees to take the initiative in adapting their actions to each situation. The second type of family, the **egalitarian nuclear family**, propounds both liberty and equality, according to Todd. The original couple have children who grow up, marry and leave their parents to establish their own household, thus displaying their liberty, but, in contrast to the absolute nuclear family, inheritance is normally shared equally between the siblings. Management here requires a leader who acts fairly but has a clear set of his or her own aims.

The **authoritarian family** rests on the two values of authority and inequality. When the children of the original couple are grown up, one son tends



A hand-crafted map of the EU in the 1990s showing the dispersal of Emmanuel Todd's family types (© Morten Fenger, 1999). Red = absolute nuclear family, yellow = egalitarian nuclear family, green = authoritarian family, blue = community family and light green = transitional areas.



Cultural diversity is alive and well in the EURES network: Czech, German and British EURES Advisers at a conference in Dublin in 2004

Morten Fenger, EURES Manager, Denmark between 1993 and 2003



PROFILE:

Morten Fenger

Nationality: Danish

EURES role: EURES Manager, Denmark, 1992–2003

With a background in law, Morten worked in the field of labour law in his early career. He was social attaché at the Danish EEC Representation from 1977 to 1981 before becoming the Director of Human Resources at AMS, the Danish public employment service, in 1987. In 1992 he became Director of European relations, including the Danish administration of the European Social Fund, the free movement of persons and social security. To become involved with EURES was the next natural step: Morten was involved with EURES from the beginning and helped to prepare the launch. Although a relatively minor part of his overall work, it was one of his favourite aspects.

to stay with the parents. The son that stays at home will not necessarily inherit the entire family fortune; other siblings will in principle also receive financial compensation. Management assures a solid and continuous framework for production, and the manager is expected to show clear authority if problems are encountered. The final family type, the **community family**, encompasses both authority and equality: the sons of the original couple bring their wives to the family home, meaning that there are often three generations in one household, with all subject to the authority of the original father. Inheritance is shared equally. Management is flexible yet clearly-led, and many small family businesses exist in these areas with siblings and cousins collaborating.

It is through understanding these differences that business and communication can be fostered; people are then able

to adapt their behaviour and expectations accordingly. It is essential for a EURES Adviser to be able to understand the needs of both the jobseeker and the employer. A EURES Adviser who is trained in this area will be able to predict the types of problems that a jobseeker going to a particular area might encounter and will be able to brief the jobseeker about important cultural differences and expectations before they attend an interview. It can also be useful to give concrete examples to jobseekers when discussing the option of working abroad, to illustrate how their life might be different in another country. This is essential to ensure that jobseekers are making an informed choice about working abroad and that it is the right decision in their individual situation. This cultural understanding is also important between EURES Advisers, as it helps mutual understanding, trust and networking to develop between them.

A Memorandum of Understanding

An important step forward for EURES

Even before EURES the 'Heads of PES' meetings had always been a major part of the European Commission's discussions on employment, and these were cemented by the 1996 Killarney event. In 1998 these discussions were taken one step further when the directors-general of all the public employment services of the European Union and EEA formally came together in Baden, close to Vienna, to sign a Memorandum of Understanding in support of EURES. This meeting was organised by Austrian officials (as Austria was holding the European Presidency at this time), and the Memorandum stated the public employment services' commitment to develop 'the full potential of the EURES network as a joint instrument of the Public Employment Services to support free movement of workers and to make European labour mobility a reality.' This Memorandum was signed following a year of in-depth analysis and consultations within the EURES network and between the Heads of the public employment services. The Memorandum also translated this commitment into practical steps which were to be realised in both the short and medium terms, for example that EURES should be promoted to employers and jobseekers as part of the public employment services' normal range of services, and that efforts would be made to ensure that Euroadvisers spent at least 50 % of their time working for EURES.

Interestingly, in 1999, EURES cemented the work done since launch by calling together all Euroadvisers trained in 1992 and 1993 who were still in the job. The aim of the conference, which was run by ANPE, the French public employment service, in Lille, was to inform them about recent developments, as well as to hear their feedback and best practice examples. The format was copied in 2003 when all advisers trained between 1994 and 1996 were brought together in Dublin for a seminar entitled 'EURES Advisers in a changing Europe'.



Advisers trained between 1994 and 1996 gathered in Dublin in 2003 to examine how their roles had changed in the intervening decade

Country profile: Austria

Joined EURES: 1995
Current EURES Manager:
Doris Witek-Weindorfer
Number of EURES Advisers: 19
Population: 8 331 930
Net migration: 31 382
GDP per capita (in PPS): 124.0
Employment rate: 71.3 %
Job vacancy rate: not available
Official languages: German
(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

Austria's tourist industry is active all year round and mobile workers are essential to meet the demands of the labour market. Austria has close ties with many of its bordering countries and is actively involved in multiple cross-border partnerships.

London: where all the streets are paved with gold

Or: one man and one woman's struggle to cope with their workload



That letter!

assistant Christelle did not meet clients face-to-face but instead responded to written requests and telephone calls.

Over time they developed very detailed standard templates which could be adjusted to specific situations and responses; these were normally between two and three pages long. To collect this information in the days before the Internet, they contacted the local job centres, used the EURES database, corresponded with their EURES colleagues and monitored the newspapers. Theirs was a very popular service and there was always a list of letters waiting to be replied to; Stephen and Christelle had special postcards printed explaining that they were dealing with the request and would get back to the jobseeker shortly. They could have responded more quickly and in less detail, but they decided this was counter-productive: a response was only useful if it actually provided the jobseeker with answers to their question. Feedback let them know that they had made the right decision — jobseekers were often delighted to receive such a detailed response. Stephen became a well-known yet rarely seen figure because of the sheer volume of letters received: an adviser who joined the network a little after Stephen, Michael McDadd, comments that 'there was a mystery surrounding him like Keyser Söze in the film *Usual suspects* — a legendary character but one you never actually get to see!' Stephen and Christelle made sure that they always did reply, although some letters were easier to respond to than others: a letter just stating 'Please the information' was perhaps the least specific one which they received!

In August 1997 an article appeared in the Daily Mirror newspaper reporting that an English man had been rescued from the English Channel on a makeshift raft. He had gone to France in the hope of finding a job

For a long time London has been a popular destination for people from abroad. When EURES was established it was decided that it was more worthwhile having an adviser in the London and South East Regional Office than a job centre. This adviser would deal with enquiries from both incoming and outgoing migrants, and would provide information about living and working conditions; however, he or she, it was decided, would not be responsible for job placements. Between 1992 and 1999 that man was Stephen Fletcher. At this time the flow in both directions for workers was mainly between the UK, France, Spain and Italy. Stephen and his



Stephen Fletcher, London and South East Adviser between 1992 and 1999

but had been disappointed. Stranded in France without enough money for the ferry, he had decided to make a raft and return to the United Kingdom that way — by the time he was picked up he was suffering from hypothermia, but made a full recovery. When Stephen read the article he thought he recognised the name and when he checked he did indeed find a letter on his desk in the ‘pending’ pile — instead of waiting for a response the man had decided to go anyway. One of the important parts of Stephen’s job, as this story illustrates, was not just to provide information to help people to move abroad but also to stop those who were not ready to leave from leaving. Many people believed that London was a paradise where they were going to make their fortune and Stephen would send out information packs detailing the price of accommodation, food and transport which would force people to reflect on whether or not their wage would cover their living costs. It was also important to make people wanting to leave the UK reflect on whether they were going to be able to find a job abroad, particularly if they did not speak any language other than English. Many people at this time were surprised at the emphasis which Stephen placed on language skills.

An appeal to the network

Stephen and Christelle received a certain level of notoriety in July 1997 when they sent a letter to the entire network of Euroadvisers explaining their role in the London and South East Regional Office (see opposite page). Their role was to respond to requests for information, but they did not receive people in their office; the protocol was that if a jobseeker contacted a Euroadviser elsewhere in Europe about working in London then the Euroadviser should contact Stephen and not give out Stephen and Christelle’s contact details. This procedure was not being respected and they were being overwhelmed with requests for help, so decided to draft a one-page letter to remind people of the correct procedure. This letter was a final cry for help when others had gone unheard, and the letter received mixed responses; some were offended because of its bluntness, while others complimented them on it. Regardless, the letter was successful in reducing the number of independent enquiries they received. When Stephen left EURES a colleague even presented him with a framed copy of the letter as a joke.

London and Paris

Inter-city collaboration



Collaboration is key

These events were very successful and people gave very positive feedback. One of the reasons that they worked so well was because the Euroadvisers in London and Paris collaborated in a mutually supportive atmosphere. Euroadvisers based in the workshop's host country would organise the venue and the recruitment of candidates, while the visiting advisers would prepare and deliver the sessions themselves. Two days were not enough to answer everyone's questions, and after the workshops the Euroadvisers remained in touch with the participants to offer them further information and advice as required. It was the strength of the partnership between the Euroadvisers that ensured that the usefulness of the events was maximised for participants.

A highly successful initiative undertaken by EURES in France and the UK in the mid-90s was the provision of 'Working in the UK' workshops at the international jobcentre in Paris. These workshops, which ran for a number of years, lasted for two days and were free of charge. They included cultural presentations about London, CV workshops and interview simulations. These workshops were originally run by Terry Caine from the Overseas Placing Unit, and she was followed by Stephen Fletcher.

Once Stephen was organising these workshops they were run almost exclusively in English, and he only switched to French when the participants had really failed to understand something. Although originally quite daunting for the participants this had many advantages: people had a two-day intensive English course which helped them to build up their confidence before interviews and gave them the opportunity to brush up on some essential vocabulary. It also meant that people could make linguistic mistakes in the interview practice sessions in a supportive environment rather than in the real thing. It also made some people realise that they were not yet ready to look for a job in London, which was just as important an outcome. After the success of the events in Paris the format was copied in London, with French Euroadvisers presenting similar information to British jobseekers in the London Jobcentre on Denmark Street. These events were advertised in the Jobcentre and Stephen also wrote to people who had written to him with questions to invite them to the events.

EURES and the public employment services

From the very beginning, EURES has needed to work not just alongside but actively hand in hand with the public employment services in every single country in which it operates. Rolling out one service across so many different systems, each with their own background, priorities and working culture, was never going to be a simple task.

A snapshot of a vital seminar in EURES' history shows just how important integrating EURES into the PES has been. In April 1998, 17 EURES Managers, 14 line managers from the public employment service and four Euroadvisers gathered in Rotterdam with the aim of producing a set of recommendations for all the Heads of the public employment services. The introductory speech set the tone for the whole process, with Abram Troost, then the Director-General of the Dutch employment service Arbeidsvoorziening, stating: 'If the EURES network is not integrated into the PES (i.e. public employment services) as a whole

then it will be an isolated service ... Reciprocity and transparency are important elements and these need to be addressed to ensure a high-quality service.' After a process of presentations and workshops, the meeting of senior EURES staff highlighted the following three key conclusions (with 'PES' used to denote all public employment services throughout):

1 EURES brings an added value to the services of the public employment services in Europe

The group noted that EURES 'responds to a growing need for information on European mobility', 'increases PES market share by attracting new target groups (both new employers and new jobseekers)', 'supports the fundamental missions of the PES and 'gives the PES a European dimension'. They also remarked that 'EURES helps to solve bottlenecks (particularly in the IT, tourism and health sectors)' and 'provides a unique quality network'. Crucially,

they agreed that 'EURES will enable the PES to become a major player in the European labour market' and that 'the enlargement of the EU will increase opportunities and the demand for EURES'.

2 There remain serious obstacles to the full exploitation of EURES' potential

The group added several points to this conclusion, noting that 'planning for EURES' activities is rarely done as part of the planning for the PES as a whole', that 'few PES monitor and reward EURES' performance', that 'Euroadvisers are not given adequate time/resources' and that 'line managers are insufficiently involved in defining and implementing EURES' objectives.' An important admission was that 'the trend towards PES regionalisation in some Member States makes it more difficult to integrate a European service', and that the PES did not have enough accessibility to the EURES IT system (as well as that the job vacancy database was 'underused').





The EURES UK team at the UK National Conference in 2001 (back row L-R: José Vigo; Michael McDadd; Elisabeth Coubray, a Paris-based EURES Adviser; Eddie Cappleman; front row L-R: Aileen Oliver; Steve Daly; Sally Cook; and Jomo Ladepon-Thomas). At the time this photo was taken, Michael McDadd and Elisabeth Coubray had just finished a six-month job swap, one of several conducted between EURES UK and EURES France

Country profile: **UK**

Joined EURES: At launch

Current EURES Manager: Peter Sydserff

Number of EURES Advisers: 25

Population: 61 185 981

Net migration: 171 722

GDP per capita (in PPS): 119.2

Employment rate: 71.7 %

Job vacancy rate: 2.4

Official languages: English

(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

The UK has long been one of the most popular destinations for transnational workers and has attracted a variety of skilled and non-skilled labour. This was particularly evident after the 2004 accession, due to the fact that the UK was one of the few countries which chose not to place quota limits on the number of migrants able to enter the country (only 5 000 to 13 000 incoming migrants per year were forecast [Dustmann, C., Casanove, M., Fertig, M., Preston, I. and Schmidt, C. (2003), 'The impact of EU enlargement on migration flows', Home Office Online Report No. 25/03] whereas, controversially, by the end of 2007 over 600 000 migrants from the ten new Member States were resident in the UK). With a strong tradition in the financial sector, the UK's other key sectors include retail, manufacturing, health and social work and real estate.

3 The best way to improve cost-effectiveness is integration

The groups stressed several ways forward, which have been taken into account ever since. Firstly, they pointed out that EURES needs to be integrated into national planning cycles and monitoring services, and that it should be delivered on a broader basis. It was also noted that technical integration within the national computer frameworks of PES would allow greater accessibility to EURES' IT system, something in which EURES invested heavily in the ensuing years (see pages 23 to 26).

Though the integration of EURES into the public employment services is still very much something that needs to be constantly monitored and supported, in general it's been a success — after all, 15 years later we are still going strong.

Integrating EURES into the PES

By guest writer Dieter Baigger, EURES Coordinator, Germany, 1991–2000; EURES Manager, Germany, 2000–04



Dieter Baigger, EURES Coordinator, Germany, 1991–2000, and EURES Manager, Germany, 2000–04

When Detlef Hein, the first EURES Manager of what was then called the Bundesanstalt für Arbeit, organised the EURES launch in Frankfurt am Main in 1994, he realised that this project would need a lot of effort and commitment, as well as some compromises, to make it run the way it does today. Initiated by the European Commission, EURES started with a new philosophy, incorporating public employment services (PES), trade unions, employers' organisations, local and regional authorities.

The path to where EURES is today has not always been even. Some PES proceeded faster, some slower. Political developments in some countries, for example the steps taken towards regionalisation in Italy and Spain, considerably influenced the way in which EURES was implemented there. Enlargement was another challenge with which the network had to cope (and in fact we did so in a smooth, quick and successful way).

Looking at my country's PES, now called the Bundesagentur für Arbeit (BA), I have to acknowledge that they are pretty close to the ideal situation as I see it:

- a professional service related to European mobility issues is provided on a nationwide level;

- in the framework of the cross-border partnerships, experts in employment and social security matters successfully cooperate with their counterparts from the neighbouring countries; and
- bilateral and multilateral agreements with other European PES directly reflect the outcome of target-oriented cooperation of European PES.

BA has definitely managed to overcome the basic problem: from being a 'project' where you had to fight for human and financial resources every year, EURES has become an integrated part of BA's service.

As I had the opportunity of being part of EURES from the very beginning, I want to point out that it was not only the Lisbon process which gave EURES the necessary push. Hundreds of colleagues in the European PES and in the European Commission, who have been working in this unique network with incredible commitment, made and still make EURES a success story. Yes we can!

Dieter Baigger now works for the World Association of Public Employment Services (WAPES) in its Executive Secretariat in Brussels.

Successful communication and collaboration

Denmark's contribution to EURO Week

Nyhavn,
Copenhagen,
Denmark



Left: Danish EURES Adviser Jørgen Uldall-Ekman (known to his colleagues as the 'seasonal work king') takes a jobseeker through the online database search at a job fair in 2000



Country profile: Denmark

Joined EURES: At launch
Current EURES Manager:
Niels Højensgård
Number of EURES Advisers: 14
Population: 5 475 791
Net migration: 20 229
GDP per capita (in PPS): 120.1
Employment rate: 77.4 %
Job vacancy rate: not available
Official languages: Danish
(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

Denmark has one of the highest employment rates in Europe; this is expected to lead to labour shortages and EURES is actively working to recruit mobile workers to Denmark to alleviate the situation. There is a long history of collaboration between Denmark and other Scandinavian countries, particularly Sweden, as well as Germany and the UK.

EURO Week was an event organised simultaneously throughout the Member States in the late 1990s. This was an activity organised by Euroaction, the European mobility campaign, and one in which EURES actively participated. It was a project funded by the European Commission and the national employment services and social partners coordinated the planning and organisation of events. The aim of EURO Week was to raise awareness throughout all the Member States about people's mobility rights, and to ensure that all citizens were informed about how European Union legislation had developed regarding the free movement of workers. It was especially important in the run-up to the introduction of the euro, which also led to all Euroadvisers being renamed EURES Advisers to avoid any confusion.



H el ene Clark



(L-R): Gert Peuliche, involved in EURES since the beginning and currently EURES Adviser in the TUC in Copenhagen, Gabriella Nagy, EURES Manager, Denmark, 2003–08 and J rgen Uldall-Ekman, EURES Adviser, at the first EURES employers’ seminar, held in Denmark in 1995

PROFILE:

H el ene Clark

Nationality: French

EURES role: Head of Sector, 1996–99; Head of Unit, 1999–2000

H el ene joined the EURES unit in 1996 as Head of Sector, so was well briefed for the job when she became Head of Unit in 1999. This was a challenging time: EURES was still in its early stages but there was great enthusiasm for increased ambition about what EURES could achieve. Management objectives were developed regarding the quality of the service provided by EURES, the quality of the job vacancies advertised, the IT support available and the information provided about living and working conditions. These objectives were challenging but welcomed; they injected a new lease of life into the network. One of the things H el ene particularly enjoyed about this role was the combination of responsibilities; there were technical, strategic and human dimensions to her work.

The public employment service in Denmark was the main organiser of the week but EURES was very active; the week revolved around the idea of providing information to citizens without them having to search for it. Throughout the week radio shows were broadcast on

one of the national radio channels about people’s mobility rights and labour mobility issues. EURES, as mobility experts, took part in these radio shows to which people could ring in free of charge and ask for information about working or studying abroad. This week was a

great success; many calls were taken and much information provided, including signposts to services or sites which could provide more help. It was also an immense success in terms of publicising EURES on a national level and showing the public its potential.

EURES in action: easing bottlenecks and labour shortages

Spanish nurses working in the UK



A UK National Health Service stand at a Spanish job fair in the early 2000s



The Mediterranean countries have always had close ties: French, Greek and Spanish Euroadvisers and Managers gathered in Montpellier in 1998 for a regional meeting.

Country profile: **Spain**

Joined EURES: At launch

Current EURES Manager:

Javier Romeo Martinez de Lecea

Number of EURES Advisers: 62

Population: 45 283 259

Net migration: 700 048

GDP per capita (in PPS): 105.5

Employment rate: 65.5 %

Job vacancy rate: 0.7

Official languages: Spanish

(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

Spain has a high level of inward migration, and has EURES Advisers in every province. Over the years, Spain has been involved in many very successful transnational projects by which large-scale movement has been facilitated to and from the UK, Italy and France — to name but a few. Many companies in Spain are SMEs, 75 % of which do not employ more than 5 people.

Labour mobility and the alleviation of labour market shortages are two of the main goals of EURES. In July 2000 the National Health Service (NHS) in the United Kingdom stated their desire to build 100 hospitals and 400 Primary Care Trusts (i.e. regional healthcare providers). Due to the shortage of healthcare professionals in the UK they decided that the best and quickest solution was to look for qualified professionals abroad. In 2001 an Agreement of Collaboration was signed between the health ministers in the UK and Spain stating that Spanish health care professionals would be recruited to work in the UK.



Sandra Pratt, then BEC Head of Sector, and Kevin Quinn, EURES Manager, Ireland, at a sleigh party after a EURES Managers' meeting in Oslo

The recruitment process was a collaboration between the NHS, the British Embassy, EURES and SATSE, the national nursing trade union in Spain, and involved visiting nursing schools and attending international job fairs and seminars organised by EURES in Spain. EURES UK provided support to their Spanish colleagues: they attended the recruitment events in Spain, organised social security numbers for successful candidates and also helped these people's partners to find work in the UK.

The nurses were provided with a two-year contract, help searching for accommodation on the hospital site, induction and language classes upon arrival, pastoral support and return flights to Spain. Between January 2001 and March 2007, 1 268 Spanish nurses were appointed to positions within the NHS — an amazing achievement. Most people found the experience very positive and a good opportunity for professional development and language learning. After two years, 15 % of nurses chose to extend their contract.

'Is there a mobile doctor in the house?'

In 1997 there was a shortage of healthcare professionals in Norway, and the Norwegian authorities decided that the most effective and efficient way of combating this problem was to recruit them from abroad. The 'Health recruitment project' was launched by what was then known as the Norwegian Public Employment Administration (now NAV), and agreements were signed with multiple public employment services including Finland, Germany, Austria and France. With the help of EURES France a Norwegian employment adviser went to France to attract, inform and interview potential candidates. There was a lot of interest in the project, and at one point 250 potential candidates were in contact with Paul Asantcheeff, the adviser responsible (who became a EURES Adviser in 2000). There were understandably some language issues, so the Norwegian authorities also arranged language classes in the sending countries before the doctors' departure, as well as upon their arrival in Norway. Most of the candidates coming from France were general practitioners and once successful at their interview they went to Norway to visit the practices searching for doctors. This was a challenging experience, both professionally and personally, and not all doctors decided to stay and work over there long term. Overall, however, the project was a success: it ran for five years and proved that many workers were willing to engage with an entirely new culture — and language — with which they hadn't previously been at all acquainted.

The participation of Switzerland: new horizons, new projects

Establishing EURES-T Bodensee



Wolfgang Himmel,
Cross-border Coordinator,
EURES-T Bodensee

Lake Constance, the lake joining Germany, Austria and Switzerland at the heart of the EURES-T Bodensee cross-border partnership region.

Why it works so well

By Wolfgang Himmel, EURES Cross-border Coordinator, EURES-T Bodensee

In some respects this cross-border partnership is easier than others because all the partners speak the same language — but it takes more than that to make a successful partnership. The key to success is that the different stakeholders work well together, which admittedly to a certain extent is down to luck, but there is the right combination of people working together here. The network is extensive and the top-down approach is crucial: most of the Heads of the local labour offices are involved, which helps to encourage others to support the projects and to ensure that resources are allocated. EURES-T Bodensee really understands the importance of coordinating with other regional stakeholders and the International Bodensee Conference has been developed by the governments in the region, along with EURES, to identify aims and projects for the region. For example, a statistics platform has been created; EURES finances the monitoring of labour mobility in cooperation with the regional statistics offices, while the governments finance other sections. This is helping us to track mobility in our region. Of course, the very good EURES Advisers and stakeholders are also essential for the success of the partnership.

In 2003 the cross-border partnership EURES-T Bodensee was established between Germany, Austria and Switzerland, following the agreement reached between the European Community and Switzerland regarding the free movement of persons. This partnership was extended in 2007 to include Liechtenstein when its status changed from that of an observer to a full member of the partnership.

EURES-T Bodensee is one of the most active cross-border partnerships and is formed of partners from the labour offices and social partners such as trade unions and employer's associations. This area has approximately 35 000 cross-border workers, massively helped by the creation of this EURES network because of the development of structures specifically to help them.

For example, EURES-T Bodensee has established a highly successful network for regional HR managers. This network focuses on targeting medium-sized companies (100–1 000 workers) in order to inform them about EURES; as the key employers in the region, EURES can provide them with a valuable service while also assisting workers from elsewhere. Twice a year EURES meets with over 50 Heads of local HR departments. This has proved to be highly fruitful in terms of recruitment and proves not just the employer's associations but also the employers can use EURES directly.

Another successful project in the region is 'Im Winter im Schnee, im Sommer am See' ['In the snow in the winter, at the lake in the summer'], and refers to the tourist

industry workforce. Workers are needed all year; in the mountains in the winter and by the lake in the summer. This project has two separate aims: to balance out the surpluses and shortages of labour force and employment opportunities in the cross-border region and also to recruit new members to the labour force from outside the region by providing them with a work placement for at least a year. In 2008 EURES-T Bodensee placed more than 100 people into jobs in the tourist sector. Although this is fewer than in previous years, it in fact illustrates the effectiveness of the project — many jobs are filled by people returning from previous years, and employers can contact them directly: a massively successful outcome.

Zurich, Switzerland



Country profile: **Switzerland**

Joined EURES: 1999
Current EURES Manager:
Lydie-Elisa Beuret
Number of EURES Advisers: 10
Population: 7 593 494
Net migration: 71 350
GDP per capita (in PPS): 137.3
Employment rate: 77.9 %
(Source: OECD 2006)
Job vacancy rate: not available
Official languages: German, French, Italian and Romansh
(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

Switzerland hosts many foreign workers, especially in its border regions. With a long tradition of neutrality, Switzerland is not an EU Member State, but has been part of the EURES network since 2002.

SPECIAL FOCUS: EURES working groups and the EURES Working Party

The Working Party
as it is today



Country profile: **Portugal**

Joined EURES: At launch

Current EURES Manager:

António Regalheiro Charana

Number of EURES Advisers: 20

Population: 10 617 575

Net migration: 19 500

GDP per capita (in PPS): 76.2

Employment rate: 68.1 %

Job vacancy rate: 0.6

Official languages: Portuguese

(Source: Eurostat. Figures date from

December 2007 unless otherwise specified.)

The tertiary sector has become increasingly important in Portugal, with an increased focus on property management and the hotel and catering sector. Tourism is a major driver of both the economy and the national labour market. The manufacturing sector is also very important and particularly contributes to the creation of wealth in the country because it is export-oriented. Although not as high as in, for example, Scandinavian countries, the proportion of women participating in the labour market in Portugal is one of the highest in Europe.

EURES today relies on a number of working groups to ensure that the service is heading in a direction that is both consistent and feasible across all Member States. Some have been in existence since the launch of EURES, while others are more ad hoc and have been developed as a concrete need has arisen. Different working groups meet at different times throughout the year and report back to EURESco and the EURES Working Party about their work: the network's valuable contributions via these means are essential for the constant monitoring and development of the EURES service.

A Working Party, dealing with the general co-ordination of the network, has been in existence since the time of SEDOC as a subgroup to the Technical Committee for Free Movement. It was established as a separate body when EURES was created, and its role to assist in the development, implementation and monitoring



Left: Lisbon, Portugal

Right: a memorable introduction to the basics of communication: the minutes from the 1997 EURES Promotion Workshop were disseminated to the network in the form of handy guidelines

OBJECTIVES VERSUS STRATEGIES?

An **objective** is often also known as a goal, target, purpose, or vision. It is **WHAT** is to be achieved. For example:

"I'm hungry; what I want is something to eat."

A **strategy** is how we describe the steps that can be taken to achieve the objective - it is **HOW** we achieve our goal. For example:

"I'll go to the first McDonald's"

Or, alternative strategy: *"I'll go to the nearest restaurant"*

Or: *"I'll go to the fridge"*

Or: *"I'll telephone for a pizza"*

Objective = WHAT
Strategy = HOW

of EURES activities was further defined and confirmed by the review of the legal base of EURES in 2002. The Working Party is made up of one representative from each Member State and relevant European social partners and experts. Since 2002 meetings have been organised three times per year, normally including one in Brussels and one in each country holding the EU Presidency. An enjoyable tradition of sharing that country's culture has grown up, meaning that the locations are often little short of spectacular. For example, previous meetings have been held in Helsingør in Denmark (with a dinner in Hamlet's castle), the island of Aegina in Greece and an ancient Roman villa in Frascati, Italy — to name just a few. The directors-general of the public employment services complement the Working Party, and together form the 'EURES High-Level

Strategy Group'. This dates from 2002 and deals with issues related to EURES' strategic planning and the development, implementation, monitoring and evaluation of EURES' services and activities.

A variety of working groups contribute to the work of EURES. Issues relating to promotion and communications were originally tackled by the Promotion Working Group, which merged with what was known as the General Information Working Group to become today's Information Working Group. This deals with the overall communication strategy, along with coordinating information collection and exchange within the network. Since the beginning of EURES there has been a Training Working Group which has coordinated training for EURES Advisers and Managers. Technological

developments have meant that the IT Support and Promotion Working Group is an important one, which aims to raise the awareness of the existence and benefits of the EURES IT platform's tools. Another group composed of earlier incarnations, the IT Support and Promotion Working Group is the result of the merging in 2005 of the Local Administrators Working Group and the Technical Coordinators Working Group. Finally, some working groups are ad hoc, such as the Graduate Working Group. This works to identify opportunities for EURES to target the graduate sector and to explore possibilities of collaboration with this sector, while the ad hoc Employers' Service Working Group develops the services offered by EURES to employers and works to ensure that EURES is recognised by employers.

PROFILE: Johan ten Geuzendam

Nationality: Dutch

EURES role: Head of Unit, May 2001 to 1 January 2008



**Johan ten Geuzendam, Head of Unit
May 2001 to 1 January 2008**



The Berlin TV Tower, Germany

Country profile: Germany

Joined EURES: At launch

Current EURES Manager:

Franz Piesche-Blumtritt

Number of EURES Advisers: 130

Population: 82 217 837

Net migration: 45 224

GDP per capita (in PPS): 114.8

Employment rate: 70.0 %

Job vacancy rate: 3.5

Official languages: German

(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

Germany has more EURES Advisers than any other country in the network, and is actively engaged in many cross-border partnerships and initiatives of varying sizes. One of the elements which can make cross-border partnerships very successful here is that language is rarely a problem: German is widely spoken in many neighbouring countries, and cross-border initiatives have been in place for many years. In border areas mobility is often a standard way of life rather than a new concept to be considered.

Johan ten Geuzendam was Head of Unit for almost seven years — a time of intense activity for EURES. Accession was only three years away when he joined the team, and, in Johan's view, legal reform was something which needed tackling immediately — though some processes were already in practice, they needed to be adapted or formalised. This was Johan and his team's first challenge and between 2001 and 2002 the new legal framework, decision and charter were developed. In order for EURES to remain viable the structure had to change; otherwise, come accession, there would be insufficient resources. Accession was a time which Johan found both enjoyable and gratifying. He was well placed to oversee enlargement due to his previous enlargement experience in the international unit of DG Employment and this time saw the network work together with old and new Member States being trained and twinned to prepare for accession — a highly successful

initiative which ensured all the new Member States were ready to become active in the network in 2004.

During his time with EURES Johan focused on service and output: his view was that client orientation should be the constant focus of the network: it is important that a sense of why EURES is in place, and for whom, is not lost — not to mention doing it in the most efficient way possible. This focus also saw significant technological developments, such as the launch of the 'One-Stop European Mobility Information Site' (see page 24), and the very first European job fairs, which are now key events in the EURES calendar throughout the Member States.

Johan's time as Head of Unit had its challenges, but, as he looks back on his time there, he feels that 'it was a very rewarding experience, that a lot was achieved, and that it was a job which was very worthwhile doing'.

Evaluation and development

The reform of EURES' legal base: 2002

Evaluation and reflection has always been important within EURES, to ensure that the service is constantly expanding and improving. In 1995 this came in the form of an evaluation of the various communication and information products which were provided to Euroadvisers at that time, from promotional brochures to a document containing the legal bases of EURES.

In 2002 it was decided to evaluate and reform the legal base of EURES. Over the previous 10 years the service had developed, and the common objectives needed to reflect this. EURES also needed to be ready for the expansion which accession would bring. The reform highlighted the need for the EURES network to be reinforced and fully integrated into the activities of the Member State employment services and the need for the current division of responsibilities and the decision-making procedure to be redesigned. The acceding countries needed to be fully implemented into the system but, crucially,

this system needed to remain efficient and manageable. As such, it was essential to use emerging information and communication technology to improve and enhance the EURES services. EURES was to be strengthened and consolidated as a key mobility monitoring tool, to support the free movement of workers and to integrate European labour markets. To fulfil the goals of full occupational and geographic mobility, fundamental bases of the 'European Employment Strategy', the network's composition, constitution and functions needed to be better defined. In the EURES Charter, which was adopted in April 2003, these principles were expanded upon to provide concrete action points to be addressed.

In order to realise these intentions the EURES High-Level Strategy Group was created to assist the Commission with its development and promotion of EURES. The role of the EURES Working Party to assist in the development, implementation and monitoring of EURES activities was also confirmed (see page 66).

A 'Living and Working in Germany' seminar in Karlsruhe in 2001



A success story from EURES Austria

Facilitating direct communication between employers and jobseekers



The EURES Austria team in 2004

Testimonial: Annelise Burgstaller

Nationality: Austrian

EURES role: EURES Manager, Austria,
1994–2008

EURES' involvement in recruitment for the winter tourism industry is one of our biggest success stories. EURES has played an essential role in filling the vacancies for a number of years and our EURES Advisers were very active at international job fairs. The Internet has caused the dynamic to change. Although still a key partner in information, counselling and placement our role now is more often to act as a facilitator through the EURES website. I am delighted to see the number of recruitments organised directly between employers and jobseekers increasing, as it means that the idea of searching for a jobseeker from abroad has become something natural in the tourism industry. This is EURES' aim; we have successfully communicated the potential gains available to both employers and jobseekers through worker mobility. Now we are ready to approach new challenges!

Austria has a large seasonal tourism industry and recruiting seasonal workers from abroad has been standard practice for a number of years. As in other Member States, EURES Advisers in Austria originally coordinated with employers in the Austrian tourism industry, along with the employers' service within the public employment service, to understand the requirements of the industry, before dealing with promotion and the resulting applications. EURES Austria also often invited EURES Advisers from other EEA countries to visit the Austrian employers together so that they could better understand the job profiles and working conditions in Austria. Sometimes the public employment service in one country would select suitable candidates and then a bus would be organised to transport them to meet potential employers at an Austrian job fair. Annually EURES recruited approximately 2 500 workers

in the early 2000s, which offered an essential service to employers.

However, over the years the role of EURES in the region has changed. For the winter season of 2007/2008 EURES recruited approximately 1 400 winter tourism workers. The reason for these reduced numbers is because increasingly jobseekers and employers meet directly online, either through the EURES website, the Public Employment Service's website or, increasingly, through employers' websites, often with workers returning to do another season. EURES has thus succeeded in linking up employers and jobseekers effectively; as a result, the amount of time devoted to directly placing jobseekers with employers has reduced and the time devoted to assisting with Internet searches and information and promotion activities, such as brochures and advertisements has increased.



Section 3

ENLARGEMENT AND BEYOND: 2004–09

Timeline 2004-09



1/5/2004

Accession of 10 new Member States to the EU and to EURES

1/1/2005

All members and partners undertake to integrate their vacancy databases into the EURES database

March 2005

Publication of the 'Handbook on EURES' cross-border activities'

2006

European Year of Workers' Mobility

20/2/2006

The second EURES portal is launched at the opening conference of the European Year of Workers' Mobility

1/1/2007

Accession of Romania and Bulgaria to the EU and to EURES

Introduction



Below: Lidzbark Warminński,
Poland



The enlargement of the EU was an exciting if challenging time in many respects, and nothing shows this more pointedly than EURES' experience. New structures had to be constructed, while old infrastructures had to be updated and adapted to new requirements; some old Member States feared an influx of foreign workers while some new Member States feared the onset of 'brain drain'. The European Union acquired countless new dimensions in the form of new languages and new cultural differences, all of which had to be considered on both a broad and a local level throughout the network.

As EURES discovered, however, challenges are also opportunities to make things better than they used to be, and 2004 breathed a breath of fresh air into the service. The advent of enlargement saw

widespread investment in better infrastructure and in training, which benefited all countries, while as the network grows it provides more widespread opportunities to every single party within it. New ideas came into the network and were (and continue to be) exchanged across the partners, while the portfolio of best practices is enriched with each passing month. In 2007, of course, the network grew once again by welcoming Bulgaria and Romania to the fold. Over just three years the network had leapt from 19 countries to 31, and, although it has changed enormously, it has retained its focus on the earliest aims outlined by the first innovators: to offer a human network throughout Europe while tirelessly working to mainstream the promotion of labour mobility throughout the public employment services.

Summary and consequences of the 2002/2003 reform

After its creation in 1993, EURES was substantially reformed through the Commission Decision 2003/8/EC in December 2002 and the EURES Charter of 4 April 2003. The reform of 2002/2003 brought some major changes to the EURES organisation in advance of the 2004 enlargement. It created the High-Level Strategy Group and formalised the EURES Working Party (see page 66), and gave greater responsibility to the EURES members and partners to implement the relevant provisions of regulation by mainstreaming EURES into the activities of the PES. Furthermore, it integrated the cross-border activities and financial plans into the national EURES plans and provided the basis from which to develop better tools for the monitoring and evaluation of activities. All of these tasks together formed a solid basis from which to embrace enlargement.

Getting started with EURES in the new Member States



The House of Blackheads, Riga, Latvia

Country profile: **Latvia**

Joined EURES: 2004
Current EURES Manager:
Žanna Ribakova
Number of EURES Advisers: 7
Population: 2 270 894
Net migration: -1 933 (September 2008)
GDP per capita (in PPS): 57.9
Employment rate: 69.5
Job vacancy rate: 0.9
Official languages: Latvian
(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

Latvia, which has always enjoyed a close relationship with Nordic and other Baltic states, was economically stable for the majority of the decade, though it remains to be seen what lasting negative effect the global downturn has in the coming months. Latvia suffers from labour shortages in all sectors, as the country has a high emigration rate.

Support and guidance: the 'twinning' programme

Upon their accession to the EU and to EURES, then, the ten new Member States had no previous experience in working with EURES, and required assistance from EURESco, not to mention the old Member States, to get started. EURESco gave the public employment services of the new Member States guidance in a number of ways by providing relevant documentation on guidelines and procedures, as well as organising meetings between the PES organisations of the old and new EURES countries. EURESco staff visited the public employment services in the new EURES countries and invited their EURES Managers to participate as observers to Working Party meetings from July 2003 onwards. EURESco also provided EURES Managers with specific training which helped them in the preparation of subsidy requests.

In addition to the support from EURESco, all new EURES countries were appointed at least one twinning partner from the old EURES countries. This support began as personal twinning between the Heads of PES. However, in many cases it led to a more intensive exchange of information and experiences between the two public employment services. In this way the



Vilnius, Lithuania, combines the modern with the ancient

Country profile: **Lithuania**

Joined EURES: 2004

Current EURES Manager:

Agne Kunigonyte

Number of EURES Advisers: 6

Population: 3 366 357

Net migration: -5 244

GDP per capita (in PPS): 59.5

Employment rate: 64.4 %

Job vacancy rate: 2.2

Official languages: Lithuanian

(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

With a third of its citizens living abroad, Lithuania has shortages of sales and advertising staff, engineers, catering staff and builders, while there are surpluses of teachers, agricultural workers, and textile machine workers.



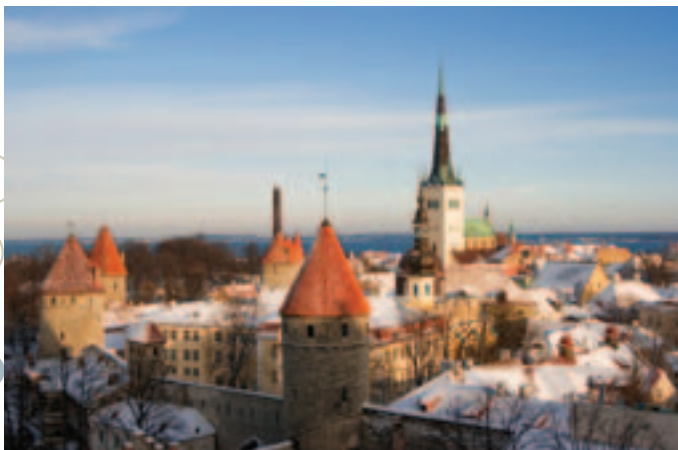
new countries received very practical and specific information about different aspects of EURES, such as technical and organisational support, training, partnerships, and personal meetings. Slovakia's 'mentors' Austria and Sweden, for example, helped the public employment service there train 32 EURES Advisers. Five years later, 28 are still working for EURES — a great achievement in staff retention.

Beata Chrościńska, EURES Adviser in the Polish Voivodship Labour Office of Białystok, recalls one of the very early meetings with a EURES Adviser from the UK, one of Poland's twinning partners: 'One of the first meetings concerning EURES was organised

in Warsaw in July 2003, just under a year before accession. We had been provided with some general information on EURES, but frankly we had no idea what EURES was all about! We had some theoretical insights, but we all also needed to know how to put it into practice. I remember my pre-training in 2003, when a British EURES Adviser joined the group to speak to us. We asked her questions about a typical day of a EURES Adviser, as we really wanted to know what EURES Advisers ought to do — step by step. To our great surprise we heard that it was impossible to answer this question: 'Every day is different'. Well — we were not happy with that answer at that time but now I really

understand what she meant and agree with her 100 percent!

Some twinning partnerships reflected established historical ties, and were supported by regional bodies in addition to EURES. For example, since the Nordic countries had a special relationship with Latvia, Lithuania and Estonia, the respective EURES representatives attended the Nordic Council of Ministers, which has been in place since 1954 and covers Iceland, Norway, Sweden, Finland and Denmark. They proposed setting up a project with the five Nordic and three Baltic states in order to prepare them for EU membership. This proposal was met with broad approval and



Tallinn, Estonia

Country profile: **Estonia**

Joined EURES: 2004

Current EURES Manager:

Marta Traks

Number of EURES Advisers: 6

Population: 1 340 935

Net migration: 160

GDP per capita (in PPS): 68.0

Employment rate: 69.1 %

Job vacancy rate: 3.0

Official languages: Estonian

(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

With a working-age population of just under a million, Estonia is currently suffering from a shortage of labour. A large proportion of vacancies are for construction and metal workers, as well as sales assistants, cleaners, unskilled production workers and security workers, though, as with its Baltic neighbours, it has been hard hit by the recent economic crisis.

the partnership was set up in 2003. Gert Peuliche, then a cross-border EURES Adviser in the Øresund region of Denmark (and now a trade union EURES Adviser in Copenhagen), was the project leader between 2004 and 2007. The aim was not just to train EURES Advisers and get their line managers and PES directors involved, but also to hold conferences, seminars, promotional campaigns and to provide general information and advice services. Although the Nordic Council only funded the first three years of this project, the programme is still ongoing, partly on EURES funding.

Challenges

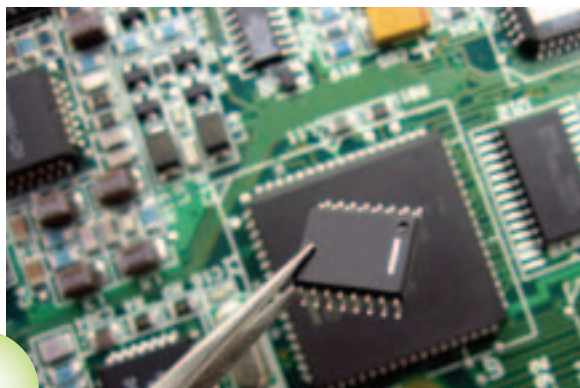
In the very beginning, it was difficult for almost all countries to find staff with sufficient experience and with knowledge of EURES-specific issues, foreign languages and the relevant legislation. Training courses, support from other EURES actors and exchange of experiences solved this problem in most of the new Member States. Other difficulties were directly related to the local labour market. The local wage level, in new Member States, for instance, has often been too low to attract many workers from old Member States. Thus, exchanging workforce with other countries seemed to be possible only with other new EURES countries, as the wages in these countries were often much lower than in the old EURES countries. As a consequence, the willingness of jobseekers from old EURES countries to apply for a job in the new EURES countries has been rather low, while the demand of jobseekers in the new EURES countries for working abroad has been high. Although this situation has been improving over the past years the wages in most regions of the new Member States still tend to be lower than those of the most regions of old Member States. In most countries, there were also some issues with respect to the existing legislation. Examples are



the absence of a legal base for, or problems relating to, the right to transfer one's unemployment benefits to other Member States. The same applies for other social security rights. Many of these problems, however, have now been successfully addressed.

The integration of EURES into the national public employment services has faced various challenges across the different EU Member States; however, it's fair to suggest that integration was perhaps less easy in the old Member States — where EURES had to find its place within a firmly established PES structure — than in the new Member States, where EURES was introduced along with numerous substantial reforms in preparation for EU membership. Despite all the challenging elements of the enlargement, the preparation process has in general been considered very successful. Due to the support from EURESco and the old Member States, PES organisations in the new EURES countries felt well prepared to enter the network on 1 May 2004.

The enlargement had yet another positive side effect, namely providing a real breath of fresh air. One network member commented that 'in the late nineties the implementation of EURES on a national level turned from a project to a programme. Suddenly things were more static, which meant that people could sit back and concentrate on running things, rather than on developing something new and exciting. With the new Member States, there was a new feeling of change in the air once again.' From the early 2000s, then, EURES was charged with new dynamism and refreshing, innovative thinking — the best is yet to come!



Sausages and (computer) chips

From day one, EURES Advisers deal with a whole range of clients, as Tomasz Dobroczyński, a Polish adviser, recalls: 'I've worked on many recruitment projects but there are two I will remember most, for completely opposite reasons. The first involved a visit to the Intel computer plant in Ireland: the astoundingly high level of security, cleanness, advanced equipment and technology is something I will always remember. Similarly interesting but in a completely different way was a recruitment project we worked on with Danish Crown, one of the biggest meat plants in Europe. In order to know exactly what kind of people the company was looking for I had to visit the whole production line. Recalling the visit would be like reliving like a nightmare for many people, but for me, I am glad to say, it was a useful education in the needs of the sector.'

EURES Guidelines 2004-07



Key priorities of the 2004-07 Guidelines

- *Mainstreaming of EURES in the PES*
- *Accessibility of all job vacancies to jobseekers by 2005*
- *Improvement of the provision of information on all aspects of labour market mobility*
- *EURES services must be provided to persons irrespective of their EU/EEA country of residence*
- *Active approaches to employers*
- *Contributions to identifying labour shortages*
- *Provision of information on the rights of workers to free movement during the transitional periods*
- *Development of cross-border labour markets*
- *Monitoring of EURES operations*
- *Provision of appropriate information and communication about EURES*

The 2004-07 EURES Guidelines were drawn up after the 2002/2003 reform, and aimed to enable the EURES network to draw up activity plans for a period of three years. These guidelines set out the strategic aims of the network and defined its priorities, all of which contributed to the overall objective of developing an open and accessible European labour market.

Job vacancies that were advertised by the public employment services, for instance, needed to be accessible to jobseekers for consultation throughout the whole EU/EEA area by 2005. Furthermore, EURES focused on identifying labour shortages and bottlenecks, which could be eased by transnational labour mobility. In the context of enlargement, EURES provided up-to-date information on the rights of workers to free movement during the transitional periods, and also provided some specific provisions on how to handle activity plans. Accordingly EURES members were asked to present their activity plans for the whole period 2004 to 2007 by November 2003.

These guidelines had considerable implications, particularly for new Member States. Since these countries had no previous experience with EURES, coherent and consistent guidance on how



to complete their three-year activity plans needed to be provided. Smaller countries with more limited resources particularly required assistance from EURESco and the old Member States in order to comply with all the provisions of the EURES Guidelines. EURES Malta, for instance, organises 40 activities each year and in 2004, due to its size, only had two EURES Advisers, both only working part-time for EURES. Raphael Scerri, EURES Manager, Malta, had no previous experience in drawing up the first three-year activity plan, and with 40 activities planned for each year this was one of Malta's first challenges as it acceded to EURES. In this case, it was Carla Rafael, Desk Officer for Malta at EURESco, who was of great help in the drafting of the first three-year plan in Malta. Also of enormous help to new Member States were the EURES Managers of the old Member States who offered their full support.

Lake Bled, Slovenia



Country profile: *Slovenia*

Joined EURES: 2004

Current EURES Manager:

Valerija Okorn

Number of EURES Advisers: 8

Population: 2 025 866

Net migration: 14 250

GDP per capita (in PPS): 89.3

Employment rate: 67.7 %

Job vacancy rate: 0.9

Official languages: Slovene

(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

Slovenia, which was the first new Member State to adopt the euro (on 1 January 2007), borders both new and old Member States, and cross-border workers are active in both these areas. In particular, much Slovenian labour exchange exists with other former Yugoslav states.

Cross-border cooperation in an enlarged EURES



350 Estonians flown out to Ireland

One of the first exchange programmes that Estonian EURES Manager Marta Traks worked on concerned the recruitment of 350 Estonians to work in Irish factories. For this project there were only four EURES Advisers available. 'We received 1 200 CVs for the posts, and conducted over 800 interviews. After a lot of hard work, eventually 350 Estonians were selected, and soon received their contracts to work for the Irish company. As everyone was starting at the same time, the company hired two planes to carry the new employees from Tallinn. The whole thing became quite spectacular, once we arrived at the airport with the 350 Estonians to be charged into two planes!', recalls Marta.

Cooperation with neighbouring countries and old Member States was a high priority in almost all of the new Member States, especially after the initial twinning programmes terminated. Cross-border cooperation has been a vital factor in helping the new Member States to integrate into the network and in promoting labour mobility across new and old EURES countries. Cross-border cooperation ranges from informal meetings with other EURES actors to the joint organisation of recruitment events, seminars, exhibitions and workshops.

The 2002/2003 reform of EURES had a big impact on cross-border partnerships. It not only altered the organisational structure of EURES, with the cross-border partnerships now reporting to the public employment service responsible rather than directly to EURESco — it also meant that EURES Managers are now much more closely involved with the cross-border partnerships. Though this means that their workload has increased (since they need to incorporate the activity plans of the partnerships into the national EURES activity plan), it also ensures a tighter integration into local EURES activities. Cross-border activities were also strengthened by the publication in March 2005 of the new 'Handbook on EURES Cross-border Activities'. In particular, EURES sought to encourage activities that were initiated and funded by EURES' partners. The ambition of the latter activities was to lead partnerships towards being self-sustainable, a goal still at the forefront of strategic planning concerning cross-border areas.

EURES also works with other informal cross-border partnerships on an ad hoc basis. One example of local cross-border cooperation is the TriRegio partnership between the Czech Republic, Germany and Poland, which works to provide services in the regions of Ústí nad

The Old Astronomical Clock,
Prague, Czech Republic



Labem, Liberec, Karlovy Vary, Saxonia and Lower Silesia and has now been running since 2004. It is currently in the process of applying for formal EURES recognition. The programme concerns in particular the IT sector, various services that can be provided across the borders. Moreover, many Germans seek employment in either the Czech Republic or in Poland in managerial or senior positions as numerous German companies have settled in either of the new Member States.

András Kalmár, EURES Manager for Hungary also notes that in some cases, cross-border cooperation is important for cultural and historical reasons as well. 'Exchange work with its neighbours is in general important for Hungary, but it has particular importance with regards to Slovakia, as many ethnic Hungarians effectively live outside the borders of Hungary. Thus,

Country profile: **Czech Republic**

Joined EURES: 2004

Current EURES Manager:

Věra Kolmerová

Number of EURES Advisers: 13

Population: 10 381 130

Net migration: 83 945

GDP per capita (in PPS): 80.2

Employment rate: 66.5 %

Job vacancy rate: 3.2

Official languages: Czech

(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

The Czech Republic attracts many Slovakian workers due to the close cultural and linguistic bonds shared by the two countries, and in turn exports many workers (primarily linguistically advanced graduates). As in several new Member States, the Czech Republic has particular shortages of construction workers and engineers.

**Barbara Polańska-Siła,
EURES Manager, Poland**



PROFILE:

Barbara Polańska-Siła

Nationality: Polish

EURES role: EURES Manager, Poland

Barbara, who has worked on the collaboration of the Polish public employment service with EURES since 2001, was appointed as EURES Manager of Poland in May 2003, a year before the country joined the EU and therefore EURES. It was a hard task at first, as she worked alone on the central coordination of EURES until 2004. Since then, the team has acquired one staff member a year — in 2009 there are five central experts within the Ministry of Labour and over 60 EURES Advisers and Assistants throughout the country. With many Polish workers looking for work abroad, Barbara's team are sometimes asked to arrange tests on a local level to prove applicants' skills to visiting employers: 'In the past this has been anything from welding to horse riding!'



due to the strong cultural links that still exist between ethnic Hungarians within and outside the borders of Hungary, exchange programmes are of vital importance to us.'

Hopes and fears

The enlargement of the EU and of EURES to include twelve new Member States whose economies were in most cases significantly weaker than those of the old EURES members was met with both hopes and fears on both sides. National representatives and many citizens of the old Member States feared that their labour markets could not absorb a high influx of foreign workers from poorer countries in times of economic downturn and high unemployment. Some therefore felt that the need for EURES would be smaller in such periods and that it would not be a suitable tool for solving local labour market surpluses.

For the new Member States, the fear of a brain drain of highly-qualified graduates has been very prominent. These concerns were particularly illustrated by the Polish case. After Poland joined the EU in 2004, a significant number of young Poles left the country to work, particularly in the UK and Ireland. At that point, the Polish government was particularly concerned about the possibility of a brain-drain. Although many Poles have now been returning to Poland, some of these fears still persist across the new Member States. The vast majority of EURES partners in the new Member States, however, have realised that labour mobility represents an important opportunity — particularly as many young Estonians, Poles, Latvians, are now returning home after some years with new language skills and work experience.

Mobility between Slovakia and the Czech Republic; a tradition in practice

By guest writer Boris Katuscak, EURES Manager, Slovakia



Boris Katuscak, EURES
Manager, Slovakia



Country profile: *Slovakia*

Joined EURES: May 2004

Current EURES Manager:

Boris Katuscak

Number of EURES Advisers: 23

Population: 5 400 998

Net migration: 6 793

GDP per capita (in PPS): 67.0

Employment rate: 61.6 %

Job vacancy rate: 1.1

Official languages: *Slovakian*

(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

Huge numbers of Slovakian workers seek jobs in the Czech Republic due to the similarity of the languages and cultural norms; this has led to national shortages in, for example, the mechanical engineering and textile sectors.

One hundred years ago, 'Slovak pottery mender' meant the same in Bohemia as the term 'Polish plumber' has come to mean in western Europe. Mobility flows at the national and cross-border levels have always been a historical tradition between Czech Republic and Slovakia. Labour movement in the area occurred even before the establishment of the first Republic of Czechoslovakia and continued through the Communist era and after the division of the country into two independent states in 1993. It continues in its most intense form today. Mobility flows from Slovakia to Moravia and Bohemia are well-established and some even more distant regions in the eastern part of Slovakia have a long tradition of commuting for work to the more developed, industrialised Czech territory.

Over the tens of years of labour commuting, similar languages, cultures, histories, and educational systems, not to mention cross-border family bindings, have all served as strong push factors for migration. In this respect, I am very happy that the European Commission has decided to support the creation of a new EURES cross-border partnership between the Czech Republic, Slovakia and Poland as well. The approved partnership, called Beskydy (the name of the mountains situated in the partnership region of all three respective countries), is a further important step in the task of supporting the migration heritage of this interesting region. I strongly believe that EURES-T Beskydy and its services to all types of clients will bring a real added value to the further development of this region by helping the people of the region to cross the borders and break down any remaining barriers between the countries, thus continuing the historical legacy of previous migrant generations.

2006: a significant year



The European Year of Workers' Mobility 'Mobility Bus' is greeted in Brussels by Vladimír Špidla, Commissioner for Employment, Social Affairs and Equal Opportunities, after its month-long tour in October 2006, having visited nine other European cities. The 'Mobility Bus' was just one of a whole range of labour mobility-related awareness-raising initiatives that took place over 2006.

European Year on Workers' Mobility

Every year, the European Commission, in partnership with the European Parliament and the European Council, chooses a theme for the European Year. This initiative aims to inform European citizens about a topical issue via the organisation of debates, conferences, good practice exchanges and project work. For 2006, the European theme was workers' mobility. As Commissioner Špidla highlighted, 'Europe is facing a combination of skills shortages, bottlenecks and unemployment. Mobile workers — people with experience of working in different countries or changing jobs — tend to be better at learning new skills and adapting to different working environments. If we

want to see the number of workers in the right jobs envisaged by the EU's growth and jobs strategy, we really need a more mobile workforce.' The European Year of Workers' Mobility aimed to raise the visibility of mobility issues and to promote their cause on a political level.

In this context, EURES was one of several key partners promoting regional projects and raising awareness of labour mobility; within EURESCO Jimmy Jamar, now Head of Unit for DG Employment's Communications Unit, was in charge of the coordination of the Year. One such project was an awareness-raising campaign about the opportunities available to mobile workers within the EU. The campaign

was combined with the launch of the European Job Days — now a hugely successful annual series of job fairs. The joint launch took place in Oviedo, Spain, in September 2006, and focused in particular on two regions: Asturias in Spain and Silesia in Poland, which both faced high unemployment rates at that time. EURES Advisers from ten other EU countries besides Spain participated, as did multinational companies such as DuPont and Arcelor Mittal, kick-starting the reputation of the Job Days as truly international events.

Stepping forward to the present day, Oviedo and Silesia still host Job Days on a regular basis. Gratifyingly, the European information department of the Oviedo Chamber of Commerce has



seen a significant increase in the number of queries from people interested in mobility opportunities and searching for a job abroad. This in turn has also led to an increased awareness of the services of EURES in the region. In the future, continuous cooperation is expected to take place between both regions in the form of work placements arranged via the 'Leonardo da Vinci' programme — a great example of where EURES and other European initiatives can team up to make sure that the lifelong mobility advice and placement services available are visible to all Europeans.

Hitching a lift to work — in another country

Of course, the last few years have not only been marked by European-level action, although the Year of European Workers' Mobility provided a useful 'hook' around which to hang local activities. All countries — whether new or old — as well as EURES partners and EURESco itself, were hard at work on a whole range of innovative and interesting projects.

The Sønderjylland car-sharing project illustrates just one case of the many innovative cross-border projects, in this instance between Germany and Denmark. Its *raison d'être* is very simple: throughout this period many qualified German workers have been willing to commute to Denmark, and they needed certain tools to make this easier for them. German commuters were prepared to travel substantial distances to their workplace in Denmark, but it wasn't an efficient use of time to travel separately — however, how could they be put in contact with one another?

'To give an example, some of our German workers commute these days from as far as Bamberg in Bavaria to work in Frederikshavn in Northern Denmark,' says Poul Hansen Frank. He is the

The Old Market Square, Warsaw, Poland



Country profile: *Poland*

Joined EURES: May 2004
Current EURES Manager:
Barbara Polańska-Siła
Number of EURES Advisers: 40
Population: 38 115 641
Net migration: 20 485
GDP per capita (in PPS): 53.4
Employment rate: 58.1 %
Job vacancy rate: 1.7
Official languages: Polish
(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

Poland has suffered from mass emigration to western Europe, though many Polish workers are now returning home, attracted by favourable currency exchange rates and widespread vacancies for machine and equipment operators, office employees, personal services workers and shop assistants.



The EURES Malta team in 2007: L-R Natasha Attard, Claire Chetcuti, Arvin Mizzi, Raphael Scerri (EURES Manager), Claudia Theuma and Grace Farrugia

Country profile: **Malta**

Joined EURES: 2004
Current EURES Manager: Raphael Scerri
Number of EURES Advisers: 6
Population: 410 290
Net migration: 1 720
GDP per capita (in PPS): 77.8
Employment rate: 55.7 %
Job vacancy rate: 1.8
Official languages: Maltese, English
(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

Malta is one of the smallest EU Member States, with a population that comes in at less than Luxembourg's. However, despite its small size, it is one of the most active EURES teams. Malta's economy is largely dependent on tourism, limestone resources and financial services, though, interestingly, film production is seeing a large increase on the island.



In 2007, the second-ever Brussels European Job Day was launched by Justine Henin, the world-famous Belgian tennis player (here accompanied by Vladimír Špidla, Commissioner for Employment, Social Affairs and Equal Opportunities, second from left, and Jimmy Jamar, European Job Days Coordinator, far right)

coordinator of the cross-border partnership EURES-KOMPAS, a cooperation initiative of the Southern Danish region Sønderjylland and the Northern German region Schleswig Holstein. Travelling back and forth between home and the workplace can be quite a financial and organisational effort, though employers do their bit by adapting the working week to fit around their workers (who might, for example, work four ten-hour days rather than five shorter days, in order to visit their families for longer each weekend). Poul therefore had the idea of supporting commuters by setting up an online service for carpooling (www.EURES-transport.eu). The website is provided in both German and Danish, so that commuters from both sides can make appropriate use of it. The

car-sharing website has been running since March 2007 and users can search for or post possibilities of joint commuting.

The service is mostly contacted by German employees asking for advice on how they can best get to their new workplace. Many of them cannot afford a car on their own, and depended on public transport before they discovered the carpooling alternative. Sharing a car between two or three people can be significantly cheaper than a train ticket, and may also provide the car-sharers with more flexibility when faced with longer hours. It goes to show how just one simple tool can help mobile workers every single day.

Informing and engaging employers

By guest writer Valerija Okorn, EURES Manager, Slovenia

One of the trends in our region is the tendency of the majority of Slovene employers to recruit workers from other ex-Yugoslav states; people from these countries speak similar languages and many ex-Yugoslavs have relatives in Slovenia due to past migration flows from the south-east to the north-west. How, then, should we go about raising awareness among Slovenian employers and companies of the opportunities and instruments for recruiting workforce from a wider range of EU Member States? The Association of Employers of Slovenia (ZDS), EURES Slovenia and Adecco Slovenia joined together in mid-2006 to come up with ways to inform, advise and give targeted support to employers who recruit, or could be willing to recruit, foreign workers.

Our projects, supported by the European Commission, have the combined aim of creating a permanent, widespread support system to employers recruiting foreign workers. Seminars for employers have been organised frequently in recent years and focus not only on general support and information on legislation, but also on specific questions such as the taxation of non-residents, posting of workers and intra-company mobility. Articles about mobility have been published in business and human resources magazines, while employers have permanent

free-of-charge access to counselling on legal and administrative matters. The Association of Employers of Slovenia promotes the seminars and guidance material to its members via its website, though this information is also available free of charge to all employers (members or otherwise). Two manuals have been published: 'How to employ foreign workers' and 'Posting of workers in EU countries'. The latter manual provides practical information on what the employer needs to know when he posts workers to any particular EU/EEA country, including the contact details of the most important institutions in those countries. The manual also acts as a handy reference guide for EURES Advisers.

In the last year more partners have joined the project, such as trade unions, the Ministry of Labour, Family and Social Affairs, not to mention a non-profit organisation dealing with women's employment. One of the aims of the project is also to identify obstacles to mobility and to contribute to a more coherent approach in employment of foreign workers in Slovenia. With the contribution of different social partners, an action plan with concrete proposals on how to tackle the mobility obstacles will be prepared. This, together with the other tools still in operation, will ensure the continued promotion of EURES' services on a national level.



**Valerija Okorn, EURES
Manager, Slovenia**





Section 4

THE FUTURE: 2009 onwards

Introduction



After 15 years of life, EURES has achieved many things: it is truly remarkable that, after over twenty-five years of SEDOC (see page 8), the network has implemented in nearly half that time a truly coordinated European service, rich in knowledge and skill. However, in a constantly shifting labour market requiring constant monitoring, there are still several open questions. These range from the question of how to support return workers heading home after

a period working abroad to the issue of whether, when and how to extend EU legislation and services to embrace third country (i.e. non-EU/EEA/EFTA) workers.

In November 2009 EURES will hold a conference directly tackling both these issues and EURES' approach to them. It is hoped that over the coming months a coherent strategy will be drawn up to address pressing matters expected to affect the

following few years, and this process is something on which EURESco will consult the network at each turn.

In the following pages we discuss some of the underlying facts, fears and forecasts related to these topics. But, whatever happens in November, you can be sure that EURES will continue to place mutual support, teamwork and innovation at the heart of its activities.

Europeans on the move — How mobility patterns have changed over time

By guest writer Christoph Maier, Employment Analysis Unit, DG Employment, Social Affairs and Equal Opportunities, European Commission



Europeans have a long history of being on the move. Living and working abroad has been an economically sensible and socially acceptable choice of life for many generations of Europeans. While mobility patterns have been changing over time, almost all regions of Europe have some experience of emigration, immigration or both.

There have been several distinct phases of European migration since the end of World War II. From 1945 to the early 1960s, migration within and to Europe was marked by the displacements of World War II, the return migration from newly independent European colonies and inflows of workers from former overseas territories.

This was overlapped by another phase of labour mobility, which started in the mid-1950s and lasted until the early 1970s. Labour shortages in some countries led to the active recruitment of foreign workers. A south-to-north migration pattern emerged, starting with Italians and soon followed by Spanish, Portuguese, Greeks, Turks, Yugoslavians,

Tunisians and Moroccans. The relatively poorer peripheral regions in southern Europe (and Ireland) experienced a high outflow of people, while metropolitan regions in central Europe, in particular France and Germany, saw significant inflows. It is estimated that about 5 million people moved northwards during this period.

The peak of intra-European population movements was reached around 1973, and migration rates between European regions slowed down considerably in the following years. The demand for foreign workers fell in the wake of the first oil price shock in 1973 and the ensuing economic crises triggered by it. Governments of the major destination countries for migrants curtailed the active recruitment of foreign workers and attempted to encourage return migration.

Another important factor contributing to the slowdown of intra-European migration since the 1970s was the improving economic performance of the poorer countries



Bellapais Abbey, Cyprus

Country profile: Cyprus

Joined EURES: 2004

Current EURES Manager:

Antonis Kafouros

Number of EURES Advisers: 8

Population: 789 258

Net migration: 7 390

GDP per capita (in PPS): 90.7

Employment rate: 71.5 %

Job vacancy rate: 5.4

Official languages: Greek, Turkish

(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

The main large employers in Cyprus are the government, the banking sector and the public and semi-public sectors. There are a few large companies which are active mainly in services, while industry has diminished in size in recent years. Most private companies take the form of SMEs employing up to 250 people; however, the great majority of them employ fewer than 50 people.

within the EU, an increasing rate of convergence of the European regions, and the decrease in regional income and employment gaps. The absolute number of EU workers living in Member States other than their own dropped by one third between 1973 and 1984.

On the other hand, from the mid-70s mobility patterns became more complex. While traditional mobility decisions were mostly driven by job and income considerations, 'quality of life' factors including environment and cost of living issues emerged as additional drivers. Such non-work-related motives counter the traditional rural-to-urban (intra-national) and south-to-north (inter-national) directions of geographic mobility in western Europe.

Meanwhile, cross-national flows among urban areas appeared to be on the rise, prompted by the spread of skilled international migration, especially from the peripheral regions of Europe where the supply of highly trained persons outstrips the capacity of the local economy to absorb it. Part of this high-skilled and often short-term mobility is due to cross-border transfers of employees of multinational companies. At the same time, other forms of short-term mobility in the form of seasonal work or temporary postings have been on the rise as well, in particular among low- and medium-qualified workers.



In parallel to the increasing diversity of mobility motives and durations, the fall of the Iron Curtain started a new phase of large-scale migrations within Europe. Hundreds of thousands of refugees, asylum seekers and economic migrants moved to the EU countries after the end of socialism in Central and Eastern Europe and in the wake of economic transition and ethnic wars during the 1990s. With the two most recent EU enlargements in 2004 and 2007, and despite temporary restrictions on the free movement of labour, workers from the new Members of the EU started to gain free access to the labour markets of most western European Member States.

As a consequence, the number of nationals from the new central EU

countries living in the old Member States has increased by well over 2 million since 2003, with many more having moved for only a short period of time. Some traditional emigration countries such as Spain or Ireland turned into immigration countries, while some of the central European countries experienced a significant outflow of mostly young and relatively well skilled people. Yet, contrary to widespread concerns before enlargement, post-enlargement labour mobility has not had a serious negative impact on labour markets in the destination and sending countries, but has had significantly positive economic effects.

Moreover, post-enlargement mobility flows have been relatively moderate compared to the overall size of EU

labour markets. Even five years after enlargement, the percentage of Europeans living and working in another Member State is still only a little over 2 %. Additionally, in most of the 27 EU Member States the labour force share of nationals from outside the EU remains significantly larger than that of other EU nationals.

Looking into the future, the reservoir of mobile workers in Europe seems to be limited. Mobility between the western European countries has remained rather low for years, despite the removal of many of the administrative and legal obstacles to mobility. East-to-west mobility flows reached their peak in 2006 and have been declining substantially, most recently as a consequence of the financial and economic crisis. Over the



**Bran Castle, Braşov,
Romania**

Country profile: **Romania**

Joined EURES: 2007

Current EURES Manager:

Luminita-Camelia Mihalcea

Number of EURES Advisers: 25

Population: 21 528 627

Net migration: 745

GDP per capita (in PPS): 38.4

(December 2006)

Employment rate: 57.9 %

Job vacancy rate: 1.8

Official languages: Romanian

(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

Romania has a track record of high numbers of citizens going to another Member State to work, though this figure has slowed massively in recent years, as can be seen by the net migration figure above. Still subject to transitional rules in some countries, Romanians are attracted by Spain and Italy in particular.

coming years, the continued convergence of incomes between Member States and a rapid decline in the number of young people, who are most prone to migration, will act as an additional brake on mobility. At the same time demographical trends and imminent labour shortages in the EU will require ways to increase mobility within Europe and take a fresh view on immigration from outside the EU.

This contribution draws on the following sources:

- European Commission (2008), 'Geographical labour mobility in the context of EU enlargement', in *Employment in Europe 2008*, Chapter 3, Luxembourg;
- Jovanovic, M. (2005), *The economics of European integration — Limits and prospects*, Cheltenham, Northampton;
- Recchi, E. et al. (2006), 'Geographical and job mobility in the EU', Study commissioned by DG Employment, Social Affairs and Equal Opportunities, European Commission.

Labour migration trends after the 2004 enlargement



As guest writer Christoph Maier highlighted, ‘contrary to widespread concerns before enlargement, post-enlargement labour mobility has not had a serious negative impact on labour markets in the destination and sending countries, but has had significantly positive economic effects.’ Prior to the 2004 EU enlargement, many observers agreed that if the old Member States all opened their labour markets to the acceding countries, Europe would witness significant labour migration flows from Central and Eastern Europe towards the West. Although some countries were concerned about the effect of so many countries joining the EU at once, meaning that only three countries fully opened their borders at first, enlargement has in fact been a success story in terms of the labour market. Even countries which still impose transitional measures, such as Germany and Austria, have seen healthy immigration rates.

Migration flows in a wider context

It is true that significant economic migration flows have been the result of the two rounds of EU enlargement in 2004 and 2007. These trends, however, need to be seen in a wider context. 1.1 million migrant workers may sound like a large number, but it represents an increase of merely 0.3 %. The total share of migrant workers in the old Member States is thus at only 0.5 % (though this does not include the many non-EU immigrants). Moreover, a further surge of labour mobility from the new Member States seems unlikely. Despite the progressive lifting of transitional measures, which have put a break on labour mobility across new and old Member States, there is much evidence, in fact, that the increasing convergence in income and employment between old and new Member States is already lowering the economic incentive to move.



Transitional measures

The enlargements of 2004 and 2007 were accompanied by agreements that the old Member States would retain the right to keep their labour markets closed to workers from the acceding countries for a period of a maximum of seven years. These so-called transitional measures were meant to avoid possible disturbances of the labour markets, but were never applied to workers from Malta and Cyprus. The labour force of these two countries was considered — due to its small size — to have barely any effect at all on the labour markets of the old Member States.

Almost five years after the 2004 enlargement, 11 out of 15 Member States have lifted their restrictions on labour market access. With regards to those countries that joined the EU in 2004, all restrictions will end on 30 April 2011. With regards to Bulgaria and Romania, all transitional measures will be lifted by 31 December 2013.

It is also worth mentioning that, in some instances, the migration flows have not been as one-sided as many observers had suggested. In other words, there have been a few minor cases, primarily in cross-border regions, in which jobseekers from the West have sought employment in the East. The informal TriRegio partnership between Germany, Poland and the Czech Republic administered on a local level (see page 80) provides some evidence of such reversed migration trends. Unemployment rates in Germany's Saxony-Anhalt region are not necessarily lower than those in the bordering Polish and Czech regions. As a consequence, an increasing number of Germans — mostly but not only in managerial positions — seek employment in the neighbouring eastern regions. At the same time, many Poles have started buying houses and flats in Saxony-Anhalt as property prices tumble, while the opposite is the case on the Polish side.



Budapest, Hungary

Another characteristic of the recent mobility flows deserving consideration is the fact that it has, to a large extent, been temporary rather than permanent. Some workers stay in the same job and in the same community for many years; some workers decide to move to another job but stay in the same region; others move from country to country; and many, in fact, whether after months or years, return home. In the recent past, migrant workers from Central and Eastern Europe have started returning home for two main reasons. The first is that in periods of economic crisis, people who work abroad find it harder to find an adequate job and with the skills they have gained abroad (for instance foreign languages) can be more likely to find a better job in their home countries. The second reason is that economic recovery in Central and Eastern Europe has been progressing well, which has improved living and working conditions to standards that make a return home much more attractive.

Country profile: Hungary

Joined EURES: May 2004
Current EURES Manager:
András Kalmár
Number of EURES Advisers: 29
Population: 10 045 401
Net migration: 4 658
GDP per capita (in PPS): 62.6
Employment rate: 57.1 %
Job vacancy rate: 1.2
Official languages: Hungarian
(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

The Hungarian labour market is characterised by significant regional differences, with Central Hungary and Central and Western Transdanubia faring very well economically. Approximately 20 % of the population is fluent in another language. There are surpluses of dressmakers, tailors, mechanics, and IT engineers, while healthcare professionals are much in demand.



Although there are presently no statistics available on the number of workers returning home, it is a logical consequence that, after a prolonged period of increasing mobility, the issue of how to cater for returning workers will come to the forefront of the public employment services' minds. For example, in addition to the EURES conference on the future of the service, to be held in November 2009, a conference on the issue of return workers will be held in the same month in Lithuania, since about a third of its population lives abroad.

What have been the effects of post-enlargement labour migration?

While some observers in the old Member States were concerned about disturbances of their national labour markets and an increase

in unemployment rates, the most prominent fear in the acceding countries concerned the issue of what has been labelled 'brain drain'. Brain drain refers to the fear that large numbers of young talented and well educated professionals go permanently abroad, which would result in a long-lasting lack of qualified professionals in Central and European countries. However, the *Employment in Europe 2008* report found that these fears are largely ungrounded.

Firstly, those young qualified professionals who have left their home countries have done so in response to a lack of appropriate vacancies back home. Working in another Member State provides these workers with skills and helps them to pursue a career that otherwise would have been either redirected or

postponed. Secondly, as has already been stated above, much of the recent labour migration has been temporary, which results in the opposite of a 'brain drain' effect: those mobile workers who have returned to their home countries have brought home important new skills and have thus been an enriching factor for their countries' labour markets.

On the other hand, those Member States which have absorbed mobile workers from Central and Eastern Europe have likewise benefited from the migration flows. Foreign workers have provided the economies of these countries with a labour force and skills that would have otherwise been lacking and which have allowed businesses to grow.

How can EURES help to support public employment services in future?

If Europe is to make progress towards the Lisbon targets and to increase its competitiveness vis-à-vis established economic powers such as the United States or Japan or emerging super powers such as China and India, then 'skills' have to be recognised as Europe's most valuable raw material. In order to make efficient use of this new raw material the European labour force will have to be as mobile as possible, and working cultures will need to accept more and diverse forms of employment. As Joan Cornet Prat, Head of Unit from 1990 to 1994, puts it: 'talent no longer depends on the physical place where someone lives but on the network with which he or she works. In the future what nowadays are alternative types of work — such as part-time or distance work — will become mainstream. For instance, even in the medical field, diagnosis and advice are already sometimes provided from other countries. Networks and mobility are going to be future key elements of the labour market, if not the decisive ones. Therefore what EURES can guarantee is that no talent is lost, because this is the only chance Europe has in a global and competitive economy.'



Collaboration between the Norwegian and Russian public employment services

In September 2009, NAV EURES will hold a conference in Finnmark, the northernmost point of continental Europe. This county, as big as Denmark but with a population of just 72 000, was the last region in Norway to gain a EURES Adviser and, crucially, borders Russia. NAV EURES will host an event with the Russian public employment service in the town of Kirkenes, very close to the border, in order to discuss the potential recruitment of Russian nationals to work, amongst other sectors, in mining, since the fast growth of this sector and the regional economy has created skill shortages. Lars Morten Årtun, EURES Coordinator in the Norwegian Directorate of Labour and Welfare, says: 'For many years there has been a cooperation between the county of Finnmark in Norway and the county of Murmansk in Russia. NAV and NAV EURES intend to build on this cooperation and look into possibilities for joint recruitment projects in the future. The long-term aims are to make it easier to move and work between these two countries. Our idea is to use the EURES 15th anniversary event as a gateway to strengthen the focus on this region. The anniversary seminar will be a great chance to inform the EURES network in Norway about the recruitment and development possibilities in the region.'

Mobility challenges

Jökulsárlón glacial
lake, Iceland



Country profile: *Iceland*

Joined EURES: 1994
Current EURES Manager:
Thóra Ágústsdóttir
Number of EURES Advisers: 2
Population: 313 376 (2008)
Net migration: 3 087
GDP per capita (in PPS): 119.2
Employment rate: 85.3 %
(Source: OECD, 2006)
Job vacancy rate: not available
Official languages: Icelandic
(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

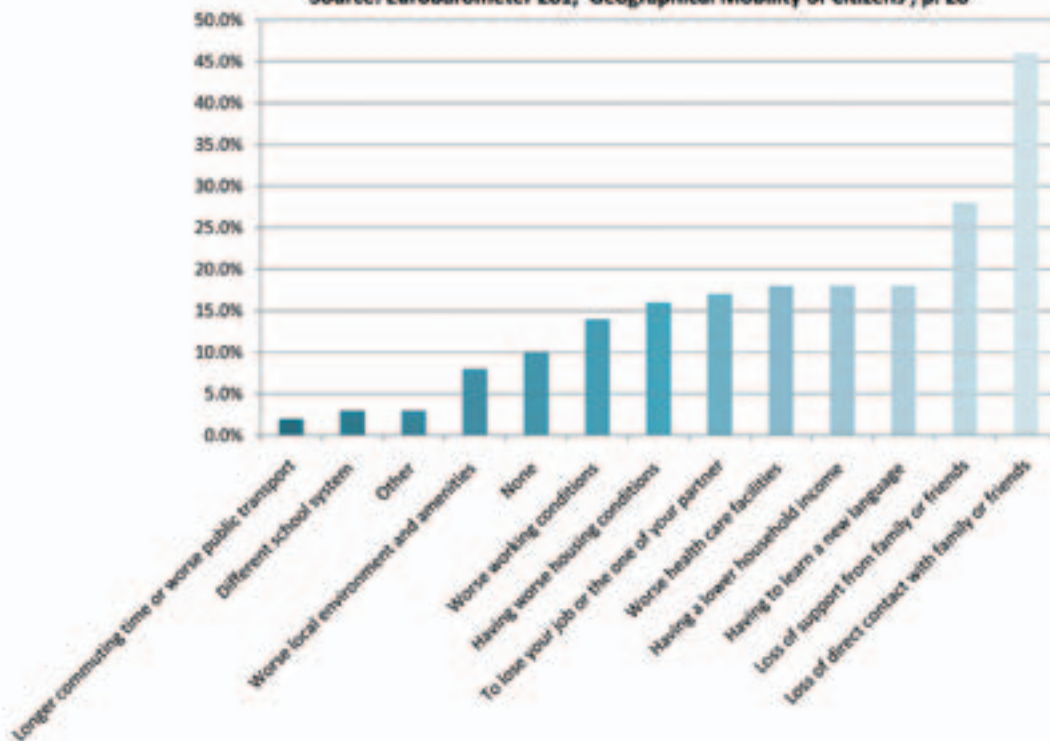
Iceland has received a great number of highly skilled workers in recent years, especially in the financial sectors. However, the country has been particularly badly hit by the global economic crisis, and the labour market will undoubtedly be affected — it remains to be seen how the market will adapt.

Diploma recognition

For some, the recognition of diplomas is among the most striking obstacles to fully smooth mobility in Europe. Numerous initiatives have been put in place to tackle these issues. For instance, organisations such as NARIC (the National Academic Recognition Information Centre) have been set up to facilitate the recognition of diplomas. In 2005, the European Commission also issued Directive 2005/36/EC to solve the issues which mobile workers still face in this area. It is expected that, when this Directive is implemented in the entire EU, problems related to the professional recognition of diplomas will all but disappear. However, some Member States have not yet been able to implement the Directive, and, as a result, diploma recognition remains problematic in some cases. This is an area where EURES can help massively; it is part of EURES Advisers' role to provide mobile jobseekers with advice on diploma recognition for academic and professional purposes.

Obstacles preventing Europeans from moving

Source: Eurobarometer 281, 'Geographical Mobility of Citizens', p. 28



Perceived obstacles preventing Europeans from moving (Source: Special Eurobarometer 281 'Geographical Mobility of citizens')

Social security systems

The other main area where several efforts have been made to better serve the citizens is the coordination of social security systems (social benefits such as healthcare, pensions, and unemployment or family benefits). Some advances have already been achieved in this area, but it should be noted that the EU has only limited legal possibilities here. What the Union can do and has been doing is to coordinate the various social systems across the 27 Member States. EU coordination has, in fact, been very active and presently almost all mobile persons are effectively covered. However, what the European Union cannot do is to harmonise these systems and merge them into one unique European social system. Thus, in some areas, differences across the social security systems still prevail. For instance,

this is the case regarding benefits for long-term sickness, where further coordination will be necessary.

EU coordination rules on social systems are being modernised and simplified, which will help the situation; the new package of coordination rules is expected to be applicable in 2010. The new system will be simpler in its application and there will be an enhanced cooperation between the various national institutions, as well as additional protection concerning worker's rights abroad. One of the key improvements will be the focus on electronic data exchange, which will replace the current paper form-based exchange of data. Once this new system is up and running, social security clerks will be able to exchange data more quickly, providing a faster and more efficient service to EU citizens.

The Assumption Cathedral, Varna, Bulgaria



Country profile: **Bulgaria**

Joined EURES: 2007

**Current EURES Manager:
Slavka Radeva**

Number of EURES Advisers: 7

Population: 7 640 238

Net migration: -1 397

GDP per capita (in PPS): 37.3

Employment rate: 62.9 %

Job vacancy rate: 1.0 %

Official languages: Bulgarian

(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

Bulgarian citizens have been very mobile since their country's accession to the EU in 2004. In particular, there is a strong trend for young people to work elsewhere in Europe.



Practical challenges

Finally, one should not forget that, besides bureaucracy, mobile workers also face very practical and immediate problems. Finding accommodation is still one of the issues which many jobseekers are most concerned about. In some European cities, finding an affordable place might be something of an 'adventure', especially for short stays. Fortunately, EURES Advisers may also offer advice on searching for accommodation. Another obstacle is foreign language acquisition, which can be particularly problematic for less widely spoken languages. Nonetheless, some EURES countries have established successful means to tackle this issue. A good example is Germany, which offers Norwegian language classes to future migrant workers in their home countries prior to their departure. The table on the previous page shows which obstacles EU citizens deemed most impeding to mobility in a recent Eurobarometer survey focusing on geographic mobility: losing support from and contact with family and friends were seen as the two greatest obstacles by far, with language barriers next in line.



Which path should EURES take next?

EURES was set up as a tool for geographical and professional mobility, and it will remain as such. However, as labour markets shift, adaptation will invariably be required, such as the need to stress professional mobility as strongly as geographical mobility. This latter issue is extremely important, especially in times of crisis, when labour markets can change very rapidly. These are goals towards which EURES will continue to work.

After running for 15 years and largely succeeding in its aims, EURES has provided many benefits to jobseekers and employers, with a

structure which has remained true to its foundations. A large step was taken in 2003 when the first web portal was launched, ensuring much more direct contact with users and the ability to match vacancies and profiles in a faster and more efficient way. EURES has been since then 'a double-headed tool, formed by the web portal and the network', as defined by Marco Ferri, Deputy Head of Unit for EURES at the European Commission.

In the future, EURES will inevitably be powered more and more by the portal, of which a new version will be launched in May 2009; its share of visitors will very likely increase substantially in the next years.

Nevertheless, the human network will always be present; one theme stressed again and again by network members is the fact that no price can be put on face-to-face guidance. It provides an irreplaceable service to the citizens, although some small changes will be introduced. As Wallis Goelen, current Head of Unit for Employment Services and Mobility, says: 'with the current upheaval on the labour market, we need to examine how EURES can continue to be of use to Europe both this year — this must be the priority — and in the years to come.' EURES will continue to work with stakeholders, policymakers and EURES Advisers to address this need.

Wallis Goelen, Head of Unit



PROFILE:

Wallis Goelen

Nationality: French/Belgian

EURES role: Head of Unit for EURES, January 2008 onwards

Wallis Goelen started work leading EURESco in January 2008, having previously worked in the Disabilities Unit of DG Employment. Her main objective is 'to relocate EURES within the European Strategy Framework, and to make EURES a tool for the strategy's objectives'. Wallis once overheard somebody saying that 'EURES is the GPS for employment in Europe' and she has always thought that this wording exactly reflects EURES' reason for existence. 'It is a fantastic tool to use to adapt our societies to new employment-related challenges, which are a reflex of the main challenges we face. These challenges are numerous, the major ones being our adaptation to globalisation; the transformation of our carbon dependant economies into green ones; the need to address the ageing of our population; increased support of technical development; and, more recently, effective management of the effects of the current economic crisis. We need to redirect workers to sectors and jobs with positive expectations everywhere in Europe.'



The PortAventura holiday resort in Spain, with which EURES collaborates on an ongoing basis

In early 2009, there were 18 million unemployed Europeans and between three and four million job vacancies unfilled. This is what Mrs Goelen defines as the great 'employment paradox', and EURES has to work to close this gap by working to enhance the matching process. Nevertheless, quantitative objectives for EURES will not and cannot be set. Firstly, because it would oppose the principle of free will — mobility can only be encouraged, not forced! Secondly, we need to work with, not against, European labour markets: EURES cannot create employment but must instead continue to facilitate access to employment by giving EU/EEA/EFTA citizens more and better jobs. For instance, in Europe nowadays there is an incredible demand for maritime engineers. The only country which has a surplus of them is Portugal, and as a result now almost all new maritime engineers who are hired across Europe come from Portugal. 'We have to be very careful



to manage the potential sense of threat caused by these matches on a Member State level, in order to retain the focus on skill development — without which we would lose our competitive advantage on a global level.’

According to many labour market experts, new workers will be more and more selected based on their skills rather than their qualifications. Therefore there is a great need to put systems in place to recognise those skills. In addition, if skills are the key, ‘we will have to adapt all the education systems to this reality; we will have to create ‘blocks of skills’’, says Mrs Goelen. Of course, ‘we will have to talk closely with employers in order to better match labour demand and supply’ (see page 111 for details of new tools EURES is developing in this respect).

Mrs Goelen stresses two areas in which EURES needs to develop: firstly, the breadth and depth of relations with employers, and, secondly, the fact that EURES is

not yet fully mainstreamed into the public employment services. A possible solution might be the widespread adoption of the current method used by the German public employment service, namely the inclusion of EURES placement figures in the central figures. Non-EURES public employment service advisers also need to be trained to ask every single client whether they have considered working abroad.

EURES is a coordinated network: it will not replace the role of the public employment services in Member States in the future for many reasons, the principal one being that a public employment service at only the European level would be too far removed from citizens. The role of the Commission in this area is to ensure coordination among Member States, and it is in this area that EURES will carry on its work. ‘EURES can give access to 30 % or 40 % of all job vacancies in Europe at the moment’, underlines Wallis Goelen — an amazing achievement.

'Towards an EU single labour market?'

By guest writer Dr Hubert Krieger, Research Manager, Eurofound

European policymakers and citizens alike support the idea of mobility across borders in the EU. The door towards a more integrated European labour market in the near future seems to be wide open. Europeans are clearly for it: nearly half of them think that mobility is a good thing for an individual, while 50 % think there are advantages for the economy. At the same time, European policymakers promote worker mobility as one key component of the Lisbon strategy to make Europe more competitive in the global economy.

However, only a small minority of workers (4 %) have actually seized the opportunity and moved to another country in the EU, and even fewer have moved to a non-EU country. Moving to another region in one's own country is a somewhat more popular option: nearly one in five of workers questioned in 2005 had taken that step. Not only workers but also European policymakers are in two minds: all accession rounds of the EU, bar one, have been accompanied by transitional arrangements infringing the mobility of workers from the new Member States.

Trying to establish how many people move across borders every year is a challenging exercise. Enlargement of the EU has definitely enhanced internal labour market



mobility. Overall figures of mobile workers are higher considering long-distance and transnational commuting without a change of residence and the number of irregular and undocumented workers.

For policymakers who are concerned by the low levels of mobility in Europe, there is some encouraging news. Surveys show that the number of recently mobile workers has gone up in the 15 old Member States (i.e. pre-2004), whereas in 2000 fewer than half a million workers had moved to their present country of residence. In 2007 this figure had risen to 800 000 — and the evidence shows that more citizens plan to move. In 2001, 1.7 % of people over 15 years of age intended to move to a different country within the EU;

in 2007 this figure had increased to nearly 3 %. Interestingly, trends in annual inter-state mobility in the US run in a different direction: this has halved from 2000 to 1.9 % in 2006. Yearly flow figures in Europe — though starting from a much lower level of 0.5 % — are increasing slowly by around 0.1 % per year.

In conclusion: Europe is moving slowly to a more integrated labour market. Regional mobility within some Member States is already very significant and borders are becoming more permeable for European workers. The right of mobility is, in the mind of European citizens, one of the major achievements of the European Union. The effective use of this right has to be supported by targeted labour market policies. EURES is one important element of such a policy.

Keeping EURES visible

Communications: where to go from here?



EURES and Europass: hooking up

The Europass initiative provides users with a CV format which is consistent across the EU. Both the Europass CV and the web tool supporting it, which since 2005 has helped 4.5 million citizens complete their CV, are being developed to further improve the quality of the service. Like the current site, the new version of the CV tool — to be launched in 2009 will be available in all EURES countries' languages. By then, users completing the Europass CV will be able to choose to integrate it directly into the EURES portal's database, thereby creating a EURES jobseeker profile. With just one tick box, then, the number of mobile workers who are direct beneficiaries of the EURES service should increase.

A common strategy across the network

EURES' visibility has always been a central concern, from the time when the first mobility programmes were being developed. In 2005 a brand new EURES Information and Communications Plan was drawn up in order to ensure that the network and stakeholders were provided with up-to-date, consistent, and relevant tools across the board. The strategy rests on four cornerstones. Firstly, EURESCO is committed to executing pan-European communications activities which will be combined with country-specific outreach tasks, coordinated under a common strategic 'umbrella'. This relies heavily on initiatives being taken at a national level: central support is provided for decentralised activities. Secondly, the strategy focuses on success, not process. The primary message will not be about getting employers and jobseekers to use EURES: it will be about demonstrating that EURES matches

The EURES Germany 'EURES-Intern' Working Group hard at work on promotional leaflets in 1997 (front row, L-R: Elisabeth Weber, Wilma Deutsch, Sylvia Müller-Wolff, Ilona Jaudzims; back row, L-R: Eicke Lenz, Jürgen Werner, unknown)



Helsinki, Finland

Country profile: **Finland**

Joined EURES: 1995
Current EURES Manager:
Ulla-Maria Wilenius
Number of EURES Advisers: 26
Population: 5 300 484
Net migration: 13 877
GDP per capita (in PPS): 115.9
Employment rate: 69.9 %
Job vacancy rate: 1.8
Official languages: Finnish, Swedish
(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

In recent years there has been growth in almost all sectors including industry, construction, commerce and finance. However, living costs in Finland are quite high, which can be a barrier to labour mobility: living costs can exceed wages, particularly in metropolitan areas.

jobseekers with jobs. Thirdly, emphasis is placed on engaging and empowering internal audiences, providing them with tools, encouraging them to 'own' and implement the campaign components, increasing the internal understanding of the need for a coordinated communications strategy, and soliciting their help to convey the messages externally. Finally, there is a stated reliance on the media and other means of mass communication to spread the messages to selected audiences.

To further these four aims, the Information and Communications Plan called for two complementary implementation strands to be put in place, both of which were the focus of open calls for tender from potential subcontractors. The first, namely strategic development, support and coordination, is currently provided by Consilia, who work with EURESco to maintain a communications toolkit, coordinate the promotion of the European Job Days, and provide communications training and other materials (such as the popular 'destination videos' presenting a country's culture and working conditions) to EURES teams.



The Vaduz Castle



The second strand is the regular compilation and provision of information delivered by the EURES News and Information Bureau (currently run by Gellis Communications). The Bureau provides internal and external newsletters, success stories for the website, statistical overviews, and contact and success story databases, not to mention other communications tools as the need arises (such as this commemorative book!). In addition, communications conferences are also held annually.

As ever, the involvement of the network is the key factor of EURES' communications success. Members of the EURES network are already trying to improve the awareness of EURES amongst their peers in the public employment services or social partner organisations, and constant efforts need to be pursued over time. The current and immediate future resources limit launching large awareness-raising campaigns at the level of the general public, whose results would be difficult to evaluate: the best way is to carry on with local efforts, making every person in the network a multiplier. Each individual should act — and many already do — as EURES' 'ambassadors' on the ground.

National level

The success of the EURES network depends not only on the quality of the network itself, but also on the extent to which employers and jobseekers are aware of this network and of

Country profile: *Liechtenstein*

Joined EURES: At launch
Current EURES Manager:
Markus Bürgler
Number of EURES Advisers: 0
Population: 35 356 (2008)
Net migration: 64
GDP per capita (in PPS): not available
Employment rate: not available
Job vacancy rate: not available
Official languages: German
(Source: Eurostat. Figures date from December 2007 unless otherwise specified.)

Liechtenstein is one of the few countries in the world with more registered companies than citizens. With a massive financial service sector, the country also boasts a prominent manufacturing sector. With a relatively high unemployment rate, a new labour market service was launched in 2007 to counteract the problem.



the quality of its services. Increasingly, EURES offices have been particularly active and inventive in approaching their target groups. Jobseekers are approached via information days, job fairs, counselling, school visits and participation at special events. Leaflets and notice boards in universities and local employment offices complement these active information sessions. Moreover, media channels have been used throughout the EU to familiarise jobseekers, employers and social partners with EURES: TV, radio, advertisements in magazines and newspapers, and promotional gadgets are widely used by many countries. Malta is a good example of a particularly active team: with a population of just 400 000, EURES Malta produces its own newsletter, arranges frequent TV spots, and will in March 2009 complete its own draft communications strategy.

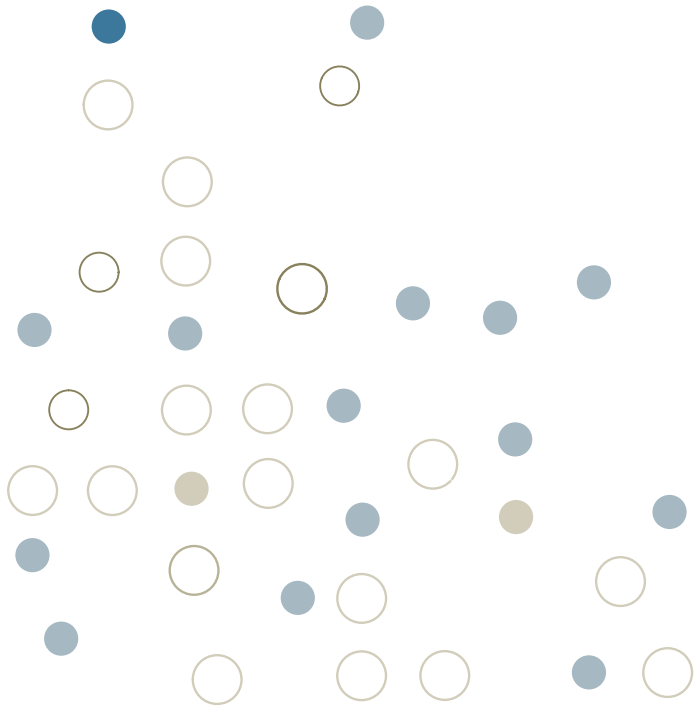
Internal communication is likewise important. In particular, networking activities lead to a good knowledge of the EURES network. Frequent meetings with EURES Managers and with other EURES Advisers contribute to the fact that the communication flow within EURES remains very active (according to the 2005 EURES evaluation report, EURES Advisers meet their national colleagues seven times a year on average and EURES Advisers from other countries four times a year on average).

New portal, new tools

As we can see, many improvements have been made since the 1994 launch in the way EURES communicates itself, thanks in particular to the widely consulted web portal, which was first launched in 2003 (see page 24). 'EURES' visibility on the web has gone from

zero to nearly two million visitors to the website per month', stresses Henric Stjernquist, the policy officer responsible for communications and IT at EURESco.

However, as the EURES portal contains more and more vacancies and the pressure on the server increases, the portal's capacity, navigation and services need to be able to keep up with demand. As a result, the third version of the portal will be launched in spring 2009. This will offer a social networking element designed to attract the 2.0 Internet generation of 'digital natives', who have grown up with the technology that came somewhat later to many of us. It is expected to be in place by spring 2009. Current events have shown the importance of social networks, which offer new ways for jobseekers and employers to cooperate. Four new features are going to be



developed: a virtual contact list enabling members to interact with each other; a calendar featuring current events; a blog where users can write about professional interest issues; and a tool allowing the creation of groups of members. The website will also feature many other new tools, including an open access project which will enable the usage of conference calls where employers can interview jobseekers and where virtual job fairs can also take place. 'From the outset, EURES developed some really quite advanced IT tools, and, with the new portal, we will make sure that we stay at the forefront of the field,' says Henric Stjernquist.

Following the release of a Communication issued by the European Commission to better match labour market and skill needs ('New skills for new jobs'), a tool for the EURES website has been developed. The 'Match & Map' tool is an interactive map of Europe geographically displaying all offers that match the user's CV, rated according to a 'match ratio'. This tool will bring together vacancies from the EURES portal with learning opportunities from the PLOTEUS portal (the Portal on Learning Opportunities throughout European Space). This way, based on the 'matches' and 'mismatches' between the user's CV and the skills and qualifications needed for the vacancy, jobseekers will be advised on where they should target their job search, and, crucially, what they should do to fill the gaps in their professional experience and thus better fit the offers available.

An initiative to promote gender equality

In order to increase the employment of women in the technical sector, the EURES Bayern-Tschechien cross-border partnership (located at the border of the German region of Bavaria and the Czech region of Western Bohemia) has come up with the initiative of launching a 'girls' day', due to take place on 23 April 2009. Female high school students and school leavers will visit technology-related companies situated either in Bavaria or Western Bohemia for an entire day, in order to familiarise themselves with technical jobs and the materials involved. The two objectives are long-term ones: to increase the number of female workers in technical jobs in the cross-border area and to familiarise them with the possibility of working cross-border.

EURES and other European programmes



Bridge over the Guadiana river linking Spain and Portugal, a project assisted by the Interreg programme

Cyprus promotes work exchange with Norway and Iceland

In Cyprus there is a shortage of staff to work during the summer season, especially in small family restaurants, while Norwegian students are very keen to accumulate practical experience during their studies or just after graduating. This is where EURES steps in! From May 2009, Norwegian students from vocational schools for waiters and cooks will take part in six-month work placements in restaurants in the Cypriot city of Pafos. This pilot programme will commence with 15 candidates, and consists of two parts: an initial introduction, which lasts two weeks, and the work experience, which lasts until October. The initial introduction, which will take place in the Higher Hotel Institute, will consist of an immersion into Cypriot culture, including basic Greek language expressions. The programme, which is run in partnership with Cyprus' tourist organisations, Norwegian vocational institutes, and EURES Norway and Cyprus, intends to grow over the years and be extended to other regions. EURES Cyprus has already started talks with EURES Iceland to repeat the experience by hosting Icelandic students in 2010.

Territorial cooperation and labour mobility: a great potential for further development

Cross-border cooperation is at the very foundation of EURES: many partnerships existed in another form prior to EURES even gaining its current identity (see page 37). However, there are still many exciting opportunities to explore when it comes to interaction between EURES' cross-border partnerships and other European cross-border and regional cooperation programmes managed by the European Commission.

The Commission manages 83 cross-border programmes other than the 21 EURES-T partnerships. Seventy of them promote cross-border cooperation covering regions along the entire border between two — or three — Member States, while 13 are transnational programmes covering several Member States and vast geographic areas (such as the Atlantic Ocean front, running from the Scottish Highlands

A shepherd in Abruzzo, Italy: rural development projects in Italy, Romania and Spain have received assistance from Interreg in order to promote tourism in these regions.



to the beaches of Andalucia). These programmes are mainly focused on innovation, transport infrastructures and environment. Labour mobility is not an area as such but is dealt with on a project-by-project basis. One major reason for this is the different administrative systems in place each side of the border — in this situation, concrete projects with defined objectives often make the most impact.

New instruments have been created to address this issue, such as the European Grouping of Territorial Cooperation (EGTC). This facilitates cross-border policy making, investment and project management. According to Colin Wolfe, currently the Commission's Head of Unit for Territorial Cooperation and a previous member of BEC, the forerunner of EURESCO, 'many new groupings can, after this development, go beyond the more established topics and focus instead on healthcare, social services or better planning of the labour market.' As such, there is a great potential for collaboration, and this is something that EURES will monitor closely, in addition to continuing to support existing cross-border partnerships' plans; a selection of scheduled activities in this area is featured on these pages.

Cross-border traineeship exchange

Over the next three years, EURES-T Rhein Waal will provide access to over 400 traineeships at the German/Dutch border through a new project entitled 'Euregional Training Exchange/Euro Apprentice'. Designed to match up the surplus of graduate trainees on the German side of the border with opportunities on the Dutch side, which is experiencing a shortage of employees bound only to increase in the coming years, the project has proved successful so far. The team holds information fairs in schools, language training sessions and open days, as well as helping the applicants to draft their applications; help and advice is then provided throughout the training. It is hoped that many more students and employers in the region will be familiarised with the idea of cross-border vocational training as a result of the project, which should lead to increased support for cross-border employment in general. The team intend to extend the project to include secondary-school graduates in the near future with the help of the Interreg programme, one of the European Commission's interregional cooperation programmes.

Conclusions



**By Nikolaus G. van der Pas, Director-General, DG
Employment, Social Affairs and Equal Opportunities
at the European Commission**

March 2009

As EURES celebrates its 15th anniversary, we can look back with pride on its success and achievements. The network is continuing to grow: I am delighted at its expansion in the new EU Member States, and its continuing development in the older-established EURES countries too, where advisers are being placed in more and more regional public employment service offices to serve an ever-increasing number of Europeans.

The number of cross-border and transnational projects is also rising constantly. Some are shorter-term projects to recruit those with certain skills in a specific area, a task that is just as important as providing advice and guidance. The growing numbers of visitors at the European Job Fairs coordinated by EURES and held each year throughout the EU and the EEA to publicise the service and connect jobseekers and employers mean more and more people

are learning about living and working abroad each year, and that in turn motivates them to consider the possibilities offered by mobility: this is truly EURES in action!

But let's not rest on our laurels, for there is still much to do. In the wake of the financial crisis and the ensuing economic downturn, EURES' role in assisting Europeans to find jobs by matching labour surpluses in one place with labour demand in another, and providing guidance on all issues relating to labour mobility, is more urgently needed than ever. Providing a practical service to ease workers' moves between Member States and covering everything from job placement and CV tailoring to advice on taxation and social security issues is, I am convinced, a vital task, and one to which the Commission is wholeheartedly committed. The Commission intends to keep its focus on



**Sylvia Müller-Wolff, Oberrhein
Cross-border Adviser, at a job fair in
Karlsruhe, Germany in 1999**

developing and improving the service year by year, raising its visibility and tailoring it to the needs of regional, national and international labour markets, all of which require constant monitoring.

One option for improving the service offered is the use of technology, which has come a long way in the last 15 years. The Internet, for example, is crucial for reaching both jobseekers and employers. In spring 2009 we hope to engage many more Europeans when we launch our new portal (eures.europa.eu). The Commission will also make use of the many modern tools on offer to help jobseekers and employers, including through social networking platforms. We are also revising the EURES Guidelines with a view to simplifying the administrative procedures. Our aim is to make labour mobility as easy and comprehensible as possible for jobseekers, employers and the EURES network. The portal is vital here because it is often the first interaction which people have with the network.

The Commission will also step up support to EU citizens in the field of professional and geographical mobility. Few Europeans stay in the same job, company, sector or region throughout their lives, and the obstacles facing workers at such times of transition can be disheartening. The last 15 years have seen major changes in Europe's demographic make-up and in people's expectations; as Europe's population ages, people are working longer and in more varied ways. Distance working is an option for some, while others



The launch of the 2006 portal (L-R: Jeremy Rifkin, President of the Foundation for Economic Trends; Jan Andersson, Chairman of the Employment and Social Affairs Committee, European Parliament; Martin Bartenstein, Austrian Minister for Economy and Employment; José Manuel Barroso, President of the European Commission; Vladimír Špidla, European Commissioner for Employment, Social Affairs and Equal Opportunities)

manage to combine a number of part-time jobs on different sides of a border. These new needs must be catered for, and EURES will continue to facilitate labour mobility in the future for an even greater range of citizens. Many EU programmes, such as the Leonardo da Vinci and PLOTEUS (the Portal on Learning Opportunities throughout the European Space) schemes, complement EURES' work and may help to further our mutual goals to an even greater extent in the future.

In the longer term we also need to consider the European labour market's interaction with non-member countries with an eye to demographic ageing. Along with other issues of relevance

to EURES' future work, this will be addressed at a dedicated conference in November 2009. Whatever the shape of Europe in another 15 years, we want to continue to provide a network of specialists who are not just able but actively passionate about offering assistance to all workers in Europe.

EURES' 15th anniversary is an excellent opportunity to express my warm thanks to all members, past and present, of the network. The network is the service's greatest asset, and the hard work put in day to day by managers, advisers, assistants, line managers and partners does not go unnoticed. May EURES' next 15 years bring even greater attainments than the last!

Glossary

BEC:

Now known as EURESco, BEC (Bureau européen de coordination) was the original team that coordinated EURES within the European Commission. The original European Job Vacancy Database was also sometimes referred to as 'BEC'.

Central and Eastern European countries (CEECS):

The term 'Central and Eastern European Countries' refers to Bulgaria, the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovakia and Slovenia.

the Council of the European Union (also known as The Council of Ministers):

The Council of Ministers is one of the European Union's legislative chambers (the other being the European Parliament), and is composed of one ministerial representative from each EU Member State. The exact composition differs according to the issues being discussed; in fact, the Council of Ministers can take one of nine possible formations, such as the Council of Ministers for Employment, Social Policy, Health and Consumer Affairs. This Council should not be confused with the European Council (an assembly of EU heads of state or government) or the Council of Europe (a non-EU organisation of 47 states).

Cross-border initiative:

Cross-border initiatives promote and support cross-border mobility in the same way as cross-border partnerships, but are rather more limited in timeframe and scope. If they prove to be fruitful, they may be transformed into cross-border partnerships.

Cross-border partnership:

Set up to coordinate and advise upon labour mobility in the EU's border regions, these partnerships bring together public employment and vocational training services, employers and trade union organisations, local authorities and other institutions dealing with employment and vocational training. Cross-border partnerships, which are led by a Steering Committee, are also charged with monitoring the labour market in these cross-border employment areas. An important part of EURES' daily and strategic work since launch, there are currently 21 of these partnerships catering for the 700 000-plus European citizens who live in one EU Member State and work in another.

Directive:

A directive is a legislative act of the European Union which requires that Member States achieve a particular result but does not dictate the means used to achieve that result. In this way, it differs from European Union regulations, which define the approach as well as the aim of a policy.

Directorate-General (DG):

The European Commission is organised in a number of Directorate-Generals (or departments), each with specific responsibilities (such as the DG for Employment, Social Affairs and Equal Opportunities, of which EURESco is just one unit).

Employment rate:

The employment rate is the ratio of persons in employment to the total population of working age (15 to 64 years). In other words, it indicates the percentage of the working age population who are currently in employment. The employment rate is one of the indicators that economists use to analyse the state of the labour market in a particular country.

EU Presidency:

Formally called the Presidency of the Council of the European Union, the EU Presidency rotates between EU Member States every six months. The EU Presidency is held by an entire government (rather than by a single person) whose task it is to organise and chair all meetings of the Council.

EURES Adviser:

EURES Advisers, of whom there are currently 800, are appointed by Member States to work as part of the EURES network, though they are managed by the public employment service. Their role consists of information and advice provision, placement activities and labour market monitoring. Many EURES Advisers participate in projects with their EURES network colleagues based in other countries in order to achieve these three aims. EURES Advisers are often supported by EURES Assistants, who do not receive centralised EURES training but who may be promoted to the role of EURES Adviser after a minimum of one year.

EURES Charter:

In order to fulfil the goals of full occupational and

geographic mobility, fundamental bases of the European Employment Strategy, the network's composition, constitution and functions needed to be better defined. In the EURES Charter, which was adopted in April 2003, these principles were expanded upon to provide concrete action points to be addressed. The Charter explains to the members and partners the operation of the network in detail. It provides for the creation of a uniform system for the exchange of information, stating its nature, frequency and the means of gaining access to it.

EURESco:

EURESco stands for the EURES Coordination Office, which is based in the Directorate-General of Employment, Social Affairs and Equal Opportunities at the European Commission in Brussels. EURESco coordinates EURES' activities across all 27 EU Member States as well as Norway, Iceland, Liechtenstein (under the European Economic Area agreement) and Switzerland (as part of the European Free Trade Association).

EURES Coordinator:

Member of the management team in the National PES or Labour Ministry who oversees the activities of the national EURES adviser network in a supporting role to the EURES Manager. EURES Coordinators deal with the budget, activity plans, and national conferences, and often represent their PES at Working Group meetings.

EURES Manager:

Each national EURES network is headed by a EURES Manager who coordinates all EURES activities in their country and manages all EURES staff. EURES Managers sometimes also hold another function within their public employment service.

EURES News & Information Bureau:

The Bureau provides internal and external newsletters, success stories for the website, statistical overviews, and contact and success story databases, not to mention other communications tools as the need arises. It has been in place since 2006.

EURES-T:

EURES-T stands for EURES-Transfrontalier, the original name for cross-border partnerships.

EURES-T Coordinator:

Assists the cross-border Steering Committee in directing and monitoring the implementation of approved activities. EURES-T Coordinators manage the local Cross-border Advisers, work on activity plans, budgets, annual reports and partnership reviews, and are responsible for setting up and maintaining

links with additional local organisations, other EURES cross-border partnerships and Community programmes.

Euroadviser:

The original name for EURES Advisers, the term 'Euroadviser' was dropped after the introduction of the euro in 1999 in order not to confuse potential clients.

European Economic Area (EEA):

The EEA consists of the 27 EU Member States and the three EEA/EFTA States (Iceland, Liechtenstein and Norway). The EEA has been in existence since 1994, following an agreement between countries of the EFTA and Member States of the EU. It allows EFTA countries which have signed the agreement to participate in the European single market without joining the EU.

European Economic Community (EEC):

The European Economic Community (also called the European Community) was the forerunner of the European Union, and was established in 1957 between Belgium, Germany, France, Italy, Luxembourg and the Netherlands. Over the years the Community was joined by further countries and developed through new Treaty agreements into the European Union as we know it today.

European Employment Strategy (EES):

The European Employment Strategy is built around four priorities: employability, entrepreneurship, adaptability and equal opportunities. Each year, the Member States draw up National Action Plans on the topic of employment implementing these broad policy guidelines. EURES' activities work towards the fulfilment of the EES' objectives.

European Free Trade Association (EFTA):

EFTA was established in 1960 as an alternative trade bloc for countries that were unable or chose not to join the European Economic Community. Today EFTA has four members: Iceland, Liechtenstein, Norway and Switzerland.

Eurostat:

Eurostat, based in Luxembourg, is the statistical arm of the European Commission. It researches and analyses data for the European Union and promotes the harmonisation of statistical methods across the Member States of the European Union.

GDP per capita (in PPS):

Gross Domestic Product (GDP) — a measure for the economic activity of a country — in per capita Purchasing Power Standards, which is a form of expressing data allowing the direct comparison of different economies. The index is expressed in relation to the European Union average, which

is set to equal 100. As such, a country score higher than 100 indicates a GDP per head higher than the EU average, and vice versa.

Geographic labour mobility:

The movement of workers either within their own country or to/within another country.

High Level Strategy Group (HLSG):

The EURES High Level Strategy Group was created in 2002 to assist the Commission with the development and promotion of EURES, though it had essentially existed informally prior to this date as part of the Heads of PES meeting. The group meets twice a year and brings together all PES Heads as well as the Heads of European social partner organisations. It provides guidance on decisions concerning the implementation of services and activities and helps to draft the annual and biennial Commission reports.

Job vacancy rate:

One measure of workforce demand is the job vacancy rate, which is the number of job vacancies as a percentage of all filled positions (plus the number of job vacancies). A job vacancy rate of 1.2 % would thus mean there is in just over one job vacancy for every 100 posts in a particular region or country.

Living and working conditions (LWC):

Since the time of SEDOC, information on Living and Working Conditions (back in 1968 called merely 'General Information') has been collated in order to enable jobseekers to search for information about a specific Member State but also to compare the situation in different countries. In the early years of EURES this took the form of a database providing information on a range of standardised topics in all Member States, and is now incorporated into the EURES website.

Net migration rate:

The net migration rate expresses the number of immigrants to a country minus the number of its emigrants. If more people leave a country than come into it, then the net migration rate will be negative, and vice versa.

Professional mobility:

Professional mobility here refers to the movement of workers across different employers, sectors or professions, or even within one company. Another frequently used and mostly synonymous term is 'job mobility'.

Public employment services (PES):

The public employment services of the European Union/ European Economic Area provide services to both jobseekers

and employers through a network of more than 5 000 local employment offices. While PES are structured differently in each country, all share the same basic task of contributing towards matching supply and demand on the labour market through the provision of information, placement and active support services.

Regulation:

A regulation is a legislative act of the EU, which becomes immediately enforceable as law in all Member States simultaneously. Regulations are distinct to directives which, in principle, need to be incorporated into national law but do not define any precise implementation method for Member States to follow.

SEDOC:

SEDOC stands for the 'Système européen de diffusion des offres et demandes d'emploi en compensation internationale' (or the European System for the International Clearing of Vacancies and Applications for Employment), the first EU vacancy exchange network. SEDOC was completely restructured in the early 1990s and was launched as EURES in 1992.

Third country national:

The term 'third country nationals' in an EU context refers to nationals of non-EU Member States (this applies to current legal EU residents as well as to potential migrants). However, in this document the term is used to refer to nationals of countries other than the 31 EURES Member States. The issue of the migration of EU nationals to third countries, as well that of immigrants to Europe from third countries, is a major one facing EURES today.

Working groups:

EURES today relies on a number of working groups to ensure that the service is heading in a direction that is both consistent and feasible across all Member States. Some have been in existence since the launch of EURES, while others are more ad hoc and have been developed as a concrete need has arisen. All working groups report back to EURESco and the EURES Working Party about their work.

Working Party:

The EURES Working Party deals with the general coordination of the network. It was established as a separate body when EURES was created, and its role to assist in the development, implementation and monitoring of EURES activities was further defined and confirmed by the review of the legal base of EURES in 2002. The Working Party is made up of one representative from each Member State and relevant European social partners and experts.

European Commission

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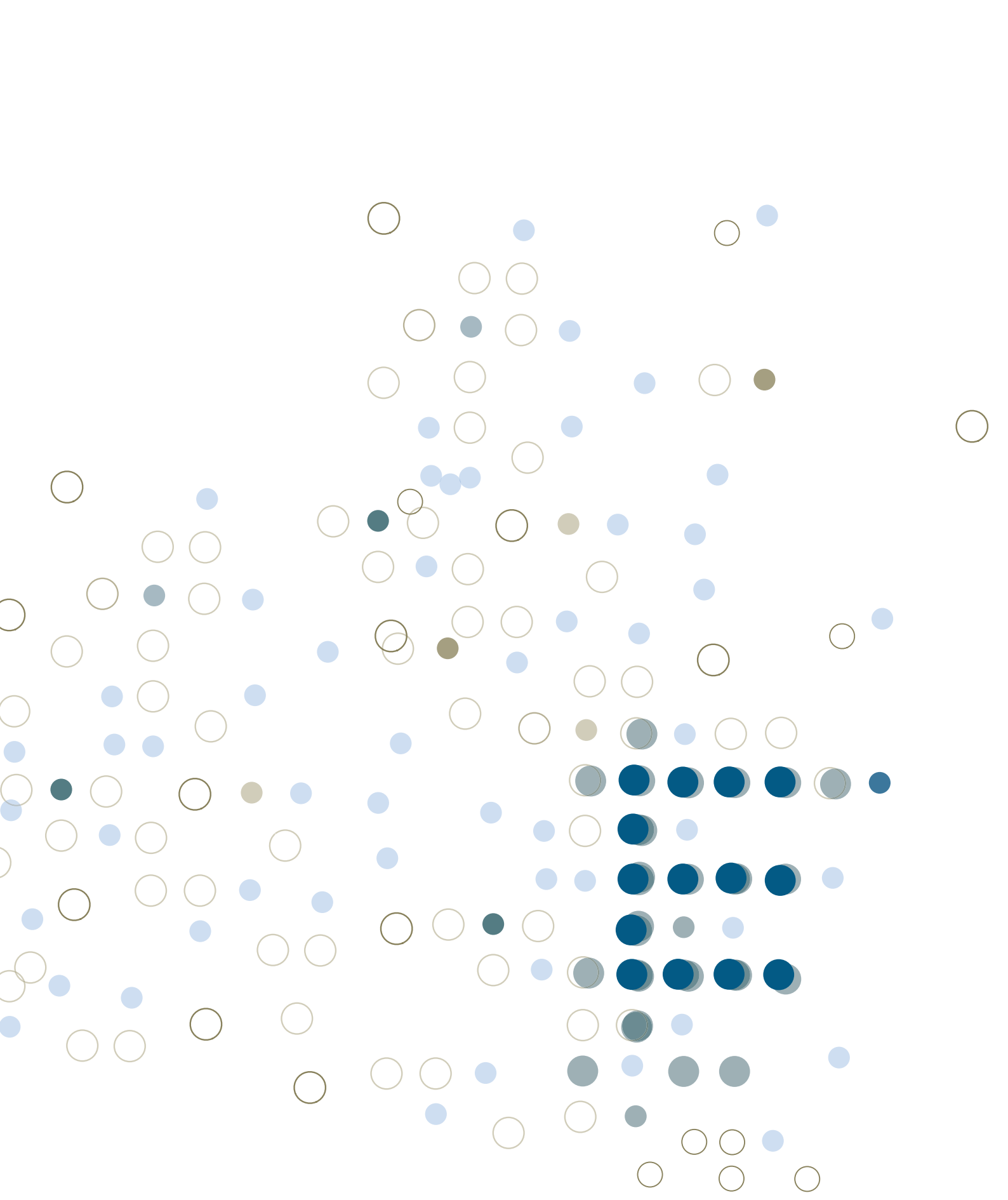
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This publication is available in printed format in English, French and German.

EURES offers information, advice and job placement services to citizens of the EU Member States, Iceland, Liechtenstein, Norway and Switzerland, and also monitors the labour market situation in and across these countries. This book marks the work and staff of EURES, launched in 1994, on the occasion of the service's 15th anniversary. It tracks the legislative steps that led to the creation of the service and offers a retrospective portrayal of the network's members and achievements over its history, before examining the potential topics with which the service may deal in the future.



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