

DEVELOPMENT OF INCLUSIVE INTEGRATION PATHS 4 MIGRANT WOMEN



ENGAGE

JOB – SHADOWING TOOLKIT



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CONTENTS

| | |
|---|----|
| 1. INTRODUCTION TO THE ENGAGE PROJECT | 2 |
| 2. Introduction of the job-shadowing scheme | 3 |
| 3. USEFUL LINKS OF JOB OPPORTUNITIES FILLED BY EACH COUNTRY | 4 |
| 4. JS-TOOLKIT for Mentees | 5 |
| 5. JS-TOOLKIT for Mentors | 7 |
| 6. JS-TOOLKIT for Host Organizations Representatives(UCLL) | 8 |
| ANNEX I: | 10 |
| Job-Shadowing Daily Logbook (Mentees) | 10 |
| ANNEX II: | 13 |
| Job-Shadowing Weekly Logbook (Mentor) | 13 |
| ANNEX III: | 15 |
| Job-Shadowing Weekly Logbook (host organisation) | 15 |
| ANNEX IV: | 17 |
| JOB SHADOWING AGREEMENT CONTRACT | 17 |

1. INTRODUCTION TO THE ENGAGE PROJECT

The ENGAGE project is carried out in the framework of the Asylum, Migration and Integration Fund (AMIF) of the European Commission. The consortium consists of 11 partners across 8 countries.

The ENGAGE project's overall objective is to create social, cultural, and employment pathways for the integration of TCN women into the host communities.

In fact, TCN women, representing 45% of refugees in the EU, have lower activity and employment rates, a higher risk of poverty, and are more likely to be in lower-skilled occupations. Most of them face particular integration challenges associated with lower education and labour market outcomes compared to refugee men. While this is partially related to their arrival from countries with high gender inequality and low employment rates for women, labour market access in their arrival countries is also not always about skills, education, or work experience. Data show that discrimination against Muslim women occurs at various stages in the process of seeking employment, from access to VET and internships to recruitment. Furthermore, policy focusing on effective integration processes of TCN women in the new social environment is currently lacking.

Given this situation, the ENGAGE project wants to pursue its objectives by the organization of:

- Up-Skilling workshops for TCN women and validation of acquired competences based on Open Badges methodology,
- Capacity building for LMS,
- Job-shadowing schemes
- Women's Circles involving local and TCN women
- Awareness-raising activities

This toolkit describes and provides assistance on the Job shadowing Schemes developed, in order for both host-organizations and mentees, to take most out of the job-shadowing experience.

The job shadowing process will be facilitated with the development and use of the ENGAGE Online Assessment Tool and Portal, and an ecosystem of open badges. Host-organizations and mentees will be able to submit necessary documentation regarding the assessment and validation of competences of the participating women

2. INTRODUCTION OF THE JOB-SHADOWING SCHEME

Job Shadowing is a structured Career Exploration activity in which a mentee is paired with and observes the workday of a business mentor, interacts with his or her clients or customers and attends meetings and other appointments with the person they are shadowing.

Designed to help students explore a field of interest while developing research skills and building occupational knowledge, job shadowing is conducted at the workplace and occurs over most of the workday¹.

In this project, as we know, 8 third-country national (TCN) women – after a selection process - will have the opportunity to experience a 2-month Job-Shadowing in different job sectors. They will be matched with 8 mentors of 8 host organization representatives. The project's scope is to fill in the above needs by utilizing the partnerships' network and experience in working with TCN women and developing capacity-building programmes that will enhance their integration progress.

We believe that this experience can be very useful for the all actors involved, as is well known the potential of a project also unfolds through its ecological and transversal validity; to do this, to make the adopted procedures replicable and flexible, is useful to extract a whole series of *best practices*. The intent, therefore, of this short guide is to facilitate and promote them.

For such an experience to be of great impact, it is first of all necessary that the actors involved can coordinate with each other on a formal and informal level, thus developing mutual knowledge and a good level of communication and problem-solving.

Each participant will therefore be provided with their logbook, it will be kept over time in order to have a picture of the progress “in itinere”. Before doing this, participants are invited to clarify how the compilation of the following logbook is a useful monitoring activity for everyone, primarily as useful feedback to improve each other, keeping clear the needs and criticalities of the three parties involved.

These weekly printed worksheets will be discussed also every week during the mentee-mentor meeting (every week for approx. 2 hours).

For example, the level of problems perceived before it leads to any implicit or explicit conflicts can translate into an opportunity for mutual growth, if well understood and expressed.

It is for this reason that in the template proposed here, it was decided to give space to targeted questions in this direction.

The mentors will be invited to advise, motivate, and share personal knowledge, skills, and culture based on the news emerging from the diary template described on the following pages.

¹ Work Based Learning – Job Shadowing Activity Guide: <http://wbltoolkit.cte.nyc/job-shadowing/>



3. USEFUL LINKS OF JOB OPPORTUNITIES FILLED BY EACH COUNTRY

Austria:

<https://www.ams.at/>
<https://www.jobsinvienna.com/>
<https://www.jobs.at/>
<https://regionaljobs.at/>
<https://www.willhaben.at/jobs/suche?region=dl>

Germany:

<https://www.arbeitsagentur.de/jobsuche/>
<https://www.xing.com/>
<https://de.indeed.com/>
<https://www.stepstone.de/>
<https://www.make-it-in-germany.com/de/arbeiten-in-deutschland/jobboerse>
<https://www.jobboerse.de/refugees/>
<https://www.workeer.de/fuer-gefluechtete>
<https://www.jobs4refugees.org/>

Cyprus:

www.HelpRefugeesWork.org
[Ergodotisi](#)
[Labour Office Platform](#)
[Carrierista](#)

Belgium:

<https://www.vdab.be/>
<https://www.webwerkt.be/jobs/>
<https://www.jobat.be/>

Italy

<https://integrazioneimmigranti.gov.it/it-it/>
<https://www.adepoaps.it/>
<https://mygrants.it/>
<https://stranieriinitalia.it/>
<https://www.retemigrazionilavoro.it/women4integration/>



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Greece:

<https://metadrasi.org/>

<https://greece.iom.int/el/hellenic-integration-support-beneficiaries-international-protection-helios>

<https://www.dypa.gov.gr/epikoinonia>

<https://kentrakoinotitas.gr/>

<https://www.humanrights360.org/el/>

4. JS-TOOLKIT FOR MENTEES

Benefits of Job Shadowing:

- Gain valuable insight through real and relevant learning
- Realization of importance of the theoretical as well as practical knowledge, soft skills, and work readiness skills
- General overview of the company and industry
- Awareness and understanding of daily, weekly, and yearly tasks and industry insights
- An understanding of career pathways and available resources (schooling, certificates/licenses/degrees, training)
- What resources are available for said education as well as the time they take
- Potential job opportunities (internships, entry-level positions, etc.)
- Business contacts for the future
- Awareness of job market potential

Preparation:

- Research your job shadow host employer/organization or your mentor to better understand their business and prepare you for the job shadowing. Visit their website and conduct a quick search for general information.
- Reach out to your host in advance of the beginning of your job shadowing to confirm details for your experience, e.g. appropriate dress, the time and place you will meet at, and any materials you may need to bring.
- You need to clarify in advance what kind of work is expected from you, for how many hours per day/week, when and how you may take breaks, working with other staff members etc.
- You should have a written contract signed by both the employer and the employee.



Your Rights & Responsibilities:

- You are required to
 - fulfill your work obligations in accordance with established work discipline
 - to fulfill all obligations arising from the job shadowing description
 - to keep the technical means entrusted to you
- To keep the good name of the company and to not disseminate information considered by the employer as confidential.
- Your host organization / employer is required to:
 - Provide health and social security for all insurance risks according to the conditions and in the order established by the Social security code and the Health Insurance Law.
 - To acquaint the mentee with the established requirements for work in the company.
 - to create safe working conditions for the mentee.
 - To comply with EU rights relating to: health and safety at work, equal opportunities for women and men, protection against discrimination based on sex, race, religion, age, disability and sexual orientation and labour laws, which you employer or human resources personnel have to explain to you.

Advice:

- Have an open mind. Even if you think that your matched enterprise or organization isn't exactly what you wanted, be open to it. You may find new careers/industries you like or skills you are good at.
- Job Shadowing can lead to a future job! When meeting new people, introduce yourself and make eye contact Create positive connections and stay in touch!
- Develop a list of specific, thoughtful questions to ask your host employer, whether about their organization, its operations, or their own career path.
- Consider your own career aspirations and be prepared to answer questions about your personal interests and goals.
- Turn off your phone, or at least keep it put away--be respectful of your host's time by giving them your full attention.

Keep in mind:

The mentors you will be shadowing are volunteers that have kindly agreed to host you at their place of business. They are excited to serve as your mentors. At the same time, they are professionals that will

expect you to behave in a similarly professional manner. Strive to have a positive outlook and make the most of your job shadowing experience. Show enthusiasm and appreciation for the opportunity.

5.JS-TOOLKIT FOR MENTORS

Mentors have a key role to play in the job-shadowing process, as they will act as the primary link between organizations and mentees (TCN Women), and they will be there to support the whole process. Women with a migratory background who are active members of the community and with prior working experience could be considered to undertake the role of mentor, if possible. The overall goal is to bring people together with similar experiences, in order to provide advice on what they have done and what's worked for them, along with providing tools, guidance and feedback to allow mentees thrive.

It is vital that the mentor possess the right characteristics and necessary attitude to be able to act effectively and support others. Here are some key qualities an excellent mentor should possess:

- **Relevant Expertise/ Knowledge** – it may sound obvious, but a good mentor should be able to help other because they have been there and they know what it takes to succeed.
- **Enthusiasm/ Passion** – just as important as to have the experience, is the willingness to share this experience – a good mentor should be open and excited to share their know-how.
- **Respectful Attitude** – lack of respect can lead to an unproductive and frustrating partnership. Always treat others with respect, acknowledge your mistakes and apologize if needed.
- **Patience and Persistence** – Great mentors are patient in how they guide others – they don't expect immediate results, but they set concrete, achievable and realistic goals and do not give up easily.
- **Ability to provide honest and direct feedback** – A good mentor knows how to deliver feedback in ways that is constructive, respectful, and direct to help the mentee grow.
- **Active Listening and Empathy** – A good mentor should be able to listen actively, and ask questions to guide you in the right direction. Even if a mentor has all the answers, if they do not pay attention to what the other person is saying and coming from, they won't be able to achieve the desired result.

Every mentor has a unique mentoring style based on his/her personality and experience, but these general principles can support mentors to fulfil their role successfully and grow along with their mentees!

6. JS-TOOLKIT FOR HOST ORGANIZATIONS REPRESENTATIVES(UCLL)

General Guidelines:

- Integrate the mentee into the team like a new employee.
- Provide a safe context, such as informing the entire department/team about the purpose of the internship and inviting them to give feedback to the mentee.
- Organise and provide sufficient time for an introductory meeting, coaching and discussion of the observations and assignments
- Provide moments for yourself and reflect on the placement_arrangements, the offered learning opportunities and let yourself be coached!
- Share the peculiarities of your own department and local context as an optimal learning environment for the mentee and offer sufficient learning opportunities.
- Give regular feedback on actual situations and on mentee reflections (offered by the mentee).
- Prepare the final evaluation

Added value of the Job Shadowing Scheme for your company

- **Getting to know potential new employees**

Through an internship, jobseekers get a chance to get a taste of a job. At the same time, as a company you get to know people: their skills, commitment, attitude. Not every intern is ready for a job after their first internship, but they might be in the future

- **Inclusive and socially responsible business**



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The 'scarcity on the labour market' is forcing many companies to reconsider their recruitment and selection policies. By opening up your workplace to job-seekers, and thus working on diversity, you are helping to promote inclusion.

- **More innovation**

A mixed workteam is often linked to innovation. The innovative ideas that are needed for this can be found more quickly if your team consists of diverse people.

Think, for example, of employees from different cultural backgrounds. They often have different knowledge and ways of thinking. This can be very refreshing and can lead to innovative products and services.

Work regulations

The host organisation shall provide the mentee with a copy of the work and internal regulations, and inform her of any modifications to these regulations.

The host organisation will do everything possible to ensure the mentee's health and well-being.

Conform with national legislation regarding which mentees are not allowed to carry out work:

- Which mentees cannot manage physically or psychologically;
- Which expose mentees to toxic or carcinogenic substances;
- Which expose mentees to ionizing radiation;
- Where risk factors or accidents can occur which are difficult to be recognized by mentees;
- Which expose mentees to extreme cold, heat, noise, vibration.

Possible allowances for expenses must be agreed upon by the mentee and the host institution before signing the agreement.

Host organisation's responsibilities

The host organisation:

- Shall take all necessary measures to allow the mentee to fulfil her job shadowing scheme in the best possible circumstances, taking into account the programme provided by ENGAGE, the level of education and the mentee's intellectual capacities. The institution will respect and recognise the educational character of the traineeship.





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- Shall guarantee effective guidance of the mentee during the traineeship by providing learning opportunities in the achievement of mentees learning objectives. Meanwhile by providing feedback and support during the evaluation process.
- Shall take all necessary measures to ensure adequate care is given to the mentee in case of an accident encountered during the execution of their training assignments.
- Shall monitor the mentee's attitude, presence and training activities, and shall inform **PARNTERS** **NAME** of any unannounced or unjustified absence, of any infringement on work regulations or training agreement.





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ANNEX I:

JOB-SHADOWING DAILY LOGBOOK (MENTEES)

Please fill the following fields sincerely.

Think of this outline as a logbook that will guide your working couple in a coordinated way.

Date:

Week's number:

Role: Mentee

My Mentor:

Name and surname:



| <i>Week</i> | <i>Monday</i> | <i>Tuesday</i> | <i>Wednesday</i> | <i>Thursday</i> | <i>Friday</i> |
|-------------|---------------|----------------|------------------|-----------------|---------------|
| 1 | | | | | |
| 2 | | | | | |
| 3 | | | | | |
| 4 | | | | | |





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| | | | | | |
|---|--|--|--|--|--|
| 5 | | | | | |
| 6 | | | | | |
| 7 | | | | | |
| 8 | | | | | |

Date of the mentors-meet meeting of this week



ANNEX II:

JOB-SHADOWING WEEKLY LOGBOOK (MENTOR)

This logbook is meant to give you a guideline to

- Monitor the weekly activities
- Provide feedback to your mentee and to the host organization to improve each other
- Keep track of the progress, accomplishments and needs of your mentee
- Be mindful of any difficulties which may arise well in advance

Your logbook will be useful to regularly keep track of your working weeks. Please take a few minutes at the end of the week to evaluate the mentee. Please evaluate and fill the following fields sincerely.

Think of this outline as a logbook that will guide your working couple in a coordinated way.

Week's number:

Role: Mentor

My Mentee:

Name and surname:





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| WEEK NR. | Excellent | Very Good | Satisfactory | Needs Improvement | Unsatisfactory | Not Applicable |
|--|-----------|-----------|--------------|-------------------|----------------|----------------|
| Motivation and Inspiration | | | | | | |
| Behaved in professional manner | | | | | | |
| Effectively performed assignments | | | | | | |
| Ability to work with others | | | | | | |
| Willingness to ask for help and guidance | | | | | | |
| Ability to adapt to a variety of tasks | | | | | | |
| Comments: | | | | | | |

Date of the mentors-meet meeting of this week





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ANNEX III:

JOB-SHADOWING WEEKLY LOGBOOK (HOST ORGANISATION)

WEEKLY LOGBOOK FOR ORGANIZATION

Organization name:

Date:

Week's number:





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How well does the mentee accept suggestions and collaborate with fellow workers and supervisor?

| | | | | |
|---------------------------|---------------------------|----------------------|------------------------------|------------------------------------|
| Excellent | Very Good | Good | Satisfactory | Needs Improvements |
|---------------------------|---------------------------|----------------------|------------------------------|------------------------------------|

| | Excellent | Very Good | Satisfactory | Needs Improvement |
|-----------------------------|------------------|------------------|---------------------|--------------------------|
| Attitude toward work | | | | |
| Ability to learn | | | | |
| Creativity | | | | |
| Communication Skills | | | | |



ANNEX IV:

JOB SHADOWING AGREEMENT CONTRACT

Today, (insert the date) in (city, country) between:

EMPLOYER:(insert name of the host organization) with headquarters and address _____, represented by (insert the name of the legal representative)

MENTEE: (insert name of the participant) _____

MENTOR: (inset name of the Mentor) _____

Signed the current agreement:

1. The employer assigned and the mentee and mentor accept:

The position: Job shadowing for the position (**insert job title**)

Under the conditions of _____ (insert number of working hours per day) hours working time _____

The current agreement is for _____ (insert the period time – minimum 2 months).

2. The employer has to:

- Ensure safe working conditions for the person concerned.
- Inform the person responsible of the requirements of the job-shadowing scheme.
- Undertake all necessary actions to ensure a meaningful job-shadowing experience of the mentee, in accordance with the sections of the JB toolkit, describing the role of the host organization and the assigned mentor.

3. The mentee has to:

- Fulfill his/her work obligations as a result of established labor discipline.
- Comply strictly with all obligations arising from the job shadowing description.
- Maintain the technical means entrusted to it.
- Maintain the good name of the company and not disclose information considered confidential by the employer.

4. The mentor has to:

- Help the mentee to familiarize himself with the essence of his/her work.
- Maintain accurate and informed job-shadowing logbooks
- Answer all questions and provide detailed explanations.



This Agreement documentation may contain confidential or proprietary information of either party to this Agreement. All parties shall maintain the confidentiality of this information and shall not disclose these to any third party without both parties' approval. Information contained in the logbooks will anonymously analyzed for purposes of project-reporting.

The current contract is elaborated in three identical copies – one for each of the parties.

EMPLOYER: /signature and stamp/

/insert name/

MENTEE: /signature/

/insert name/

MENTOR: /signature/

/insert name/

DATE:

