

**WOMEN4IT**  
**2020**

# Employment Toolkit →+

Iceland   
Liechtenstein  Norway  
Norway grants  grants



# WOMEN4IT 2020

# Employment Toolkit –+

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Project implemented by:



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## Executive summary

This toolkit is a practical resource for both young women that could become digital professionals and for employers that are struggling to fill the job openings in their companies. The scope of this resource is to support the activities of the Women4IT project, which has two broad objectives:

### 1. Motivate

young women (NEETs) to embrace digital careers

With the **Women4IT** project, we aim to (guess what?) bring more women into digital jobs. We are focusing on young women that are Not in Education, Employment, or Training (NEETs) – hence they face a various risks, problems and negative orientations. We believe that by engaging this target group into a mentorship and training programme, it will improve their attitudes and motivation to work in a booming economical sector - the Digital sector.

### 2. Engage

employers into the preparation of (future) employees

We are engaging employers from beginning to end, throughout all phases. We want to mobilise employers to support a new way of thinking about employment and recruitment. We promote the concept of employers' ongoing engagement in the process of preparing their (future) employees through tailor-made training programmes, rather than simply going to the market when they need to fill in a position.

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Following the above introduction, this toolkit presents two major parts that can be used independently, the first targeted at women and the second at employers.

# Toolkit for young women

This toolkit is a practical resource that aims to raise your awareness about what it means to work in a digital job and why you should see this as an exciting career pathway. It provides a series of key principles and recommendations that, combined, should give you a good understanding of the opportunities, advantages and challenges ahead of you, as well as various other practices that might be of further help.



## - What is this Toolkit and how should you use it?

This toolkit is a practical resource that aims to build your knowledge on digital jobs and why you should see this as an exciting career pathway. It helps them by offering you access to services and by giving you recommendations.



## In which situations

### is this toolkit useful to you?

Virtually anyone interested in digital job opportunities could benefit from this toolkit, irrespective of gender, age, or other criteria. However, **if you are a woman, you are under-30, you are not in education, employment or training**, and if at least one of the following statements is true, this toolkit is for you!



## Why a digital job?

Here are some reasons why a digital job is what you are looking for:



# From zero to getting a digital job in 10 steps

The Women4IT project aims to support your journey into a digital job, by facilitating mentorship, training and job placement. Below are the steps



## Role models

In order for you to have a more clear vision over what it really means to work in IT, we have gathered some ideas, tips and tricks from three young and talented ladies that began their digital career through different ways and means. Let these thoughts inspire you in your own pathway to the IT market.



### Stephanie Glen

Data Analyst

*The benefits for being a self-employed female statistician/ data scientist are many.*

*Perhaps the most important to me is that, as a parent, I am able to spend a lot of time at home with my children. Most of my consulting work can be performed late in the evening.*

*My "office" is an art studio five blocks from my house (for years, it was the cafe in a local used bookstore which was just as pleasant, if a tad less private).*



## Miruna Babatie

Principal Software Test Engineer

*It's important to understand that tech is collaborative and social. I think there's that stereotype of the "loner" programmer who is successful due to purely technical skills and therefore doesn't need to participate in this wider collaborative process. Now, I recognize that collaboration and social ability is an important and valuable skill to embrace. Because people around me valued collaboration, it helped me understand that soft skills are valuable and necessary for success.*



## Kendra Schmid

Technical Project Manager

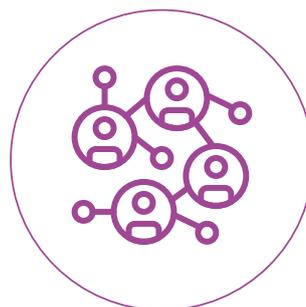
*Tech is not just working with computers in the abstract, it's using technology to solve problems in a wide variety of industries and interests. My experience in 'tech' has been working on environmental improvements, web stores, education, internal businesses, and hospitality. Technology is used everywhere, so you can follow your passions through an avenue of tech.*

# MY MATCH! BUILD YOUR PROFILE AND MATCH IT WITH A JOB

## Jobs with digital skills

Nowadays, 90% of the jobs require digital competences, or so **they say**. Irrespective of the sector in which you will be working, you will probably need some level of digital skills. In the category of digital jobs, there are tens of specializations and the job titles can vary significantly from one company to another.

However, this toolkit focuses on eight in-demand job profiles that might be relevant to you. These eight job profiles have been selected by the **Women4IT** project team, based on **thorough research** in seven EU countries.



See below the 8 job profiles listed:



Customer Service **Support**  
Representative



**Digital Media**  
Specialist



Personal / Project  
Coordinator



Graphic  
Designer



Data **Protection**  
Specialist



Data **Analyst**



Junior **Web**  
Developer



**Tester**

• For more details, click on the images



## Jobs on the market

Digital technologies are used in many sectors such as farming, healthcare, transport, education, retail, automatics, energy, shipping, logistics, teaching and the information and communications technology industry, etc.

The demand for information and communications technology specialists is growing fast. Currently, nine out of ten jobs will require digital skills.

For example, in Romania, the IT sector is growing at such a rate that its current main challenge lies not within the industry, but within the capacity of the Romanian authorities to manage this booming sector: the education system is already outdated and fails to cover the growing demand.

Technical universities produce only 7,000 graduates every year, while the IT industry currently needs 12,000 practitioners and specialists. In addition, more and more young graduates choose to leave the country and work in companies outside of Romania, therefore it is even more challenging for employees to hire talent.

Eastern European countries such as Latvia and Romania have a higher percentage of women in digital jobs (above 25%), as compared to the western countries.



If you have read through this document, by now, you should have a more crystallised idea if you want to pursue a digital career, and if you do, here are some useful resources you might want to check:

- Available digital jobs can be found online on the major job and recruitment websites. Here are some examples:

International: <a href="https://www.linkedin.com">linkedin.com</a>	Romania: <a href="https://www.ejobs.ro">ejobs.ro</a>
Ireland: <a href="https://www.jobs.ie">jobs.ie</a> <a href="https://www.cpl.ie">cpl.ie</a>	<a href="https://www.jobber.ro">jobber.ro</a> <a href="https://www.hipo.ro">hipo.ro</a> <a href="https://www.bestjobs.eu">bestjobs.eu</a>

- Some of the organizations supporting young girls in tech in different European countries are::

Organisation:  
**Global Women in Tech**

– connecting women with the STEM industry and facilitating IT sector development by international business exchanges

Project:  
**Everygirl Everywhere**

- ensuring girls and women take up a digital career and that they are digitally literate.

Community:  
**Women4women**

- educational and networking group for women with different life experiences and from different cultures

Organisation:  
**Girls in Tech Dublin**

- creates a support framework to help women advance their careers in STEM fields

Organisation:  
**Girls Who Code Romania**

– empowering young female coders

Project:  
**Adalab**

- supporting women in digital careers, thus transforming their lives

Community:  
**Codette**

– promoting diversity in tech, by organising coding trainings and events

Community:  
**Riga TechGirls**

- is the first community in Latvia educating and inspiring girls & women about technology

Organisation:  
**WITS Ireland**

- actively promotes women in technology and science in Ireland

Community:  
**Girls in Tech Romania**

– organises trainings, bootcamps, hackathons and other actions to empower and inspire women in IT



If by now, you are not convinced, below are some words of advice from some role models as to why you should target a digital career:



## Célia Marin

Graphic Designer - BidX1

*I would just say go for it! This industry is growing and there is still loads to discover and create. If you're adaptable and like a challenging environment, this career is for you.*



## Andreea Hårdut

Database Programmer – Cmed

*If you want a job in IT and you think you have a good command of English, you have good logic and you like challenges, it means that you're ready to start. That's what I did and it worked out well for me.*





## Agate Ambulte

Strategic ICT advisor  
for Liepaja Municipality

*I want to spread the joys and challenges of being a part of the IT industry. It can get tough but at the same time, it's very rewarding. I feel that there could be a lot more information about what it is like to work in IT, what to look for, how to find your first job or how to successfully switch from a non-IT profession to something that is quite in-demand in the IT sector.*

*Read more*  
on Agate's full interview here



## Anca Iordachescu

Data Analyst at Sustaynalitics

*When I was little, I used to break my computer into pieces, out of curiosity, and I remember feeling so proud for being able to fit them back together. My father was a programmer, so he conveyed this passion to me indirectly, and I also attended a high school of mathematics-computer science. If things had gone well, I would probably have been the best software developer today, but I felt very discouraged by my computer teacher. So, yes, any experience, from repairing computers as a hobby, developing simple websites for NGOs or volunteering in programs like Coder Dojo, can be a good start.*

*Read more*  
on Anca's full interview here

## Review your skills and needs to find a job that best suits your profile

To pursue a digital career, you need a set of digital and soft skills. **Women4IT** has done a research on digital skills needed by employers. Here are the types of skills and areas of expertise in-high-demand:

*Read more*  
full version of the **Women4IT**  
skills needs report

**Women4IT** is designed in such a way as to provide continuous assistance in your entire new journey, from skills assessment to training to certification and eventually to getting a job.

To clarify what skills you already have, what you must improve and what digital jobs would suit you best, it is recommended to use an initial profiling and assessment tool. Ideally this should be facilitated by a mentor / trainer, but you can also do this yourself online, using a profiling and assessment tool such as the one produced by the **Women4IT** project.

*Register*  
an account and together with  
a mentor complete your profile on the  
**Women4IT** Profiling Tool!  
Check your results and move  
to the following step!

### Digital skills area

Data Analytics

Cloud computing



# Automation

## Artificial Intelligence



Machine Learning

Programming and coding

Software development

## Cybersecurity



### Soft skills area



Communications  
and presentation

# Learning to learn

# Negotiation

Collaboration and networking

## Resilience

People skills

Leadership

Mentorship



# Self-promotion

Problem solving

Critical thinking



# MY TRAINING! PREPARE FOR THE JOB

## How can I develop my skills?

Now that you're clear about the level of your skills, what you need and what you want to improve, you should be able to identify training opportunities that match your priorities, your way of learning and your expectations.

As a participant of the **Woment4IT** project and to support your effort, you will follow a personalised training roadmap, in which you will be able to see your learning units, outcomes, syllabi, modes of delivery, assessment and badges.

### *Good to know*

Based on your profiling results, you will be in touch with a mentor that will support you in registering for the **Woment4IT** training. Also, you will have access to your personalised training roadmap.

### *Read more*

Study on innovative approaches on training women in IT

## Where can I develop my skills?

Before developing any new skills, let's begin improving your current skills, whether they are digital or soft skills (attitudes and behaviour). In IT, as in any other sector, learning should continue throughout your lifetime. As technology develops, so should we; developing your career will require you to engage in further training. Therefore, we provide below a list of digital skills training providers and career accelerators from different EU countries:

- **IT School Romania**
- **Ventspils Digital centre, Latvia**
- **Scoala Informala de IT**
- **Solas Ireland**
- **SDAcademy.ro**
- **CodeBerry School**
- **ITtraining.ro**
- **ITAcademy.ro**

Find more training providers in your country by checking these two EU networks:

- **ALL DIGITAL**
- **Digital Europe**

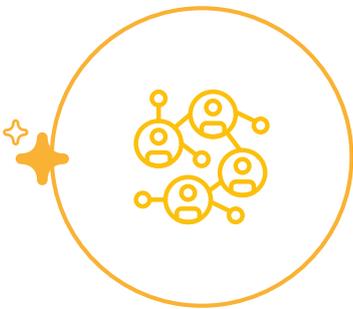
**Woment4IT** performed a research on innovative training approaches of training women in digital jobs in seven European countries. You can check out differences and similarities, but also international opportunities when it comes to IT training in Europe.

# MY JOB!

## GET YOUR JOB APPLICATION READY

### Where do I find a digital job?

There are multiple ways to start your search for your next job in IT. This toolkit aims at indicating the most effective ones and to give you some tips in how to use them. At this stage in your employment journey, you might have been already approached by employers to work for them. However, you should keep an eye on the best opportunities out there.



### Networking

Before going to job websites to search for digital jobs, use your network and your channels to find out about potential employers, meet them and have a first informal encounter without the pressure of an interview.

This can happen if you attend workshops and sessions organised by IT communities, organisations or projects such as **Women4IT**. So, look out for events that are usually promoted through social media.



### Social media

**LinkedIn** is the commonly used social media platform for employment all over the world. Its functionalities allow everyone to get access, education, tips and networking on job related topics.

**Facebook** and **Twitter** can both play a major role in identifying job opportunities. That is because you receive personalised content in form of adds or simply posts from your network. So, if you are really interested in digital jobs, you will certainly get a lot of content on this topic, which sometimes might be exactly what you're looking for (e.g. **group IT Jobs Timisoara**)  
**Meetups** – events / groups on specific IT topics.

## Job websites

Use any job recruiting website and most of the job openings will be in IT, so it should be easy to find plenty of options.



## Employment agencies

You should also try to follow updates from the major employment agencies in your region. You can start with large agencies, such as **Wipro**, **Adecco**, **Manpower**, or **Approach People Recruitment** and submit your profile and CV.

## Outsourcing companies

If, besides one or more programming languages, you also speak a foreign language, you have a very good chance to be hired by an outsourcing company. Companies such as **Accenture**, **Genpact**, **HP** or **Oracle** are those that made the Romanian outsourcing market very attractive.

## Importance of internship / volunteering

Internships and apprenticeships are a great way for you to get a career in the tech industry – and the chance to earn while you learn. Enhancing your skills in a work environment is probably the most effective way to grow and develop yourself professionally. Internship and apprenticeship programmes are usually promoted on job recruitment websites, as well as by the employment agencies.

In an effort to respond to the challenges of the IT sector, the European Commission created the **Digital Opportunity Traineeships programme**. Between 2018-2020, 6,000 students and recent graduates are being supported to engage in cross-border traineeships in IT companies and not only.

**The Digital Opportunity trainees will strengthen ICT specific skills, in fields like cybersecurity, big data, quantum technology and machine learning or boost digital skills for business in areas such as web design, digital marketing, and software development. The traineeships offer from companies are available on the following websites:**

**ErasmusIntern and Drop'pin.**



## How do I read a job ad?

It is important that you to know how to properly read a job ad. Here are some tips on how you can spot the essentials<sup>1</sup>:

## Identify

the advertiser.

Is it the company doing the hiring? Or have they outsourced to a recruitment firm?

## Note

the company.

Who's running the ad? Do you know the company? How big is it? Have you heard of it? What kind of reputation does it have?

## Scan

for job duties.

Vague descriptions may mean that the company doesn't know what you'll be doing, that they're just fishing to see who's out there, or that they don't want people inside or outside their company to be privy to their strategic plans.

## Determine

what they're looking for.

"What qualifications do employers seek? Phrases like "You must have" indicate a greater importance, while words like "preferably", "nice to have", "ideally" or "desired" suggest some flexibility."

## Pay attention

to special instructions.

Look out for instructions such as "No phone calls", "Apply by email", "Include a handwritten cover letter", "Include three samples of your previous work – submit as PDFs".

## Look for

pay and benefits information.

Do they specify salary? Make sure you know your worth before you apply. Does the job include other benefits?

Once you know how to read a job ad, you'll be more likely to experience success with your job search and job interview. The **Women4IT** training includes further recommendations on this topic.

<sup>1</sup> <https://www.bcjobs.ca/blog/how-to-read-a-job-ad/>



## How to write my CV / Cover Letter?

Besides LinkedIn and job recruitment websites, in the EU, there's a recommended platform that can be used when you create your CV. This is called **Europass** and includes documents to make your skills and qualifications clearly and easily understood in Europe.

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## Don't worry! You will get plenty of support in how to write a great CV from the mentor and training during Women4IT training.

During the training, you will learn about new ways of creating personalized and creative CVs for your desired jobs. Together with your mentor, you will be able to decide upon the best methods and tools to create the job applications.



## How to apply for a digital job?

As with any job application, when applying for an IT job, it is recommended that you adapt your CV and cover letter to match the job offer. This is how you can do that:

**Identify specific requirements** within the job offer - that really make a difference for the employer.

In your application, **focus on your strengths** that relate to those specific requirements. These strengths can represent skills and knowledge that you have gained in various environments (e.g. volunteering, non-formal education).

When adapting your application for a specific job offer, you should always try to **prove the strengths and abilities** that you claim.

Last but not least: Don't forget about **your social media presence** when you apply for a job. Employers often check these to learn more about you as a potential candidate.



## How will I have a successful interview?

Be prepared for the obvious questions such as “Why have you applied for this job?” or “What makes you think you are qualified for the job!”. Rehearse your answers to such questions.

When answering questions, try to stick to the point of the question and avoid irrelevancies.

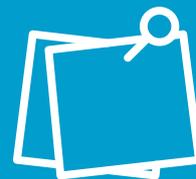
You should be ready to ask the right questions regarding the job offer. For example, if for you it's important to have flexibility regarding the workplace, you should always address a question regarding the possibility to work sometimes from home, instead of coming to the office.

To the specific questions regarding your professional background asked by the employer, provide relevant examples to illustrate those situations where you have managed to accomplish something by using your skills.

When it comes to responsibilities mentioned in the job offer, use the interview as an opportunity to clarify and get more specific information regarding tasks and performance indicators.

Know your rights when returning from maternity or parental leave (e.g. In Romania, when returning to work after maternity leave, you are entitled to benefit from a reintegration programme of at least 5 days.)

**If you need more assistance or a second opinion, don't forget to consult with your mentor.**



### END NOTE

Thanks for reading through this toolkit. We hope you enjoyed it and that you will use what you've learned to start or grow your IT career. If you have any questions regarding the content of the toolkit, please contact the **Women4IT** project team at [project.manager@women4it.eu](mailto:project.manager@women4it.eu).

# Toolkit for employers

The toolkit is produced by the Women4IT consortium made of organizations coming from Latvia, Greece, Spain, Malta, Lithuania, Ireland, Belgium, Norway and Romania. The Women4IT project develops the digital competences of young women who are at risk of exclusion from the labour market by improving their employability through an alternative, integrated approach.



# What is this **Toolkit** and how should you use it?

This toolkit is a practical resource that aims at supporting and inspiring you with a new way of thinking about employment and recruitment. It promotes the idea of employers' ongoing engagement in the process of preparing their (future) employees through tailor-made training programmes, rather than simply going to the market when you need to fill in a position.

## Top 3 Benefits

**OPPORTUNITY**  
to co-design a training programme that builds up tailored skills

**ACCESS**  
to a new pool of potential candidates

**FACILITATING**  
your efforts to bridge the gender gap in your company

## Job profiles

**Women4IT** project offers employers an all-inclusive, free of charge service to recruit, train and hire new talent for the following job profiles – click on the icons to check the descriptions of each profile:



# Reasons for training and employing young NEET women

Why should you consider employing someone who's a NEET (Not in Education, Employment or Training)? The vast majority of NEETs across the country are young women who haven't had many opportunities, or who have grown up in disadvantaged backgrounds. Besides various legal benefits available to employers, there are many long-term advantages to be had from employing NEETs.

## Better match with your needs as employer

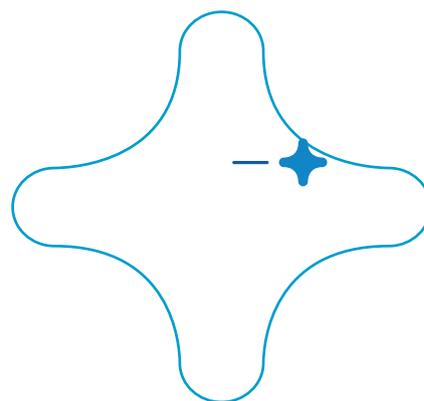
Having the opportunity to hire a young and enthusiastic NEET woman, who just needs an initial boost to be able to excel and progress, may just be the kick of energy your business needs. Recruiting someone young but prepared through a tailored training programme based on your needs can only mean that you hire the right people for your job positions.

## Loyalty and better morale of the organisation

It also ensures a high level of loyalty among incoming staff and improves the morale of existing staff. Employees increasingly want to feel that they are putting something back into society and coaching a young person can fulfil that desire.

## Lower recruitment costs

Engaging in the training of NEETs and providing them with work placements make financial sense through lower recruitment costs for you as employer. Young employees will have less financial expectations, and they will be willing to learn on the job.



## MY COMPANY!

### How is the Women4IT project helping your company?

The **Women4IT** project is promoting new ways for employers to recruit and employ talent. Therefore, we devoted this section to give you concrete answers to the question above and recommendations for your future recruiting and hiring based on recent research.

### Helping you in recruiting and hiring talent (for free)

If your company is facing the challenges described above and struggling to find the right candidates for your digital job openings, then the Women4IT project might be of help.

Women4IT offers employers an all-inclusive, free of charge service to recruit, train and hire new talent for digital jobs.



# Be part of it

See below details regarding your engagement, services we provide, tools that you can use, and benefits:



# MY COMMUNITY!

## Finding and engaging with NEET young women

### Definition of NEET category

NEET is the acronym for “Not in Education, Employment, or Training”.

The acronym refers to young people between 15 and 29 years of age (Eurofound 2012; ILO 2015). The acronym, however, does not have an agreed definition with respect to measurement, particularly in relation to defining economic inactivity. According to the EU, NEETs should not have taken part in any activity relative to education or training in the last four weeks before the Eurostat survey in which their status was recorded.

NEETs are more likely to be female than male, to be poorly educated, to have poor health, lower confidence and trust in others, lower life satisfaction and to be discouraged from looking for a job.

### NEETs statistics

In Romania in 2018, one in five of people aged 20-34 was classified as NEET (the rate was 20.6%.) This is the fourth highest rate in the EU, only Italy, Greece and Bulgaria having higher rates. In all EU countries the share of the female population classified as NEET is much higher than the share of the male population.

In Ireland, 14.7% of young people (aged 20-34) were not in education, employment or training in 2018.



## FINDING - Where can I find NEET young women?



Identifying hard-to-reach young people, especially women, can be challenging because often they are not registered with the public employment services or other related authorities and are unknown to social or youth services.

There is no single method that works best to reach out to young people, especially if they are not in employment, education or any form of training. Different channels can be used depending on the specific group targeted – in our case young women who are also part of the NEET category.

Some straightforward ways to get to young people these days are for example one-stop-shops and information stands at community events, but most of all, especially in recent years – the use of different types of media including social media seems to have been one of the best ways to reach young people.

For the hardest-to-reach categories, like young NEET women, there are some other approaches which have proved effective, namely using mobile

units, street workers or community facilitators, cooperation with youth clubs, NGOs and all stakeholders and institutions that are in contact with (specific groups of) young people and who ‘speak their language’.

Below are some ideas worth exploring - they might help you develop your network and partnerships:





## The public sector

Each country has, or should have, monitoring services to track young people who drop out of school or who are made redundant.

There are variations across Europe in terms of which stakeholders actually have responsibility for undertaking such monitoring, but it is generally the public employment services (including their specialised sub-services), local authorities and/or different types of youth agencies/organisations and other forms of youth-oriented social work at the local level.

The public employment agencies have the primary responsibility to identify unemployed people, including young women, and to offer them support services such as training courses, orientation sessions, specialised workshops, etc.

Public employment services are usually eager to have a transparent and continued dialogue with employers since their success depends on meeting the market needs and matching those with the skills of the people they work with.

We strongly advise you to contact public local or regional .

Another way of engaging with young people is by establishing contact and partnering with local education authorities.

They should be tracking school dropouts immediately after they drop out and before they become the responsibility of other authorities or they disappear from the employment and education scene for the long term.

One such group of people could be students who only complete compulsory education or fail their major exams.

Also, depending on where your business is located, you should consider engaging with public institutions, such as public libraries, which have not traditionally been involved in recruitment, training or employment services, but which could be a good channel to identify potential employees.

In recent years, public libraries have had to reinvent themselves: due to improved access to the internet and wider use of mobile phones, less people are now using the traditional library services.

Nowadays many libraries have set-up services to help their communities with services to develop digital skills or pursue small business ideas like marketing their own products.



## The NGO sector

In recent years, both public authorities and private companies have engaged in building on the strengths of non-governmental organisations (NGOs).

For you, as an employer, some of the reasons for engaging with local NGOs are:

NGOs have **relevant contacts** in the community and can find answers to your questions quickly

Some NGOs have **specialised workers** with good knowledge of young people, young women who are in vulnerable situations, etc

Usually NGOs can mobilise **additional resources**

which you as an employer or the public employment services are not able to generate fast enough due to the workloads or lack of experience in working with young NEET groups. NGOs who work locally and have a continued presence usually build a trust relationship with hard-to-reach young people through their regular activities. Please bear in mind that many times, young people consider public services as being too remote, unable to help quickly and too official.

NGOs are often considered **in higher regard** by young people than other public employment services and they can perceive their service offer as being more relevant and attractive to them.



## ENGAGING (contacting NEET young women)

The advances in technology and the increasing use of the internet, social media and smartphones have made it much faster and more convenient for any organisation, company or institution to connect with young people.

Some of the ways the **Women4IT** project may help you engage young NEET women are:

### To identify

potential candidates by performing consultations with universities and public employment services

### To profile

candidates using a specially created online profiling tool

### To build

a community of mentors ready to support the young women in their employability journeys



If you are willing to consider employing NEETs, and especially young women, you can and should use such tools to reach out to them - but you will need to be careful to make communication effective and aligned to the methods with which these target groups are accustomed.

Below are some ideas which we have identified as successful in trying to engage with NEET young women:

- When you address messages targeted at NEETS, make sure these are youth-friendly;
- If you prepare some printed materials for sharing in communities, make them as attractive as possible for your targeted audience
- Use less formal information stands in job fairs and try as much as possible to cover non-conventional spots like cultural or sports festivals.

It is also extremely important to use effective communication channels – as mentioned above; - try using language appropriate to the target group (for example do not use long or complex sentences). Adapt your writing style to the choice of platform; taking into account cultural differences; spreading success stories and involve social media influencers, celebrities; taking feedback of target group into account and choosing suitable engaging visuals that convey the right messages (particularly where video is the chosen platform).

As mentioned above, internet services and social media can also play an important role in the effectiveness of your outreach methods to the NEET young women. According to research, some outreach programmes report using well targeted social media as one of the most important communication channels for hard to reach youth, as it tends to be one of the 'constant' features in their lives. Individuals might change address or phone number, but rarely change their Facebook or Instagram account.

Social networks have great huge potential when trying to engage with the young generation, even with those young people who are not in school, are not in jobs or in any training programme. Additionally, the information and content can be quickly updated and adapted to the language of your target audience.

While social media might be one of the easiest and quicker ways for engaging with NEETs, here are some more ideas that might help you connect and possibly identify potential employees:

## Talk to your local partners

and ask them to inform you when they hold events, meetings or presentations for young people. You could join such an event, introduce yourself and present the opportunities.

## Share with the public employment services and with your partner NGOs job vacancies – specifying requirements and benefits. Do not forget to share any training or internship opportunities.

## Get involved in the life of your local community.

Public-private partnerships work well in helping NEET groups with their employability.

## Challenges when working with NEETs:

- ✗ NEETs are not a homogeneous group and knowledge about them remains limited – understanding the profile of the NEET cohort and providing services to meet their varying needs is key
- ✗ Significant proportion of NEETs are not registered and are hard to reach
- ✗ Insufficient linkages to broader frameworks on youth employment and social inclusion
- ✗ Outreach is labour intensive and time consuming
- ✗ Lack of cooperation among education, employment, social services and youth stakeholders
- ✗ Some young people mistrust authorities and institutions
- ✗ Lack of effective communication measures to inform young people about services available to them
- ✗ In some cases, NEETs don't have work related experience

## Success factors in working with NEETs:

- ✓ Proactive outreach work and mobile units have proven successful in widening reach of NEETs
- ✓ Cooperation and clear responsibilities between employers, education, employment, social services and NGOs
- ✓ Partnerships bringing together all the organisations that are involved in young people's lives from a local perspective
- ✓ Active involvement of employers with NGOs and/or youth organisations since they have in-depth knowledge and specialist skills to engage them as well as established trusting relationship
- ✓ Flexibility, empathy and mutual respect as well as setting up realistic expectations
- ✓ Network/Partnership based initiatives with new actors
- ✓ Using a variety of communication channels but ensuring that the information is well targeted and updated

# MY PEOPLE!

## Pathway to employment of NEET women

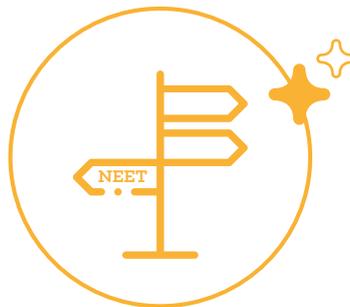
### Pathway to employment once you have a shortlist of potential candidates

An effective recruitment process must ensure that candidates are well informed about the employer's details on one hand and about responsibilities and requirements of the job, on the other. One of the mistakes that is usually made in the recruitment phase is to not present in a transparent way certain job requirement, such as more difficult responsibilities, overtime, etc., in order not to 'scare' the candidates away. This ultimately leads to demotivation when the candidate / employee discovers the actual requirements.

Obviously, generating sufficient candidates ensures the desired consistency of the selection process, but it is desirable that the candidates have the right information up front and their decision to continue the process is based on being fully informed.

When we talk about the specificity of NEET target groups, one very important element in the recruitment process is to ensure that the information that reaches potential candidates (either directly from the employer or through partners) is appropriate to their level of knowledge.

We refer here to a non-technical language suitable for a group that is not familiar with the tech language specific to an IT-related job. After completing the recruitment process, the next step is to verify which of those who expressed interest is more appropriate, in terms of motivation and potential, to occupy the open position (s) within the company.



### Selection of NEET women

Within the Women4IT project, a profiling tool will be developed and used to assess the level of digital readiness, as well as attitudes and behaviour of young NEET women in order to match their profiles with digital jobs. This process is facilitated by creating strong collaboration between trainers, mentors and you, the employer. In order for the recruitment and selection process to be effective, the future employer must first perform a job analysis in order to establish the requirements that the person who will occupy the position must fulfil, based on the competences implied by the vacant position.

Based on the identified requirements a profile of the candidate must be defined, including the level of professional experience, the scope of the desired technical skills and the most suitable personality traits for the position in question. The technical competences, as well as the personality traits, most often described in the form of expected behaviours, will be the basis for the selection and of candidates.

The stages of the selection process include:

## Collection of applications

- it is recommended to collect according to a predetermined format by the employer in order to be able to highlight in the CV certain requirements / information desired by her. Within the NEET group, fields can be passed that collect information on the minimum IT requirements necessary for the further development of certain technical competences specific to the position.

## Evaluation of applications

- the company will analyse the applications received and will select the ones that correspond to the minimum requirements of the job defined as a result of the job analysis.

## Telephone interview

- it is used when the CV is insufficiently detailed with information related to critical requirements for the job, when a possible exploration of the relocation decision is required, when it is desired to streamline the interviews or as a filter for a large number of applications.

## Selection interview

(face-to-face) - aims to probe the motivation, expectations of the candidate and to present and clarify the responsibilities of the position. Sometimes face-to-face interview can be used as a tool to evaluate expected behaviours according to the defined profile.

## Evaluation of the technical competences

- the technical competences defined in the profile as minimums can be evaluated according to the nature of the competence through a practical test, the candidate being put to perform certain operations based on specific costs.

## The Women4IT project candidates can self-evaluate themselves by using a “digital readiness test”

available on the profiling platform; on the same platform there are dedicated quizzes for eight job profiles, that help the candidates to match their skills and attitudes with digital jobs.

- Finalizing the short list - the short list generally includes 3-5 candidates / position. Each candidature will be presented to the Supervisor of the position, discussing the competences that led to the inclusion of the candidate on the short list.
- Evaluation of the short list (final interviews) - the interviews take place with the Supervisor directly in order to select the candidate that best matches the culture of the team / company.
- Correspondence with candidates - after completing each stage of the process, it is recommended that the rejected candidates be informed, by email or by telephone.
- The employment decision and the offer - The project manager will invite the selected candidate to a meeting in order to negotiate and approve the salary package and to establish all the details regarding the job placement.
- Evaluation after the trial period - is the stage that concludes the selection project. The evaluation must be announced to the candidate immediately after the employment decision. It is also important that the evaluation be done according to established criteria and communicated at the beginning of the employment contract. The employer must offer support and monitoring throughout the trial period in order to evaluate the candidates as objectively as possible.

**In case the candidates are not a good enough match for the job, for different reasons, it is possible to propose internship or even volunteering programs to foresee a future employment decision. But it should be kept in mind that using such a solution can often be demotivating for some candidates.**



## Employee Skills Development

Once the employment decision is taken, regardless of its form, the employer has the obligation to ensure that the employee reaches within a reasonable time the level of competence that will make him/her productive and motivated by his/her work. For this purpose, it is very important for the induction programme to be very consistent and coherent and to ensure the adequate environment and the minimum competences necessary to achieve the autonomy in the work, as soon as possible.

Within the NEET group the importance of this programme is even greater if we consider its specificity of this group, which is specifically reflected in the existence of needs such as:

- The need to join a group
- The need for appreciation and the feeling of autonomy

Considering the needs of this group, it is recommended that the induction program should include some requirements that will ensure the fulfilment of the above needs:

- To have a coordinator / mentor to guide the employee in this programme.
- Encourage the expression of opinions by the new employee.
- The tasks that the new employee performs are structured from simple to complex, with permanent appreciative and constructive feedback.
- There should be permanent feedback between the employee and the mentor.

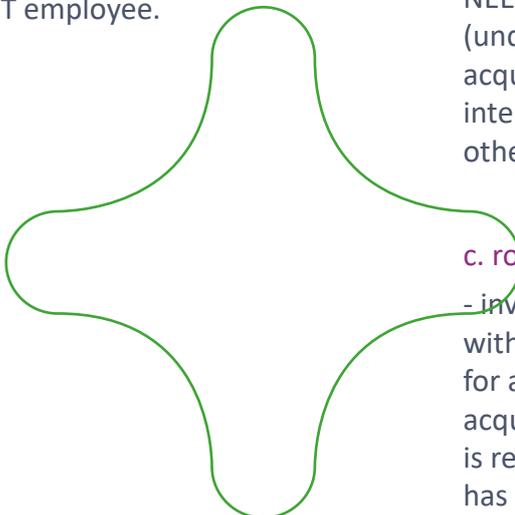
## Skills Development (Mentoring & Training)

The process of developing the skills only starts with the induction programme. Obviously, this programme is not enough to have a competent and performing NEET employee. This requires continuous investment in skills development. In developing skills, it is useful if to know:



### 1. What are the skills that need to be developed?

For each responsibility of the job we establish all the necessary competences which once fulfilled, they lead to the expected results vis-à-vis that responsibility. Then we establish which constitutes a gap for the NEET employee.



### 2. What are the most appropriate ways to develop these skills?

We distinguish here two modes, one internal and one external. The most used workplace training is the following:

#### a. mentoring

- assumes that a junior is guided in achieving superior performances through the expertise of a senior who works as a model. This method is very suitable if the mentor is a person with real trainer qualities.

#### b. the project

- assumes the involvement of the NEET employee in a work project (under supervision) in order to acquire new skills through the interrelation and cooperation with other areas of expertise.

#### c. rotation of positions

- involves the exchange of positions within a department / companies for a limited period in order to acquire new expertise. This method is recommended after the employee has a certain seniority on the job.

## The most used ways of training outside the workplace are:

- **training**  
- the most used form of external training, the emphasis being on acquiring competences.
- **the workshop**  
- involves approaching a very specific topic and usually in a narrower setting

### 3. Who are the training providers who can help develop the skills?

Finding a training provider is not always a simple task. But it helps a lot if the company asks to know exactly the skills that should be held by the employee, and the training provider focuses the training on the development of practical skills required by the company. It is also useful if the company requests a report on each participant of the level of competence.

The selection of the training provider must be made considering the experience in the previous development of the skills desired by the company. Training providers can be private trainers and consulting companies, independent trainers with solid background in specific programs, training centres, certain programs run by universities, etc.

Whether or not success in developing employee competencies is always a result of the involvement of the company, the employee and the training provider.

#### Digital skills training providers and career accelerators from different EU

- **IT School Romania**
- **Ventspils Digital centre, Latvia**
- **Scoala Informala de IT**
- **Solas Ireland**
- **SDAcademy.ro**
- **CodeBerry School**
- **ITtraining.ro**
- **ITAcademy.ro**
- **ALL DIGITAL**
- **Digital Europe**



#### END NOTE

Thanks for reading through this toolkit. We hope you enjoyed it and that you will use what you've learned to rethink your recruitment strategy and to consider hiring young NEETs. If you have any questions regarding the content of the toolkit, please contact the **Women4IT** project team at [project.manager@women4it.eu](mailto:project.manager@women4it.eu)