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EDUCATIONAL GUIDE FOR EMPLOYMENT TRAINING



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In this guide you could find supporting material to acquire basic notions about labor counseling in different countries in Europe. It will appear well differentiated, the section that corresponds to each country, since customs are different and requirements in labor counseling change depending on the place.

If you are a teacher or not, you will find three different parts in each chapter:

 The blue colour belongs to the theoretical part. Every page that contains this blue point belongs to the introductory part that you can find at the beginning of every section.

 The green color belongs to explanatory sheets. It means that you could find individual explanatory cards, which are more graphic and clarifying. As they are individual cards, it makes it easier to photocopy them independently, in order to work in a more comfortable and simple way without the need of the whole guide book.

This is very useful, specially for those teachers who want to use this material in their classes.

 Finally, the red color belongs to the “do it yourself” section. This part, as the previous one appears as cards, with one difference, here you put in practice what you have learnt until this moment. They have been designed to make it very intuitive to get a good quality result, that is, if you follow the process step by step you could succeed in finding a job.



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SPANISH GUIDE



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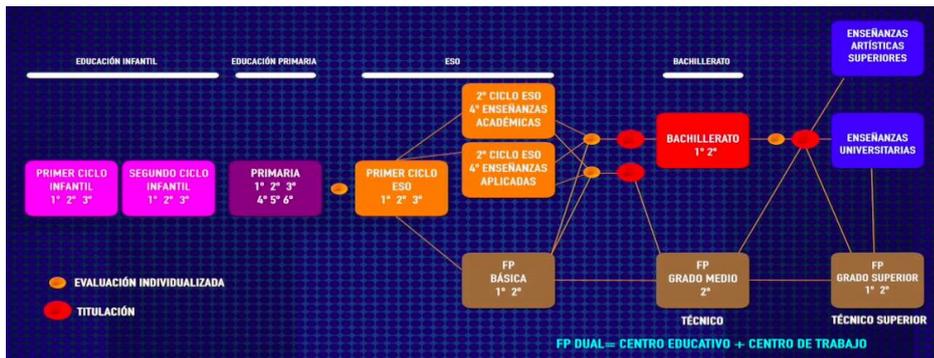
CHAPTER 1: The educational system.

Contextualisation



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THEORY



The system of Formación Profesional Dual, which combines training in the company and the educational centre, is being gradually introduced.

EDUCATIONAL SYSTEM IN SPAIN

TO START ...

The Spanish educational system is divided into different stages:

Educación Infantil: 3 to 6 years old. Not compulsory, but the 100% of the children between 3 and 6 attend school for free. In the last years, new education is being created for children under 3.

Educación Primaria: 6 to 12 years old. Compulsory and free. Divided into 6 academic years. Students usually start this stage the year in which they turn 6.

Educación Secundaria Obligatoria (ESO): 12 to 16 years old. It is compulsory and free, and it completes basic education. It lasts four academic years. At the end the student chooses between Bachillerato and Formación Profesional.

OPTIONS AFTER COMPULSORY EDUCATION

...

Bachillerato: 16 to 18 years old. Not compulsory. It allows studying at university or Higher Degree in vocational training. There are different options according to the subjects.

Formación Profesional (FPB):

Two years for those students who could not successfully obtain their qualification in Secondary Education. With this qualification they could obtain the ESO qualification.

Ciclos Formativos de Grado Medio:

Four students with ESO or FPB qualification. They last two years.

Ciclos Formativos de Grado Superior:

They last two years for students with Bachillerato or Medium Degree in vocational training.

SCHOOLS

There are three types of schools:
-**Public:** They are free because they are sustained by the government. Teachers are civil servants.

-**Private:** Students pay for the whole education they receive.

-**Charter school:** Mixed system. A private entity is subsidised to educate.

VOCATIONAL TRAINING

There are different occupational qualifications to enter the labour market. They include a period of training in the company.

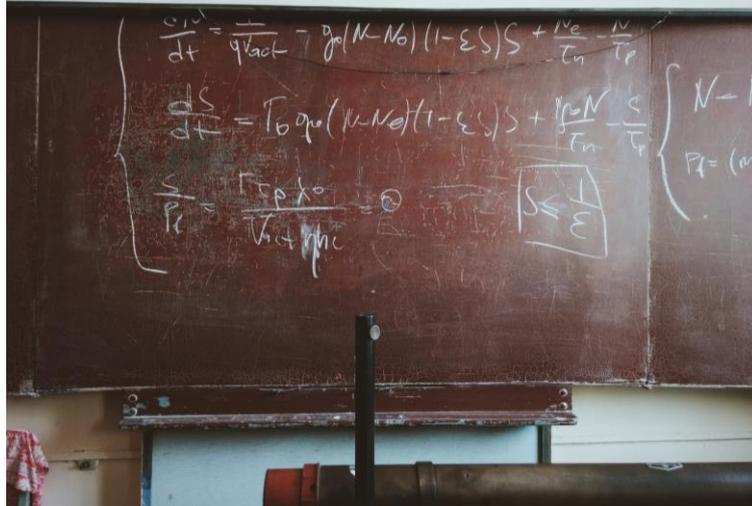
PUBLIC EMPLOYMENT SERVICE

Most vocational training is done in mainstream schools. However, it is also possible to do it in centres financed by the Public Employment Service for Unemployed people.



DEBATING ABOUT EDUCATION IN SPAIN

One of the main debates in Spain is the situation of education. This topic usually occupies many pages in the press and it is the objective of many debates in TV.



The lack of agreement among political parties has led to reforms of the law regulating education in Spain whenever there is a new government.

The last educational reform is known as LOMCE and it is criticised in many aspects by the opposition parties.

One of the problems in the educational system is the lack of motivation of the students as a consequence of the high rate of unemployment. This makes it difficult to enter the labour market to those who have higher qualifications, who cannot find their first job and thus cannot gain experience.

Teachers training, new family lifestyles or the higher rates of learning difficulties are some of the main causes of the bad results that students obtain in international tests in areas like Reading, Science or Maths.

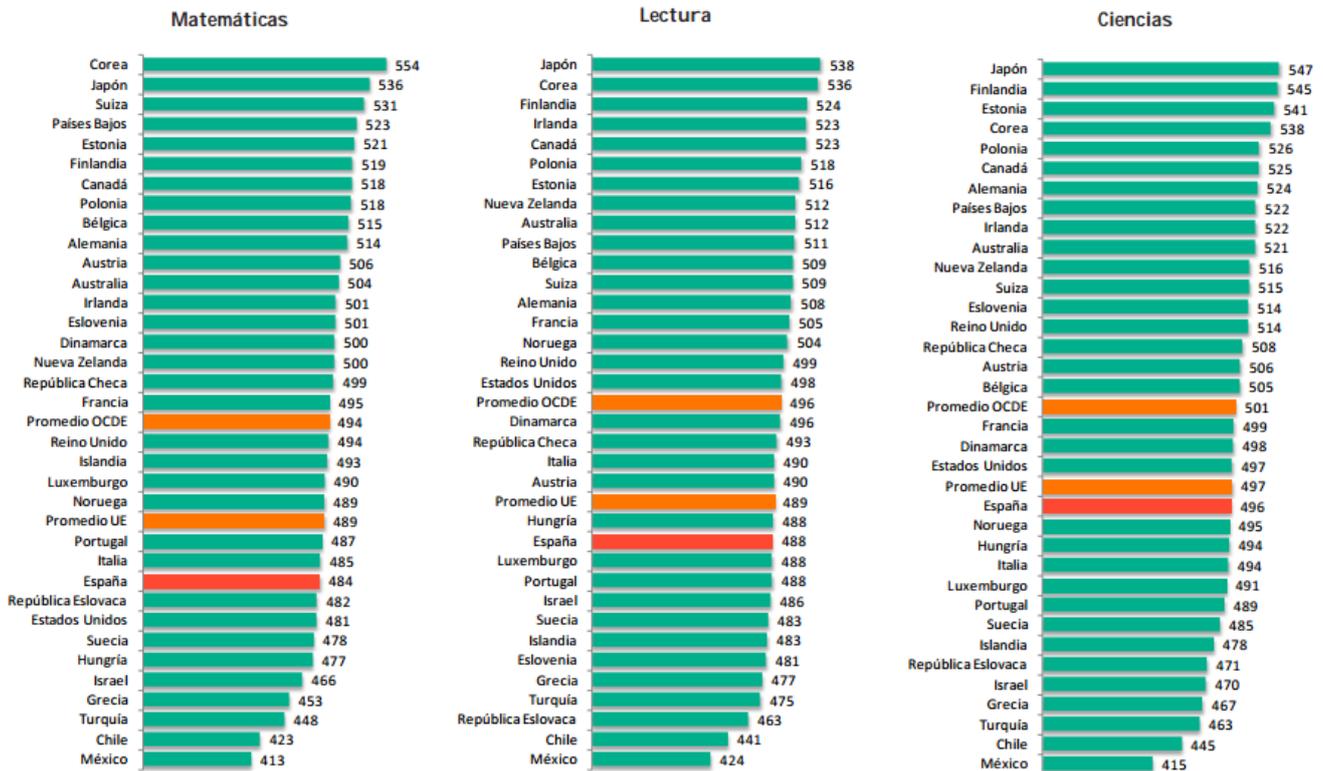
One of these international tests is the one done by the OCDE, known as PISA report (Programme for International Student Assessment). It is published every three years.

Its results generate a great interest in the media and they are as important as, for example, an economic index of great importance to the nation. The PISA report classifies countries according to the students' academic performance.

We ask you to find the position of your country in the graphics, which reflect the results of the PISA report in 2015.



Resultados en España



Please, look at these meaningful headings so that you can see the impact that the educational system has in the

EL PAÍS
EL PERIÓDICO GLOBAL



La OCDE recomienda a España retrasar los itinerarios educativos

ABC
TU DIARIO EN ESPAÑOL

Informe PISA: Los alumnos españoles, a la cola de la OCDE en «resolución de problemas»

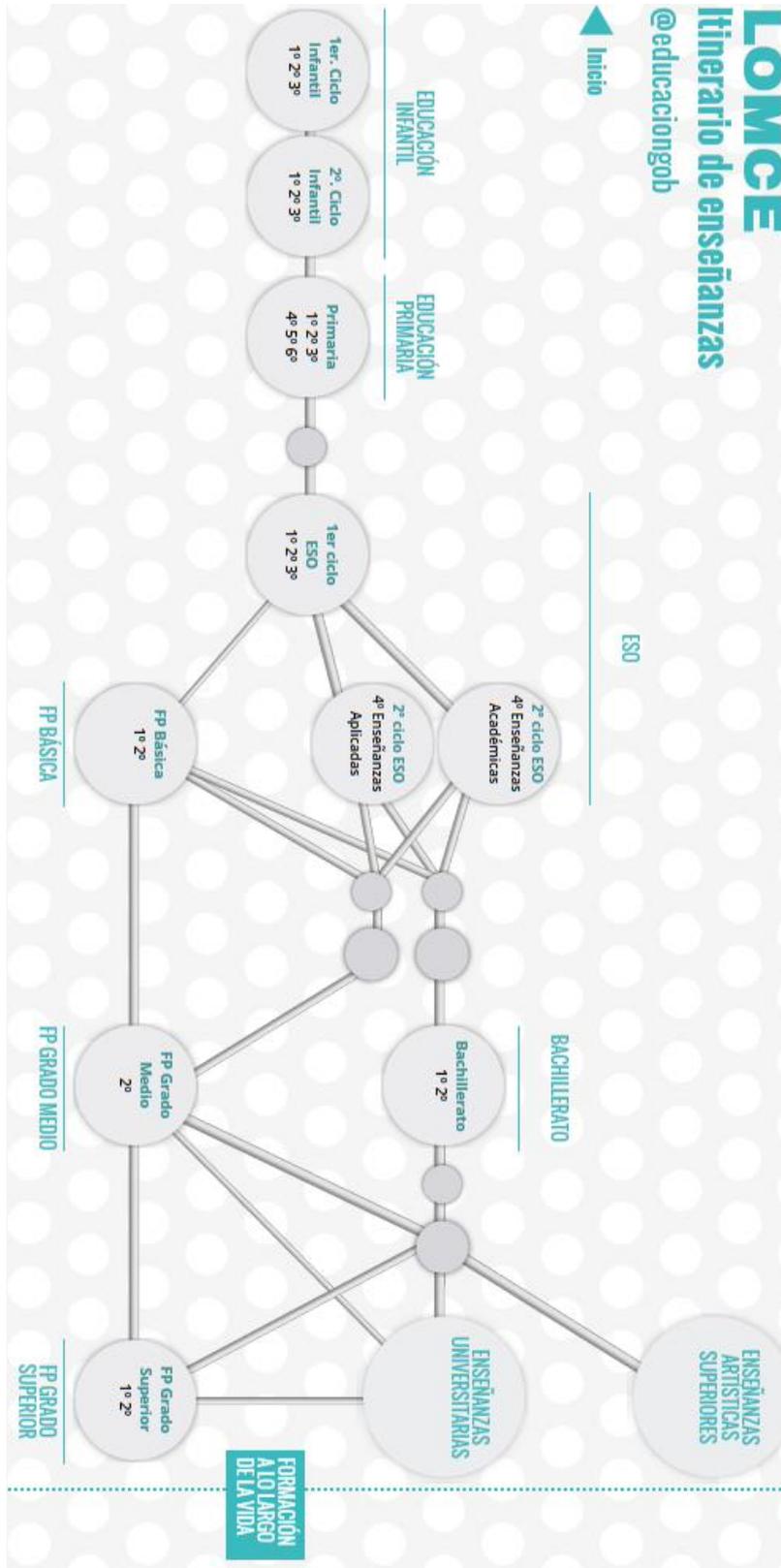
MANUEL TRILLO / MADRID | Día 01/04/2014 - 15.41h

Publicidad



How long will it take you?

Estimate which academic courses you need to pass in order to obtain the following qualifications in the Spanish educational system.





Qualifications:

Educación Infantil:

Educación Primaria:

ESO:

Bachillerato:

FP Básica:

Ciclo Formativo de Grado Medio:

Ciclo formativo de Grado Superior:

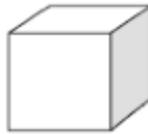


Can you help us to improve our PISA?

Try to imagine that you are 15 and your objective is to rise some of the low marks obtained by the Spaniards.

BUILDING BLOCKS

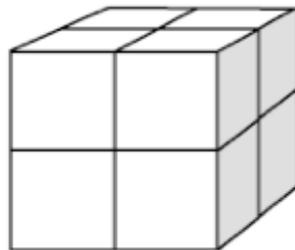
Susana likes building blocks with small cubes like the one you can see below:



Small cube

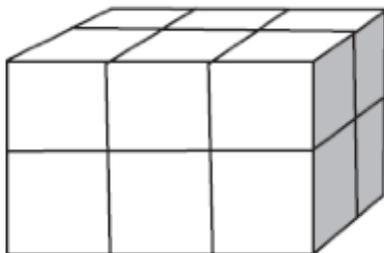
Susana has a lot of small cubes like this one. Use glue to join them and build new blocks.

Firstly, Susana joins eight cubes to build the block that you can see in graphic A:

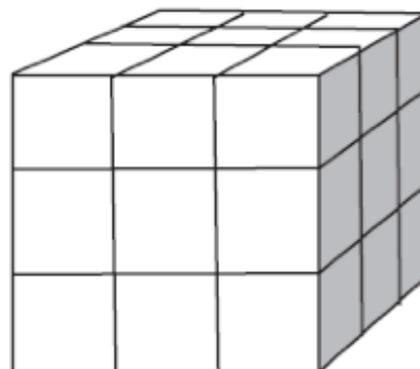


Graphic A

Then Susana builds the solid blocks shown in graphics B and C:



Graphic B



Graphic C



Question 1

How many small cubes will Susana need to build the block shown in graphic B?

Answer: _____ cubes

Question 2

How many small cubes will Susana need to build the block shown in graphic C?

Answer: _____ cubes

Question 3

Susana realises that she has used more small cubes than she really needed to have a block like the one shown in graphic C. She realises that she could have build a block like the one in C by joining small blocks but leaving it empty in the inside.

Which is the minimum number of cubes that she needs to make a block like the one shown in C but empty?

Answer: _____ cubes

Question 4

Now Susana wants to build a block that looks like a solid block with 6 small cubes long, 5 wide and 4 high. She wants to use the smallest number of cubes leaving the biggest space possible in the inside.

Which is the smallest number of cubes she will need to build this block?

Answer: _____ cubes



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CHAPTER 2: How to look for a Job.

Active Job Searching



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In this section you will learn how to take advantage of the Internet and the 2.0 tools to find a job and be informed of the news in the labor market quickly and comfortably, avoiding physical and geographical barriers.

INTERNET AND ACTIVE JOB SEARCHING

In the last years Internet has become the most used source in job searching. Finding a job requires being aware of everything that happens in the labor market.

2.0 tools let us take part in an active way, from everywhere and in every moment in the job searching. That's why, candidates can get in real time, information of companies and their job offers. And, at the same time, companies can see the updated profile of the candidates.

¿ What 2.0. tools can we use to find a job?

- Active job searching websites
- Staff selection companies
- Companies' websites where we would like to work
- Social networks

1. Active job searching websites:

These websites let the candidates upload their personal and professional data with the purpose of displaying their profile, so it can be visited by companies during the selection process.

At the same time, companies can publish their job offers, and then they can get a massive visualization.

2. Staff selection companies:

Some companies prefer outsourcing their staff selection process and order this task to an expert organisation, which can choose the appropriate candidate for them.

For this reason, it is interesting to get to know these companies and their websites, so we can register and be up to date on job offers.

3. Companies' websites: companies usually publish their job offers in their websites when they need staff.

It is important that we take a look at their websites and keep informed. However, we have to visit their websites not only to look for a vacant position, but also to obtain information about the companies, such as their contact, so we can send them our CV or a cover letter to apply for a future job.

4. Although we have a different concept of them, social networks can be useful to be up to date on job offers in a quick, comfortable and easy way.

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THE ACTIVE JOB SEARCHING

In this section you will learn the advantages of defining a professional objective to:

- Save time and search for a job, focusing on the chosen positions
- Know the method that companies use to select employees (Internet, CV, ...)
- Select the most appropriate training courses

If you are looking for a job, it will be necessary that you invest some time and energy in preparing this search.

Searching for a job is a job itself and it needs commitment, persistence and much motivation. It is necessary that you make yourself some questions and try to answer them.

The first step is to wonder, what is your objective or professional goal?

It is essential that you think about some suitable jobs for you.

The way to do it is by making an exercise where you identify, according to three specific areas, your strong points or/and in which tasks or positions you feel more comfortable or prepared. These areas are:



Personal interests

What jobs or activity sectors do you prefer or are you interested in?



Experience, training, competences and skills

From these aspects, what can I improve?



Labor market

The companies I am interested in, what profiles do they request?
How do they look for their staff?

SWOT Analysis

To help you with this task of self-analysis, make your objectives clear, get to know your strong and weak points, as well as learn what opportunities and threats there are in your environment, you can use the SWOT technique:

Internal elements:

WEAKNESSES

Elements that don't let you progress and that you need to know and change, as much as possible.

STRENGTHS

Positive aspects of you, of your labor and academic career and that make it easier for you to find a job.

Improve them and explain them in appropriate contexts.

External elements:

THREATS

Those aspects that impede your job access.

They are difficult to be modified. Identify them and try to avoid them.

OPPORTUNITIES

They are resources and assistance useful to find a job.

Know them and your job searching will get better.

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4. Although we have a different concept of them, social networks can be useful to be up to date on job vacancies in a quick, comfortable and easy way.



Web pages for job search

Here you can find a list of the most used job search engines and the essential information to start managing them from now on. Remember that it is very important to spend some time filling your profile. See it as an investment for the future, since this will be the information that employers will have of you in order to choose or discard the curriculum. Besides, you will have the opportunity to take part of the recruitment process.

Infojobs

<https://www.infojobs.net/>

Infojobs is one of the most widely used search engines in Spain. Apart from putting job seekers in touch with companies, it also gives tips and recommendations to allow us successfully overcome a recruitment process.



Infoempleo

<http://www.infoempleo.com/>

It is also one of the most famous search engines. Apart from connecting job seekers and companies, it has an area to look for courses in order to fill the training needs of job seekers, so that they can have a more complete CV.



Job and talent

<http://www.jobandtalent.com/es>

Jobandtalent apart from web page it also has an app for mobile phones and tablets.



Studentjob

www.studentjob.es

This web publishes job offers for students or people who do not have a full time job and who can combine the job with other activities.



Oficinaempleo

www.oficinaempleo.com

This is a web page that searches among different job search engines at the same time. It can save us a lot of time, but it does not filter good and bad job offers. You can find adverts among the offers and the filters sometimes fail, but there are interesting offers.



Jooble

<http://es.jooble.org/>

This is a web page that searches among different job search engines at the same time. It can save us a lot of time, but it does not filter good and bad job offers.





Trabajos.com

www.trabajos.com

It is a quick search engine that publishes offers from other job search engines. That is why you can find any kind of offer.



Laboris

www.laboris.net

Laboris was one of the pioneers. It has adapted to changes, so important companies rely on it due to its experience and years of joint work.

Indeed

www.indeed.es

It is an active search web page that searches in other webs. It is quick and it helps saving time, although for many offers it will link you to other pages where we will need to have our own user and profile.

Woorker.com

<https://www.woorker.com/>

This is the first web in the world that introduces gamification for job search. It gives the candidate an innovative experience about current methodologies.





Schedule to look for a job

Use this template to do a weekly planning to see how you are going to manage your time when looking for a job:

MONTH _____	Week 1	Week 2	Week 3	Week 4	Week 5
Monday					
Tuesday					
Wednesday					
Thursday					
Friday					

Monday	Tuesday	Wednesday	Thursday	Friday

COMPANY	Activity	Address and phone nº	Way of contact	Date of contact	Answer



Register your CV in the following job offers

Choose 3 web search engines and fill in your professional profile.

Name of the web page	Web address	Date of creation of the profile

Remember that this effort cannot be considered a waste of time but as an investment.
Take your time and do it calmly, make an effort to have all the information completed,
ordered and well written. This will be the first filter in order to join a recruit



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CHAPTER 3: Application process: documents



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COVER LETTER

In this section you will learn how to create a cover letter, what is necessary to make you known as a candidate for a job within companies.

Together with the Curriculum Vitae, it turns into a fundamental element in the searching for a job process.

The cover letter accompanies the Curriculum Vitae with two main objectives:

- **Arise the interest of the person who is going to receive the candidature.**
- **Emphasize the most interesting data from your Curriculum Vitae, which makes you the appropriate person for that job.**

We have to take into account that the cover letter is the facade of our curriculum and what makes the difference in relation to other candidates; we should try to give the impression of having invested much time and paid much attention when it comes to write it, and, above all, that it is designed, only and exclusively for a concrete offer or candidature.

Kinds of cover letters

Cover letters can be of two kinds:

- **Letter responding to a concrete offer**

This is a letter that answers a specific job offer website, press, etc.

- **Candidature letter.
Spontaneous or self-candidature**

We send a letter to a company, not because we know that they need a person with our characteristic in that moment, but because they may need someone with our profile in the future.

- **Gratitude letter**

This kind of letter is used once you have succeeded in an interview and your purpose is to show your gratitude for the attention paid. It shows seriousness and leaves a good impression

Useful advises

- You always have to make reference to the date and the media where you have read the offer; as well as the reference, if it is mentioned in the advertisement.
- Highlight that your qualities and aptitudes fit to the job you are applying for.
It is important that you indicate two or three significant characteristics or strong points that you consider that make you beneficial for the company if you are hired.
Emphasise that your letter objective is to be part of the selection process.
- Keep an open channel in order to let the company be in touch with you.



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manuelperezgomez@yahoo.es

**Mr. Ramón González Abad Director
H.R in Garrido, S. A. Pasadizo
Angosto, 37 28027 Madrid**

Madrid, 3rd November 2015

Dear Sir/Madame:

I know that you are searching for senior technicians in....., with.....
skills, written English comprehension and available to travel.

I am senior technician in....., recently licensed in
educational centre.

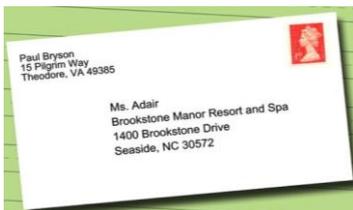
I developed an internship in the..... company, in a similar position to the one you
need to cover.

Furthermore, I have a good written English level and an acceptable spoken level.

As the profile that you are searching for is similar to mine, I would like to be received by the person
in charge of the selection process, thus, I attach my curriculum vitae.

I am looking forward to take the opportunity to talk with you further about my application.

Kind regards,



Enrique Verdy Gómez

Cover letter

It must take a single sheet.

In good quality paper, not a photocopy.

In an envelope with your CV appended.

Address:

It is good to know the person in charge of the staff selection.

Place and starting date:

We begin with the expression dear Sir/Madame if we don't know the person we are addressing.

Main part:

Use a suitable kind and size for your font. For example Arial 12.

Personalize your letter by speaking in first person.

Avoid abbreviations, initials and jargon, unless you are sure that the letter will be read by someone related to the position you are applying for.

Check the letter before sending it.

Signature:

You have to sign over the name and surnames with a blue pen.

Preferably in the left side.

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CURRICULUM VITAE

CV

In this section you will learn how to make a Curriculum Vitae, which is an essential element in the process of job searching.

Without this document, it is very difficult that enterprises know about your interest in an interview or that you can talk about your skills and qualities with them.

The Curriculum Vitae fulfills a triple function:

- Introduce yourself.
- Focus the attention on the most important aspects of your personality and academic and labor background.
- And after the interview, it is useful to remind the interviewer about the most interesting information about you.

The Curriculum Vitae is your business card.

It is very important that it catches the attention of the person who is reading it, that's why you have to add a personal touch to it. Therefore, you must always modify your curriculum depending on the job you are applying for.

They will probably not invest much time reading your curriculum, so you just have to include the information that can be more interesting for that offer.

Advices for the CV

Be simple

Use the curriculum to attract the attention to your strengths. Don't be meticulous, you will have time to explain yourself during the interview.

Be careful with your style and image

Use good quality paper. Take advantage of active verbs (initiate, make, be responsible, manage, etc.) Use positive words with a slight presentation, which makes it easy to be read.

Chronological inversion

Let's start with your current job and go back chronologically. It has the advantage of emphasising your more recent experiences, which are more interesting for the people who are responsible for your hiring.

Don't forget to write the name of the company, the starting and ending date, your position and a brief description of the functions that you have developed in every position.

Personalise your CV for every company

Highlight those characteristics from your cv which have more relationship with the job you would like to apply for.

Be honest

Lying can originate the loss of a new opportunity.

Be brief

Try to write your cv in a single sheet, (but without reducing the letter size, since it could make the reading difficult).

Pay attention to your orthography

Gramatical mistakes could make your curriculum be rejected automatically.

Date your curriculum

It is convenient that you date the curriculum, since it gives your cv a reference in time. This can be even more important when it refers to a spontaneous candidature and not to a specific job offer.

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Linked in

In this section you will learn what LinkedIn is, how to create a quality profile and how to take advantage from it in order to make your job searching easier and to expand your professional networking.

LINKEDIN

LinkedIn is a website focused on the network which was created in 2002, but it was not until 2008 that it experienced a significant expansion. Reaching, nowadays, more than 300 million users.

Therefore, we can say that LinkedIn is a social network with a different aim we are used to from social networks, since it's been created with a professional objective

The purpose of having a profile in LinkedIn is to create a professional networking and also to let other professionals meet us.

It is a less dynamic network, that is, we should make the biggest effort when it comes to create our profile,

considering that we have to include a lot of information when we fill it, trying to obtain a quality profile. It has also to transmit an appropriate image of us.

URL

<https://www.linkedin.com>

Which contents should we include in our LinkedIn's profile?

LinkedIn is very intuitive and let us complete our profile through well differentiated sections. In the following picture we can observe some of these functions.



It is very important to spend some time filling in every section, always being careful with the grammar and orthography, since the image that we transmit from our profile depends on it.



EXTRACT

1. Answer the following questions:

In which sector do you think that your professional aspirations fit better?

Define yourself:

On which professional sector or sectors has your education been focused?

Please, explain it.



Which are your hobbies? How often do you practise them?

Which are your strengths? Why?

2. Once you have answered the questions, read your answers again and analyse them. Once you have finished, please to write in the following lines your extract for LinkedIn. Use what you have written until now as a guide it.



ABILITIES

Check your academic information year by year and subject by subject and write down in the following box the abilities you have acquired in each year and subject:

Ask your classmates, your family, your teachers, your colleagues and all the people who you think that know you well, which are your most remarkable skills or abilities and write them down:

Once you have finished, underline those words that define you better and which, in your opinion are important to improve the quality of your professional profile in LinkedIn:



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CHAPTER 4: Staff selection process



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SELECTION PROCESS

In this section you will learn how a selection process is and how it works on the other side, that is, from the company point of view. It is important since this information will give us clues to know how to act.

From the company's point of view, the selection process consists in dismissing, in a progressive way, candidates until they find the ideal person for the offered job.

It is important to remember that a company is made of people, and that it will depend on those people if the company is successful or not. For this reason, it is essential and complicated the task of selecting people by entrepreneurs.

Every company will design its own selection process, although they usually follow the same outline:

- 1- Preselection of candidates
- 2- Initial or previous interview
- 3- Development of different kind of tests.
- 4- Final interview or in-depth interview.
- 5-Finalist candidate proposal.

1- Preselection of candidates:

The preselection is usually made from CVs and cover letters sent by candidates. In this context, we understand the sentence: "Your CV talks for you". The delivery of CVs is normally massive, especially when it comes to an interesting job vacancy. For this reason, the curriculums must be fulfilled, well organized and easy to be read.

The candidates chosen in this part will be called to keep on with the selection process. It is normally done through a telephone call, although it could also be done through an e-mail.

2- Initial or previous interview:

this is a brief interview where candidates are informed about general aspects of the job vacancy. With this brief interview it is expected to find out if the candidates are still interested in the job, and also to reject those who don't fit in with the job.

3- Development of different kind of tests: With the purpose of getting to know the candidates better, there will be developed some kind of tests that let the company gather information about their professional profile, as well as about their psychological profile. That way, the company will know if the candidate fits in the job.

4- In-depth interview:

This is a key stage in the selection process, since it will let the company solve some doubts that could have from previous stages. Not many candidates get to this part of the process, that's why in this part the company should solve every doubt they have and collect as much information as possible about the candidates in order to make a final decision.

5.- Finalist candidate proposal:

Once interviews have been made, the decision of who the best candidate for that job is will be taken.



In this section you will learn how to act in a personal interview, the most suitable attitude and some tips that will help you feel more confident and be successful in this stage of a recruitment process.

PERSONAL INTERVIEW

The job interview is one of the stages in the recruitment process. It consists on a conversation between the interviewer(s) and the candidate in order to obtain the necessary information to decide whether it is the suitable person for the vacancy or not.

It is important to know that job interviews can be individual or in group, although the former is more common.

We are going to distinguish 5 key aspects in a job interview:

- 1.- First impression
- 2.- Physical appearance
- 3.- Verbal and non-verbal communication
- 4.- Frequently asked questions in a job interview.
- 5.- Preparation of the interview.

1.- First impression:

The first few minutes in a job interview are very important and they usually establish the development of the rest of the interview. It is important to cause a good impression. Thus, we should take care of some details:

Punctuality: it is advisable to arrive 5 minutes before the time we have been summoned; but be careful not to arrive too early. It is probable that they have a pre-established planning and, if we arrive too early, we will meet other candidates, which can be difficult for the interviewers.

It is recommendable is to arrive in the area where the job interview takes place 15 minutes before, and to stay around until 5 minutes before. This is when we should go into the premises. This way, if an unexpected event arises, we will have enough leeway.

Show politeness and respect to the people who welcome you. Probably, the interviewers will ask them for their opinion later.

Do not sit down until you are asked.

We should address the interviewer formally, shake hands firmly, make eye contact and smile.

2.- Physical appearance:

We should be well combed and neat.

Men should be well shaved or, if they have a beard, it has to be neat.

We should dress correctly, with a suitable style according to the company. If we do not know the style, we have to try to dress as neutral as possible: not attracting attention, elegant and discreet at the same time.

In order to show a good image, it is not necessary to wear expensive clothes. The important thing is to dress smartly, clean and according to the occasion.

3.- Verbal and non-verbal communication.

Verbal communication:

Verbal communication makes reference to what is said. Hence, in a job interview it is not advisable to answer in monosyllables.

We need to remember that the interviewer wants to know about us in order to decide if we are suitable for the vacancy or not, so we have to see it as an opportunity to sell ourselves.

If we only answer in monosyllables, we are going to convey an unprofessional image.

Besides, it is important to remember that we should adapt our vocabulary to the context in which we are. Thus, vulgarisms, swearwords or any other unpleasant word are completely forbidden.

Use simple and clear language, avoid pretentious words and pet phrases.

Try not to answer in monosyllables.

Non-verbal communication:

- Do not cross your arms
- Do not lie your head on the arm
- Do not yawn
- Do not let your sight wander. As we said before, we need to try to look to the interviewer directly, but without intimidating.
- Sit down with your back straight and not on the edge of the chair.
- Do not talk low, since we will look insecure.

- Do not take liberties with the interviewer nor think that he is a friend.

4.- Frequently asked questions in a job interview:

Frequently asked questions can be divided into:

- Education
- Personality
- Professional experience
- Company and vacancy
- Others

5.- Preparation of the interview:

Dealing with a job interview is not easy. Thus, it is highly important to prepare it beforehand taking into account the following:

- Questions I may be asked
- Review my curriculum
- Look for information about the company and its trajectory, functions, etc.
- Analyse ourselves: strengths, weaknesses, etc.



FREQUENTLY ASKED QUESTIONS IN A JOB INTERVIEW

We are going to divide in 5 blocks the most frequently asked questions in a job interview:

1.- Education

- What did you study?
- Why did you choose your studies?
- Which subjects did you like most/least and in which ones did you have better/worse marks?
- Which was the most rewarding experience during your student life?
- As a student, did you occupy any important role (class delegate, member of an association...)?
- Are you thinking about completing your studies?
- Where did you do your apprenticeship? (In case you did it)

2.- Personality

- Tell us about yourself.
- Tell us three of your strengths.
- Tell us three of your weaknesses.

We all have strengths and weaknesses, but remember that it is not good neither to seem too arrogant nor to show those weaknesses that may be detrimental to carry out your task. Try to convey a modest and professional image at the same time.

Remember that this is a dialogue, i.e. all your answers can be followed by more questions, and that you will probably have to give explanations.

- What do you do in your free time?
- Do you lose your patience easily?
- Do you prefer individual work or teamwork?

Remember that a company is formed by a group of people who should work together with a common goal. Thus, teamwork and collaboration are very important. Although autonomy and personal work are also necessary for efficient work, both options must be compatible.

3.- Professional background

- What were your tasks in your previous job?

This is one of the reasons why it is important that you do a comprehensive review of your curriculum before the interview. You should try to memorise the tasks you have performed during your professional career. This will let you give a more complete answer and hence you will be able to “sell” your application to the post.

- What did you learn in your previous job?



- Why did you cease your previous job? Why do you want to change companies?

You should never start criticising your previous company, bosses or colleagues. If you do it, the interviewer may think that you are not a trustworthy person. Instead, use the “I want to assume more responsibility” or “I want to acquire more experience” expressions.

If the reason was a reduction of staff, you have to explain it: “In spite of my hard work, they had to get by without me”.

- How was your relationship with your superiors?

Talking badly about them, even if what you say is true, can be used against you. Be positive and do not use irony. The interviewer will understand that the relationship with the new superiors will be similar to that you had of the past.

- Which of your previous jobs did you like most/least? Why?
- How did you get on with your colleagues/subordinates?
- Which was the most unpleasant situation that you experienced? How did you face it?
- What are the most difficult situations you have had to deal with?
- How would you describe the impact you will leave in your ex-company?
- Which working achievements are you most proud of?

4.- Company and vacancy

- What do you know about our company?

Before a job interview it is important that you get interested in the company and have a look to its web page to get to know it better. It is probable that you are asked about it in the interview. If you hardly know about it, it will give the impression that you are not interested.

- Why do you want to work here? What do you like most about the vacancy?

Do not say that you are looking for any job anywhere, because it will end with your possibilities. Mention the sector and then the company, highlighting important data, its strategic position regarding its competitors, its corporate values, its projects or products... They will see that you know the company and you will make your initiative and interest for the vacancy clear.

Remember, you are not looking for a job: you are looking for an specific vacancy.

- Would you work at weekends?

It is advisable to show availability: “Initially, I would not have any hesitation”.

5.- Others

There are interviews considered “hard”, since they ask you questions not related to the vacancy. These can be difficult to answer. It is very important not to show yourself irritated or to lose your nerves. These questions usually try to measure our endurance to stress or our self-control.



Personal interview

Answer the following questions.

Why did you choose your studies?

Which was the most rewarding experience during your student life?

Are you thinking about completing your studies?

Tell us about yourself.



Tell us three of your strengths.

Tell us three of your weaknesses.

Do you prefer individual work or teamwork?

What were your tasks in your previous job?

Why did you quit your previous job? Why do you want to change of company?



Which of your previous jobs did you like most/least? Why?

Which was the most unpleasant situation that you experienced at work? How did you face it?

Which professional achievements are you most proud of?

Would you work on weekend?



Group Dynamic

Objectives:

- 1.- Being conscious of the advantages that cooperation from all the participants have in solving problems.
- 2.- Developing strategies to get to group agreements

Development of the activity:

The activity consists in comparing the results of solving a conflictive situation in an individual way and in a cooperative way.

First Part:

Each participant makes the exercise individually after the following instructions

The members of the group will become the crew of a ship that goes together with the mother ship in the light side of the Moon. Due to mechanic problems, they have to land in a place 300km far from the meeting point. Some of the ship equipment has been damaged during the landing, and since the survival of the crew depends on arriving to the mother ship, they have to choose the most useful items to carry with them. The task consists in organizing these items according to their importance and utility for helping them to arrive to the meeting point. You have to write a 1 for the most important item, a 2 for the following one, etc. And so on, until you have organised all of them.

Second Part:

Now the objective is to solve the exercise in groups (4-6 members) by consensus. This means that the participants has to be made by agreement.

Third part

The person guiding the activity provides the solution of the exercise by telling the students the most appropriate organisation of the items. After writing down the solution in the answer sheet, the students check the efficacy of the work made by calculating the deviation of the individual and group answers and adding them in the personal and group deviation columns. With these scorings they can compare the individual and team work effectiveness.



Fourth Part. Group Reflexion:

- Did you get a better result with the group decision or with or with the individual one?
- Was it difficult to reach an agreement?
- How did you make a group decision?
- Did someone want to impose his or her personal point of view?
- Was there conformity and did people avoid conflicts because they didn't want to argue?
- Did you make the decisions by consensus or by majority?
- Was there negotiation and deal? How was it made?
- Was there any idea that was different from the majority of ideas, and that at the end turned into the right one?
- What conclusions can we draw from this activity for our working as a group?



Lost in the moon

Imagine that you are a member of a spacial crew that, initially, had to meet the mother ship in the light side of the Moon. Due to technical problems, your vehicle has tol and 150km far from the meeting point, where the mother ship is located. During the landing, some of the ship equipment has been damaged, and since the survival of the crew depends on arriving to the mother ship, you have to choose the most useful items to carry with you during the 150km. Next, you will find a list of 15 elements that weren't damaged during the landing. Your task consists in organising them according to their usefulness to arrive to the meeting point. Write 1 for the most important item, a 2 for the following one, etc. and so on, until the number 15, the least useful.



Objects found in the ship

		Indiv. answer	Group answer	Answer (NASA). Explanation	Indiv. points.	Group points
1	A box of matches			15 Completely useless. No oxygen on the moon		
2	Ten boxes of eating pills			4 You can live for a while without food.		
3	Twenty meters of nylon cord			6 useful for climbing among other things		
4	A parachute made of nylon silk			8 Carry things		
5	A gas stove			13 The light side of the moon is hot		
6	Ten pistols calibre 45			11 Can be used for self- propulsion		
7	A box of powdered milk			12 It needs water.		
8	Two tanks with 100l of oxygen			1 Essential. There is no oxygen on the moon		
9	A map of the stars of the lunar constellation, the sky from the moon			3 Needed for orientation		
10	An inflatable boat			9 Useful for protection or carry things		
11	A magnetic compass			14 There aren't magnetic pole son the moon.		
12	25l. of drinking water			2 Very important, you can't live much time without water.		
13	Three flares			10 No oxygen		
14	A first aid kit with hypodermic needles			7 They may be necessary		
15	A radio device FM (sender-receiver) with solar battery			5 Useful for posible communication with the mother ship		

Total points: Individual _____ Group _____



Stages:

1. Indicate the correct answer according to NASA.
2. Calculate the individual and group score.
3. Calculate the average of the individual scores.
4. Make use of the following formula: $\text{Group efficacy} = \frac{\text{Average} - \text{Group score}}{\text{Average}} \times 100$ 112
5. Note: The highest and lowest individual scores, the score average, the group score and the efficacy percentage

The NASA classification is :

15 - 4 - 6 - 8 - 13 - 11 - 12 - 1 - 3 - 9 - 14 - 2 - 10 - 7 - 5

At the end, you can give them the answers and let them compare it with the individual and group results to check that the the group answers are more accurate.



Psychotechnical tests

You will find a link below. It is to go to the web page Psicopol, where you will be able to do different psychotechnical tests. They will help you get to know yourself better and to improve your performance in a future job interview.

<http://www.psicopol.com/baterias-de-test-psicotecnicos>

Once all the questions are answered, you have to click in the button "finalizar" and, automatically, the programme will give you a mark together with a brief assessment.

Emotional intelligence

If you want to analyse your emotional intelligence, you can do it by this link:

<http://www.helios3000.net/tests/eq.shtml>

After answering all the questions, you have to click the button "calcular" in order to obtain the result.



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CHAPTER 5: Labour law. Employment contracts pay and benefits



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THE CONTRACT

The job contract is a document that specifies the agreement between the employer and the employee and fixes the services done by the employee, which are supervised by the employer, who is responsible and pays a salary in exchange.

Types:

https://www.sepe.es/contenido/s/que_es_el_sepe/publicaciones/pdf/pdf_empleo/guia_contratos.pdf

The objective of the person who is actively looking for a job is to get it by signing a job contract. This document becomes the key element at the beginning of the future working relation between the new employee and the employer.

Nowadays, in our country, there are different types of contracts. You can find below the most common types of contracts.

- Full-time contract
- Fixed-term contract
- Part-time contract
- Training contract
- Replacement contract
- Other types of contract

Indefinite contract

It does not establish limits in the provision of a service. It could be oral or written and it is commonly known as fixed contract. There are different types.

Formulario de Contrato de Trabajo Indefinido. Incluye campos para: DATOS DE LA EMPRESA, NOMBRE Y APELLIDOS DE LA EMPRESA, DNI/NIE, NOMBRE Y APELLIDOS DEL EMPLEADO, DNI/NIE, FECHA DE INICIO, FECHA DE FIN, Y TIPO DE CONTRATO.

Fixed-term contract

The working relationship with the company is limited in time. There are many different types depending on the situation that generates the hiring.

Formulario de Contrato de Trabajo Temporal. Incluye campos para: DATOS DE LA EMPRESA, NOMBRE Y APELLIDOS DE LA EMPRESA, DNI/NIE, NOMBRE Y APELLIDOS DEL EMPLEADO, DNI/NIE, FECHA DE INICIO, FECHA DE FIN, Y TIPO DE CONTRATO.

Part-time contract

The employee is hired to work fewer hours than for a full-time job. This contract can be indefinite or temporary.

Training contract

It can be an **internship contract** if you got your academic qualification less than four years ago or a **training and learning contract** if you are about to finish your studies and you still need to complete your training.

Replacement contract

Contract to replace an employee who is partially retired with a worker who is registered in the employment office.

Other contracts

Contract for disabled people, Contract to support entrepreneurs, Contract for housework, Contract for group work, etc.

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FREQUENT DOCUMENTS

RELATED TO JOB PLACEMENT: THE PAYSリップ

The standard format of the payslip as a receipt for the salary must include, at least:

- Data of the company.
- Basic data of the employee, like the type of contract, the category and the length of the service in the company.
- Period of time corresponding to the payroll.
- Detail of the payments composing the gross salary of the worker.
- Detail of the deductions that the gross salary undergoes (mainly Social Security and State).
- Liquid received.
- Place of issue as well as signature and stamp by the company and the employee.

The signature of the employee is not necessary if the payment has been done through a bank account, since this can demonstrate the reception of the salary.

Social Security

Social Security was created to guarantee benefits to workers and their families both during their working life and after it.

Among these benefits we can highlight health, retirement pensions, temporary or permanent disability, unemployment or subsidies.

The Social Security is financed by workers and companies.

The payments that workers do are used for three different things, with a maximum of 6,7% of the contribution basis. The employer pays higher percentages.



Gross salary

The sum of all the concepts that have to be paid to a worker. It is usually a base salary plus some complements. This base salary is also called total accrued.

Tax basis

Amounts to calculate the deductions to the gross salary. They come from a series of formulas.

Deductions

Amounts or deductions to subtract from the gross salary. They are:

- A tax called IRPF
- The worker's fee or payment to the Social Security.



DOCUMENT: JOB CONTRACT

One of the most exciting moments for a person who is looking for a job is when he or she fills in the contract. It is a very important procedure and it has to be done by paying attention in order to avoid mistakes that could have negative consequences for our own company or the employee in the future. That is why in this work we are going to see how to fill in a contract.



1. Besides formalising the contract, the employer has to register the new employee in the Social Security system. In order to do it, he has to hand in a photocopy of the ID card or passport in the Social Security offices as well as to fill in one or two documents called TA.
2. Once this is done, the time to fill in the contract comes. Each type of contract has a different model, but in all of them the data of the company and the person in charge must appear as well of the data about the employee. Before filling it in it is very important to have the employee's data in hand, i.e.name, address, date of birth or the number of affiliation to the social security.
3. We should pay attention to the clauses. We have to specify the working hours per week and the days; contract starting date and, if it is not indefinite (permanent contract), also the ending date;
4. The salary; the holidays per year; the objective of the hiring in case of a part-time contract... Besides, a basic copy has to be made to have it approved by the union representatives in the company.
5. It can be signed by...
 - People of legal age (18 years old).
 - People under 18 legally emancipated.
 - People over 16 and under 18 if they have an authorisation from their parents or tutors. If they live independently, they need the express or tacit allowance from their parents or tutors.
 - Foreign people under the corresponding legislation.

Here you can download an example of the job contract:

http://www.sepe.es/contenidos/empresas/contratos_trabajo/asistente/pdf/indefinido/Indefinido_Ord_C.pdf



DOCUMENT: PAYSリップ

The payslip is an indispensable document in labour relations. Its importance makes it necessary that the worker knows its elements, how much he pays for each concept and how much he receives.

To the gross salary and the complements we have to deduce:



1. Deduction to pay Social Security

Every worker pays a percentage to the Social Security according to his gross salary. This percentage is used for different purposes in public finances.

2. Deduction to pay the income tax

The second discount belongs to the IRPF or income tax. This deduction is applied to the worker's income and it is calculated according to the type of contract, the annual gross salary and the personal and family situation.

The deduction percentage is variable and it is calculated according to almost the whole gross salary. This percentage can range from the 0% to the 43%, the latter applied to very high salaries.

Cinco Días

miércoles, 8 de junio de 2016



06. El debate de la edad de retiro está agotado

Retrasar la edad de jubilación es la decisión más socorrida por los políticos para solventar las aperturas financieras del sistema de pensiones, sobre todo cuando se trata de problemas estructurales. Esa decisión en España se hizo en 2011, cuando se **retasó el retiro legal de los 65 a los 67 años** de forma paulatina, y que culminará en 2027: en esa fecha nadie podrá jubilarse antes de los 67 cumplidos; solo podrá **prejubilarse**.

Cada año que se retrasa la jubilación se gana un año completo de aportaciones de los cotizantes (algo más de 3.000 millones de euros), y se ahorra un año completo de prestación de los jubilados (unos 6.000 millones). De momento, la decisión de llevarla a los 67 años ha supuesto que la edad media de jubilación ha pasado en **España** de los 62 años a los 63,5, con el consiguiente alivio para la caja común de las pensiones.

Become a contract decoder

Extract the main data from the contract below.



**MINISTERIO
DE EMPLEO Y
SEGURIDAD SOCIAL**

SERVICIO PÚBLICO
DE EMPLEO ESTATAL



FONDO SOCIAL EUROPEO
El FSE invierte en tu futuro

CONTRATO DE TRABAJO TEMPORAL

DATOS DE LA EMPRESA

CIF/NIF/NIE: A26123455

D./Dña. ESTHER MUÑOZ MARTÍN	NIF/NIE 16553526N	EN CONCEPTO DE (1) GERENTE
NOMBRE O RAZÓN SOCIAL DE LA EMPRESA LICEO SENA, S.A.		DOMICILIO SOCIAL SORZANO, 50 BAJO
PAÍS ESPAÑA	MUNICIPIO LOGROÑO	C. POSTAL 26008

DATOS DE LA CUENTA DE COTIZACIÓN

REGIMEN 0111	COD. PROV. 26	NÚMERO 1234567	DIG. CONTR. 89	ACTIVIDAD ECONÓMICA EDUCACIÓN
-----------------	------------------	-------------------	-------------------	----------------------------------

DATOS DEL CENTRO DE TRABAJO

PAÍS ESPAÑA	MUNICIPIO LOGROÑO
----------------	----------------------

DATOS DEL/DE LA TRABAJADOR/A

D./Dña. ALBERTO ANGULO ANTÚNEZ	NIF/NIE 16111111W	FECHA DENA CIEMIENTO 01-01-1971
Nº AFILIACIÓN S.S. 261111111111		NACIONALIDAD ESPAÑOLA
NIVEL FORMATIVO LICENCIADO		
MUNICIPIO DEL DOMICILIO LOGROÑO	PAÍS DOMICILIO ESPAÑA	

con la asistencia legal, en su caso, de D./Dña.
con NIF/NIE....., en calidad de (2)

DECLARAN

Que reúnen los requisitos exigidos para la celebración del presente contrato, y en su consecuencia, acuerdan formalizarlo con arreglo a las siguientes:

CLÁUSULAS

PRIMERA: El/la trabajador/a prestará sus servicios como (3) PROFESOR....., incluido en el grupo profesional de PROFESOR TITULAR..... para la realización de las funciones (4) PROFESOR TITULAR..... de acuerdo con el sistema de clasificación profesional vigente en la empresa.
En el centro de trabajo ubicado en (calle, nº y localidad), SORZANO, 50 BAJO, (26008 LOGROÑO).....

A DISTANCIA, en el domicilio ubicado en (calle, nº y localidad).....

SEGUNDA: La jornada de trabajo será: (5)

A tiempo completo: la jornada de trabajo será de 40..... horas semanales, prestadas de LUNES..... a VIERNES....., con los descansos establecidos legal o convencionalmente.

A tiempo parcial: la jornada de trabajo ordinaria será de horas al día, a la semana, al mes, al año, siendo esta jornada inferior a (6)

TERCERA: La duración del presente contrato se extenderá desde 01-06-XD....., hasta FIN OBRA..... Se establece un periodo de prueba de (7) S/CONVENIO..... Cuando el convenio colectivo permita una duración mayor a la establecida legalmente, señálelo con una X:

CUARTA: El/la trabajador/a percibirá una retribución total de S/CONVENIO..... euros brutos (8) MENSUALES..... que se distribuyen en los siguientes conceptos salariales (9) S/CONVENIO.....

1

<http://www.sepe.es>



These are the main data:

Type of contract:

Information about the employer :

Information about the employee:

Main contract's conditions:



Decide the salary that you deserve

Write the salary you would like to earn taking into account the two main discounts that it has to undergo.

RECIBO INDIVIDUAL JUSTIFICATIVO DEL PAGO DE SALARIOS

Empresa: Domicilio: CIF: CCC:	Trabajador: NIF: Núm. Afil. Seguridad Social: Grupo profesional: Grupo de Cotización:
--	---

Periodo de liquidación: del de al de de 20....	Total días <input style="width: 30px;" type="text"/>
--	--

I. DEVENGOS	IMPORTE	TOTALES
1. Percepciones salariales		
Salario base	_____	
Complementos salariales	_____	
.....	_____	
.....	_____	
Horas extraordinarias	_____	
Horas complementarias (contratos a tiempo parcial).....	_____	
Gratificaciones extraordinarias.....	_____	
Salario en especie.....	_____	
2. Percepciones no salariales		
Indemnizaciones o suplidos	_____	
Prestaciones e indemnizaciones de la Seguridad Social	_____	
.....	_____	
Indemnizaciones por traslados, suspensiones o despidos	_____	
.....	_____	
Otras percepciones no salariales	_____	
.....	_____	
A. TOTAL DEVENGADO.....	_____	_____
I. DEDUCCIONES		
1. Aportación del trabajador a las cotizaciones a la Seguridad Social y conceptos de recaudación conjunta		
%		
Contingencias comunes	_____	
Desempleo.....	_____	
Formación Profesional.....	_____	
Horas extraordinarias.....	_____	
TOTAL APORTACIONES.....	_____	
2. Impuesto sobre la renta de las personas físicas.....	_____	
3. Anticipos.....	_____	
4. Valor de los productos recibidos en especie	_____	
5. Otras deducciones.....	_____	
B. TOTAL A DEDUCIR.....	_____	_____
LÍQUIDO TOTAL A PERCIBIR (A – B).....	_____	_____
Firma y sello de la empresa de de 20....	RECIBÍ



These are the main data:

Information about the company:

Information about the employee:

Accrued taxes (gross salary)

Total to subtract (Social Security + IRPF)

Total liquid to receive



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CHAPTER 6: More information



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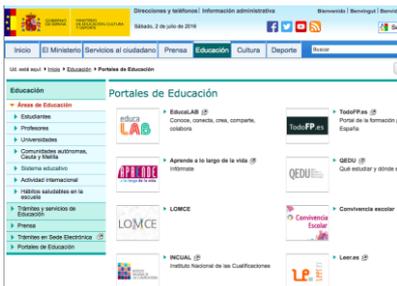


WHERE CAN YOU FIND MORE INFORMATION

About The Education System

Website of the Ministry of education of Spain

<http://www.mecd.gob.es/educacion-mecd/areas-educacion/sistema-educativo/enseanzas.html>



About Active job search

Website of the public state employment service

<http://www.sepe.es/contenidos/personas/index.html>



Website in order to help to find employment

<http://bae.portaento.es/modulos/index.html>



About the personnel selection process

Website in order to practice doing tests of all kinds

<http://www.psicoadactiva.com>



EURES, EUROPASS Y PLOTEUS have very useful websites for finding information in Europe.

<https://ec.europa.eu/eur-es/page/homepage?lang=es>

<https://europass.cedefop.europa.eu/es/home>

<http://ec.europa.eu/ploteus/>

About common documents in the workplace ...

Website about employment and Social Security System

<http://www.empleo.gob.es/index.htm>



Website tax agency

<http://www.agenciatributaria.es>





WHERE CAN YOU FIND MORE INFORMATION

Internet has become the main tool of information search. When you want to find information about employment, Internet is the best option too. Although there are manuals and specialized press, their potential is more limited than the resources offered by a good link.

The recent term NETWORKING, highlights the enormous importance of the Internet to increase our effectiveness in social relations.

Professional social networks more frequent in Spain:

Linkedin: Perhaps the best known among users to level international.

Xing: With the largest number of active users in Spain.

Viadeo: It is a unique multilingual space to establish good professional contacts.

These social networks we have to added the Blogs that have become instruments which facilitate more networking to find a job. To build a personal blog, you can use an intuitive tool called Blogger.

Another way to find a job on the internet is usingto specialized job portals:

www.infojobs.net

<https://empleate.gob.es/>

www.laboris.net

www.trabajos.com

www.primerempleo.com

www.monster.es

www.infoempleo.com

[www. Jobandtalent.com/es](http://www.Jobandtalent.com/es)

www.turijobs.com

www.empleopublico.net

www.buscaoposiciones.com

The last resort is to go directly to the corporate portals of companies and institutions.

www.bbva.es

www.santander.es

www.ferrovial.es

www.iberdrola.es

www.elcoriteinglés.es

www.repsol.com



Where can you find more information?

The best way to learn to do is to practice networking.

Register for professional social networks used in Spain:

www.xing.com

<https://es.linkedin.com>

<https://es.viadeo.com/es>

Now we ask you to practice in the search for information by entering:

www.sepe.es

www.infojobs.com

www.bbva.es

<http://ec.europa.eu/ploteus/>



ENGLISH GUIDE



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CHAPTER 1: The educational system.

Contextualisation



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Age - UK Students	Education level	Type of Qualification attained	Type of Educational Establishment		
3	Nursery		Nursery		
4	Primary / Preparatory Education		Infant School	Primary School	Lower School
5					
6					
7					
8					
9	High / Secondary School	GCSEs	Junior School	Secondary School	Middle School
10					
11					
12					
13					
14	Sixth form College or Further Education College	A levels/ vocational qualification	Secondary School with Sixth Form	Upper School with Sixth Form	
15					
16	Further Education				
17					
18+	Bachelor's degree	Bachelor's degree	University		

In this section you will learn some information about the *Education System in the UK*

EDUCATIONAL SYSTEM IN THE UK

In the UK, education formally begins at the age of 5. However, there are places for children from age 2 to attend nursery school which are often based in Primary Schools. From the age of 5 to 7, children are called 'Infants' with regard to the education system. They move into 'Junior' classes from the age of 8. Some schools are 'Middle' schools which cater solely for junior students. High schools or Secondary schools usually intake at age 11 and students complete their GCSE exams – the first formal qualifications. Up until then, academic progress is monitored through regular testing.

After GCSEs, students may choose whether to proceed with their education down a vocational route (through BTECs or Trailblazers/Apprenticeships) or an academic route; A-Levels, International Baccalaureate or HNCs and HNDs, through to degrees and beyond.

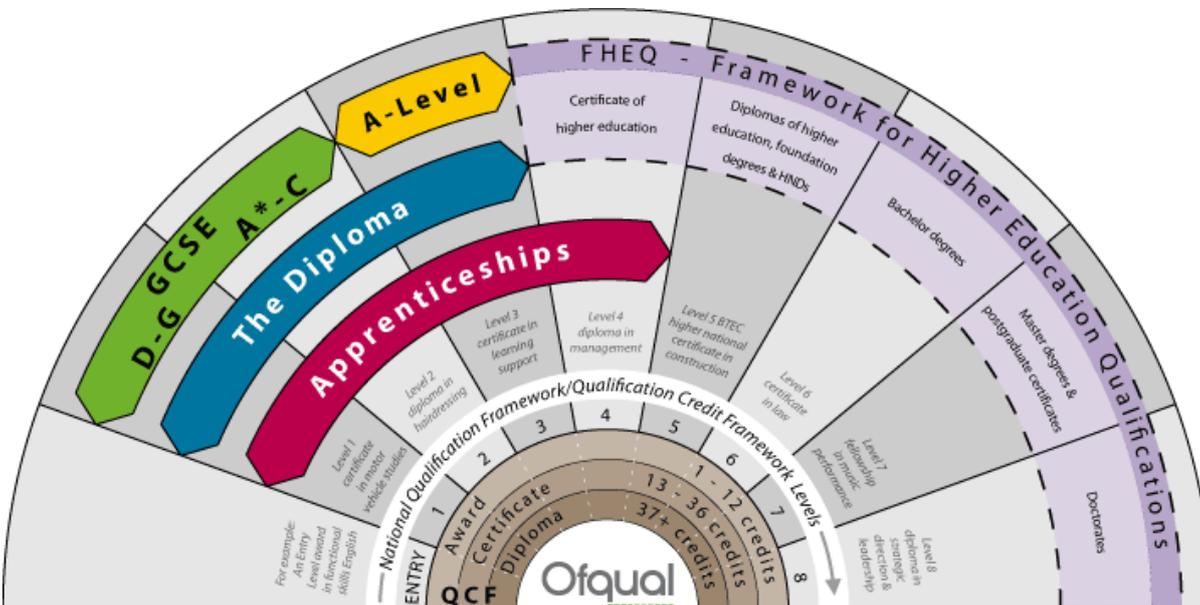
Most pupils are educated through the state funded school system and around 7% of children are educated in private schools.



Levels of Education in the UK

Age - UK Students	Education level	Type of Qualification attained	Type of Educational Establishment		
3	Nursery		Nursery		
4	Primary / Preparatory Education		Infant School	Primary School	Lower School
5					
6					
7					
8					
9	Junior School				Middle School
10					
11	High /Secondary School		Secondary School	Secondary School with Sixth Form	Upper School with Sixth Form
12					
13					
14					
15	GCSEs				
16	Further Education	A levels/ vocational qualification	Sixth form College or Further Education College		
17					
18+	Bachelor's degree	Bachelor's degree	University		

Qualifications Framework for Education in the UK





Glossary of terms used in the Education System

Ofsted

All education establishments are inspected and monitored by a central body called the Office for Standards in Education, Children's Services and Skills (Ofsted). Ofsted reports on the quality of the schools based on various standard measures. These reports are publicly available and parents use them to decide on the best schools to send their children to.

The National Curriculum

The Curriculum is the programme of education which is designed to ensure there are academic and learning standards across all schools which ensure that each child and young adult can expect the same levels of learning, regardless of where and how they study.

State funded education

In the UK, most students go through a state funded education system. This is part-funded at preschool age and fully funded from Infant/Primary school onwards, right up to the age of 18 or the end of secondary and further education. It is compulsory between the ages of 16 and 18 to:

- stay in full-time education, e.g. at a college
- start an [apprenticeship](#) or [traineeship](#)
- work or volunteer (for 20 hours or more a week) while in part-time education or training

Private Schools

Some parents choose for their children to attend privately funded schools which are available from preparatory school right through to sixth form. These schools usually offer smaller class sizes, more and/or better quality facilities and higher levels of examination passes.

Grammar Schools

Grammar schools are schools which deliver secondary education but also select their students for their intake based on a higher level of academic achievement.

Academies

Academies are schools which operate outside of the immediate control of the local government. Whilst Academies are still subject to Ofsted inspections, they are able to operate independently and can choose alternative methods of



educating pupils. They operate their own budgets and can use them flexibly to decide upon the best way to meet their pupils' needs.

Home schooling

Some parents choose to educate their children themselves from home. This is known as home schooling.

Special Schools

There are special schools which cater for students and pupils who have specific and severe learning difficulties. Most pupils with disabilities or mild learning difficulties are catered for through the main school system. From time to time education can take place in the special schools where an academic route in the mainstream would be inappropriate.

Specialist schools

Some secondary schools focus on having a specialist subject area. These can be anything from sport to languages to technology for example. Students with a particular interest or aptitude for a specific subject can choose to attend such schools to develop that discipline further.

Degrees

Universities and Higher Education Colleges provide opportunities to study beyond Further Education. Through these institutions, students can study for degree level qualifications. Higher Education students pay fees to their academic institution for their learning. These can be paid for through a student loan which is recuperated after graduation and after a graduate's earnings reach a certain level, a bit like a graduate tax.

- An Undergraduate – is someone who is studying for their first or 'Bachelors' degree
- A Bachelor's degree - is a first degree
- A Masters degree – is a second and more specialist level of degree

A Doctorate – is the highest level of degree and someone who achieves their doctorate can officially use the title Doctor before their name



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CHAPTER 2: How to look for a Job.

Active Job Searching



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LOOK FOR A JOB IN THE UK

HOW TO LOOK FOR A JOB IN THE UK

In the UK people look for jobs across various different methods from newspapers through to online job boards and platforms. Usually the local newspapers offer up a broad variety of roles to apply for as a first point of call, however the internet rapidly took over as the key place to look for roles since advertising there is more convenient and a lot cheaper for employers. There are now many different specialist websites which advertise a range of job roles in different sectors as well as large general job boards. [Google](#) tends to be the best starting place online for seeking out relevant job advertisements.

Whilst employers tend to favour the traditional job advertisement route, pro-activity is key in securing job roles in the UK

If you find organisations which you think would suit your values and would be the right culture, a personal approach can be successful. Networking and making connections is a key way in which people secure contacts and job roles. Linked In has become a really effective online tool for making connections. Linked In is used by professionals to post their CVs online and can be used by companies to search for relevant new staff.

Recruitment consultancies are also a great way of seeking out roles that are available, although it is harder to see which employers are recruiting.



Where can I go to look for a job?

Job Types	What are they?	Who is it for?	What should I do?
Apprenticeships or Trailblazers	Practical training in a job and study, for between 1 to 4 years+	Anyone who is: <ul style="list-style-type: none"> • 16 years or over • Living in England • Not in full-time education 	Find out more: www.gov.uk/apprenticeships-guide/overview Search for an apprenticeship: www.findapprenticeship.service.gov.uk/apprenticeshipsearch
Graduate Jobs	Roles that are often paid a higher salary and require specialist knowledge.	Anyone who has a Foundation or Bachelors degree (Level 5 or 6 qualification) from a University or Higher Education Institute	Search for a graduate job: www.GoWales.co.uk www.gradcornwall.co.uk www.GradSouthwest.com www.graduate-jobs.com www.GraduatesYorkshire.co.uk www.Milkround.com www.Prospects.ac.uk www.targetjobs.co.uk/
Internships	Short-term work placements (up to 6 months) which give graduate level work experience.	Anyone who has a Foundation or Bachelors degree (Level 5 or 6 qualification) from a University or Higher Education Institute.	Search for a graduate internship: www.graduatetalentpool.co.uk
Traineeships	A traineeship is a course with work experience that gets you ready for work or an apprenticeship. It can last up to 6 months. Trainers are not paid, but the employer can sometimes give expenses for things like travel and meals.	You can apply if you are: <ul style="list-style-type: none"> • Eligible to work in England • Unemployed and have little or no work experience • Aged 16 to 24 and qualified below Level 3 	The main government website for traineeships is: https://www.gov.uk/government/collections/traineeships-programme#traineeships-overview-for-young-people Your local FE colleges will be able to provide more information about Traineeship opportunities.
Local jobs or self-employed opportunities	Some roles like ‘Cleaner’, ‘Nanny’ or ‘Handyperson’ are usually only advertised locally. These positions usually involve working for a private employer.	Anyone	Keep a lookout! These roles are usually advertised in windows or on notice boards in local shops, schools, outside village halls or doctors surgeries for example.



Organisation	What does it do?	Who is it for?	What should I do?
Job Board Websites	The most popular way to search for jobs online.	Everyone	Visit the popular general job boards in the UK: www.fish4jobs.com www.indeed.co.uk www.jobsite.co.uk www.monster.com www.reed.co.uk www.totaljobs.com
Trade publications/ magazines	Many specialist trade publications and magazines contain 'Job Vacancies' sections.	Everyone – particularly professional/skilled job seekers.	Search online for your chosen industry sector/s and look out for 'Press', 'Magazines' or 'Publications' associated with them. See if you can find 'Job Vacancies' within these online publications. They're usually free to access for job hunters!
Newspapers	Local newspapers usually have a 'Situations Vacant' day when they publish all job adverts.	Everyone – However, the large national newspapers usually only advertise executive and national level positions (the ones with the large salaries)!	Find out what the local newspaper is in your area and which day the 'Job adverts' appear. These newspapers are quite cheap and can be bought in local shops and supermarkets. Look online. Most newspapers also have online resources. E.g. https://jobs.theguardian.com/jobs/graduate/
Networking	If you prefer to meet people face-to-face, this is a great way to build business relationships and contacts. Most areas have frequent networking sessions.	Networking events are usually open to everyone although some require you to register as a member and/or charge a fee.	The local Chamber of Commerce is often a good place to look for networking opportunities. Find your nearest Chamber of Commerce here: www.britishchambers.org.uk



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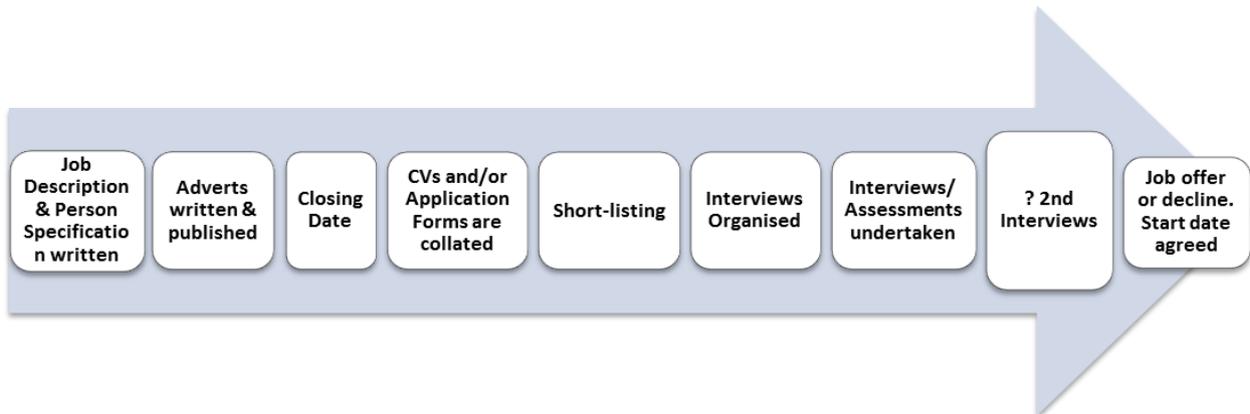


CHAPTER 3: Application process: documents



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THE STAGES OF EMPLOYMENT

The length of time each stage of the recruitment process takes, whether or not second interviews take place and the number of people shortlisted (those who are selected to go on to interview) will vary between organisations. The contents of a job advert will vary depending on the type and salary of the position being advertised and the size of the employer. However, for most organisations, job adverts will comprise:

A Job Description – a summary of the roles and responsibilities

Job title
Department/Section
Main purposes of the job
Key tasks
Key results/objectives
Responsible for staff/equipment
Reporting to (name and job title of line manager)

Job adverts for UK organisations will usually ask you to apply by sending/submitted:

A CV and Cover letter

OR

An Application Form (Public sector bodies, charities or large organisations are most likely to ask you to submit an Application Form).

A Person Specification – a summary of the experience, qualifications and personal qualities the organisation is looking for in their ideal candidate.

Qualifications
Skills/competencies
Knowledge
Previous experience
Experience required
Special attributes
Personal qualities

Also consider your **online presence**; the content of your website if you have one and your social media activity. Is it giving the right message to potential employers? Do you have a **LinkedIn** account? From time to time, employers will seek potential employees via LinkedIn or other similar websites where CVs can be posted and searched for.



CV (Curriculum Vitae)

Your CV is a short account of your career and qualifications prepared when applying for a job. Please see below an example CV. Note the layout, content and the length. CVs are usually a maximum of 2 pages long. Remember, it's quality not quantity!

Sunny Outlook

Profile:
Positive, confident Engineering Graduate with 1 year's experience in a building product development role working to ISO9001 standards now seeking a permanent contract within a manufacturing company. Excellent leadership ability and proven communication skills at all levels.

Key Skills:

• Product development	• ISO9001 experience	• Engineering degree
• Written and verbal Communication skills	• Effective interpersonal skills	• Leadership experience

Employment History:

Light on the Matter Ltd, Busyville, London **September 2007 – August 2008**
Product Development Officer
 Manufacturer of quality energy efficient lighting for industrial and office premises. I was employed for 1 year (sandwich placement during degree) to assess and improve product relevance for new industrial new builds and recommend improvements for production efficiency across the business

- Designed 2 new product enhancements for a factory environment and a low level light radar room
- Made assessments and adjustments of the ISO9001 production process from sales order through to delivery to improve efficiency
- Liaised with senior management and shop floor staff to communicate recommended changes and assess impacts on the business
- Wrote manual detailing new production processes for training and management

Achievements

- Improved efficiency by 27%
- Impacted turnover of the business by £49,000 per annum

Travellers Rest, Port Emmet, Cornwall **Student Holiday Position from May 2004 – present**
Bar Tender

Education & Qualifications:

City University, London **September 2006 – June 2009**
BEng Civil Engineering 2:1
Modules covered:

• Structural mechanics	• Surveying and geology	• Geotechnical structural design
• Hydraulics	• Design of steel and concrete structures	• Structural design numerical analysis
• Materials	• Mechanical behaviour of soil	• Construction law, contracts, economics
• Architectural surveying	• Building engineering	• Environmental control and public health

Travelling around Asia and Pacific **October 2005 – June 2006**

Cornwall College, Camborne **September 2003 – September 2005**
HNC Engineering

Pool School & Community College **1998 - July 2003**
GCSEs x 10 including Maths, Science and English grade A

ICT Skills
 AutoCAD
 MS Office: Excel, PowerPoint, Word, Outlook, Project

Other Points of Interest

- Full clean driving licence
- Fluent French, Conversational Spanish and German
- Keen badminton player – have tried out for the National team
- Achieved Duke of Edinburgh Silver medal 2002
- British

Happy House, Sunshine Lane, Happyland, HAP P33
 07000 001001 01234 567890 happy@happyemail.net



In the UK suggested headings for a CV include:

Personal Details

Your name

Your address

Your email address

Your mobile telephone number

Your landline telephone number

Personal Statement

A short description about you as a person, the skills you have which are relevant to the job role. This is the part of the CV where you can give the recruiter a flavour of your personality.

Key Skills

A short section which highlights the skills that you have which are relevant to the job you are applying for

Work Experience/Professional Experience

A list of the job roles you have held in the past and/or currently hold. These usually start with the most recent (or current) and work backwards. For each job you should include:

- Employer name
- Job title
- Dates when you were employed from and to
- Key duties you have undertaken
- Any achievements you have. (Make sure that you quantify any data and experience.)

Education and Qualifications

A list of the qualifications you have achieved through education and also professional development. These are usually listed with the most recent, first. This section should include:

- Name of the qualification achieved and the result
- Where you studied for it
- The dates when you started the qualification up to the date you achieved it
- If you achieved these qualifications abroad, it is helpful for employers in the UK if you can also show what the UK equivalent qualification is



IT Skills

It is helpful to include a section on your IT skills where you can list any software skills you have. This saves employers having to hunt this information out elsewhere

Languages

This can be helpful to include if they are a requirement for the job; particularly if you give an indication of your level of competence.

Other Points of Interest

This is a great section for any other information which you have not been able to include elsewhere. E.g. This could include whether or not you have a driving license and/or any other special achievements you have gained in your education or career which you have not included in the other sections. Some people, if they have space, sometimes include their hobbies.

References

These are not really necessary but some people choose to include them.

What NOT to include in your CV

- It is not normal in the UK to include a photo on your CV unless this is specifically requested. Including a photo may have a negative effect on your application.
- It is not necessary to include your date of birth.

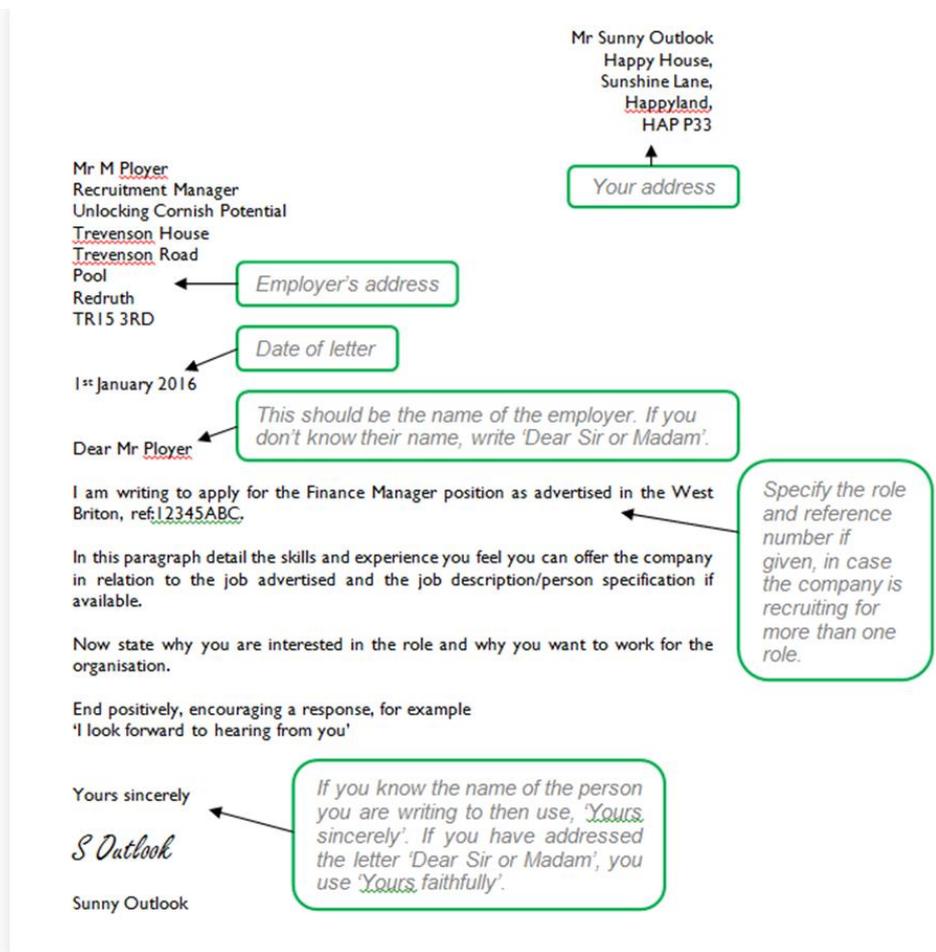


COVER LETTERS

A cover letter should be laid out using a Business Format. See the example below to see how this should look in the UK.

Cover letters should be quite short and succinct and in most cases no more than a page in length. The purpose of the cover letter is to entice the employer to read your CV and get interested in you. In most cases, this will mean it should contain:

- Information about why you are suited to the role you have applied for (what skills and experience do you offer against the Job Description).
- Information about why you have applied for the job – what appeals to you about it and why do you want to do the job
- Information about how you feel you will fit into the organisation and why they will be interested to hire you; it is useful to look into organisational values to develop some thoughts here.



The image shows a sample cover letter with several callout boxes providing instructions:

- Your address:** Mr Sunny Outlook, Happy House, Sunshine Lane, Happyland, HAP P33
- Employer's address:** Mr M Ployer, Recruitment Manager, Unlocking Cornish Potential, Trevenson House, Trevenson Road, Pool, Redruth, TR15 3RD
- Date of letter:** 1st January 2016
- Salutation:** Dear Mr Ployer
- Body:** I am writing to apply for the Finance Manager position as advertised in the West Briton, ref:12345ABC. In this paragraph detail the skills and experience you feel you can offer the company in relation to the job advertised and the job description/person specification if available. Now state why you are interested in the role and why you want to work for the organisation. End positively, encouraging a response, for example 'I look forward to hearing from you'
- Closing:** Yours sincerely, Sunny Outlook

Annotations include: 'This should be the name of the employer. If you don't know their name, write 'Dear Sir or Madam'.', 'Specify the role and reference number if given, in case the company is recruiting for more than one role.', and 'If you know the name of the person you are writing to then use, 'Yours, sincerely'. If you have addressed the letter 'Dear Sir or Madam', you use 'Yours, faithfully'.'



Application forms

An application form usually takes quite a long time to complete, so make sure you leave plenty of time to fill it in. Businesses that use an application form usually rely solely on this document to make assessments about who to interview, so it is important to be thorough and complete the whole form.

Many companies are now choosing to use online application forms and electronic documents which help them automate the recruitment process. These, once filled in, mean you will not have to re-enter your basic details if you re-apply to the same organisation. They are also helpful because you can copy and paste in information from your CV where appropriate to save time.

ACAS (Advisory, Conciliation and Arbitration Service) provides free and impartial information and advice to employers and employees on all aspects of workplace relations and employment law. You can visit their website, www.acas.org.uk, and search 'Application form' to view example templates.

Plan your job application to help you to stand out from the other applicants

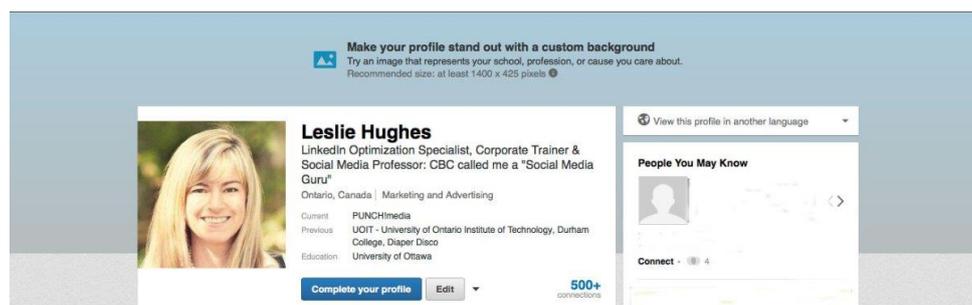
Remember to plan your application process. Look at your professional and personal experiences versus the essential and desirable elements of the job role. This will help you to identify which examples are the best ones to use and will help you with both your application and your interview preparation.

LinkedIn www.linkedin.com

This business-oriented social networking tool will help you find connections and potential employers.



You can create a profile using a professional looking headshot photo, well chosen keywords to create your 'headline' and summary paragraph and list your education, work experience, volunteer experience and skills-which others can endorse you for.



If you have website design skills, utilise them. You can build your own website to act as an online CV and demonstrate your ability at the same time!



Now it's time to put into practice some of the aspects of applying for a job.

Consider developing a Linked In profile – which of the following photos would be most appropriate for inclusion as a profile picture and why?





- Develop a personal statement or profile summary to be included in your CV or on your LinkedIn profile. (Around 100 words). Remember to think about your key skills and interests and the words that best describe you to a potential employer.

- Create a CV in the UK format and tailor it to a specific job role you are interested in applying for.
- Practise writing a cover letter for the job explaining what you can offer (skills and knowledge), why you will enjoy the role (your reasons for applying) and why the company will enjoy having you on board in the team. Make sure it is laid out in a formal business letter layout.
- Practise completing an application form for a job of your choice.



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CHAPTER 4: Staff selection process



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THE INTERVIEW PROCESS



Interviews are the most popular way to assess candidates for jobs in the UK.

Interviews give employers the chance to:

- find out more about you and how you would fit into the team or company
- ask you specific questions relating to the job description, your motivations and your way of working
- assess your ability to do the job.

Attending an interview can be an intimidating prospect. However, it's worth remembering that interviews can be daunting for employers too. Taking on a new member of staff is a big commitment and they need to make sure they get it right. So, your priority is to reassure them that your skills, experience and personality make you the best person for the job.

An interview is your way to:

- demonstrate your abilities and personality
- find out as much information about the role and the employer as you can
- decide if you *really* want the job role
- discover if you want to work for that organisation.

The interviewer will be considering the way you **behave**, relate to others, demonstrate your **attitude**, express your **values** and the work environment you create. Most jobs require at least one or two interviews. These can take a number of forms:

Interview type	More information
Panel	You'll be interviewed by more than one person from the organisation.
Group interview	You'll be interviewed with several other candidates and take turns to answer.
Portfolio	You'll be asked questions based on your portfolio (examples) of work.
Technical	You might be asked a series of questions that test your knowledge.
Telephone/Skype	This type of interview is usually only used if a candidate is unable to travel to the interview location. Be sure to be prepared and make as good an impression as you would in person.
Assessment Centre	You'll be assessed on various skills and behaviours and may be set tasks working individually and/or in a group with other candidates. This type of interview is usually bespoke for specific companies and/or jobs and lasts longer than normal interviews.



INTERVIEW PREPARATION

When preparing for an interview you should consider how you fit with the company in relation to these 5 words:

BEHAVE

The way people act, make decisions
and approach work and life

The way people communicate in
the organisation

RELATE

ATTITUDE

People's underlying beliefs – what
is important to you?

How do you feel about the organisation's
purpose, mission, vision etc.

VALUE

ENVIRONMENT

The way people approach the work environment;
formal/informal. preferred office layout etc.

The BRAVE Fit Framework

There are 3 main questions an employer wants you to answer in the selection process for a job.

Can you do the job?

This relates to your strengths, skills, experience and competencies.

- Anticipate the strengths and characteristics the interviewer is looking for.
- Look at the job description.
- Do you have examples that can demonstrate those characteristics, strengths and skills?

Will you love the job?

This relates to your motivations for wanting this job. Think about what 'good' looks like for you in this role/organization and ensure you can say the following:

- It's *good* for me!



This is about what is important to you - enjoyable work/activities, fit with life interests, money, recognition, respect.

- I'll be *good* at it!

This is about having the skills etc. that match the requirements of the role.

- It will be *good* for others!

This is about you wanting to help shape the future of the business by informing and influencing the organisation.

Will we love you?

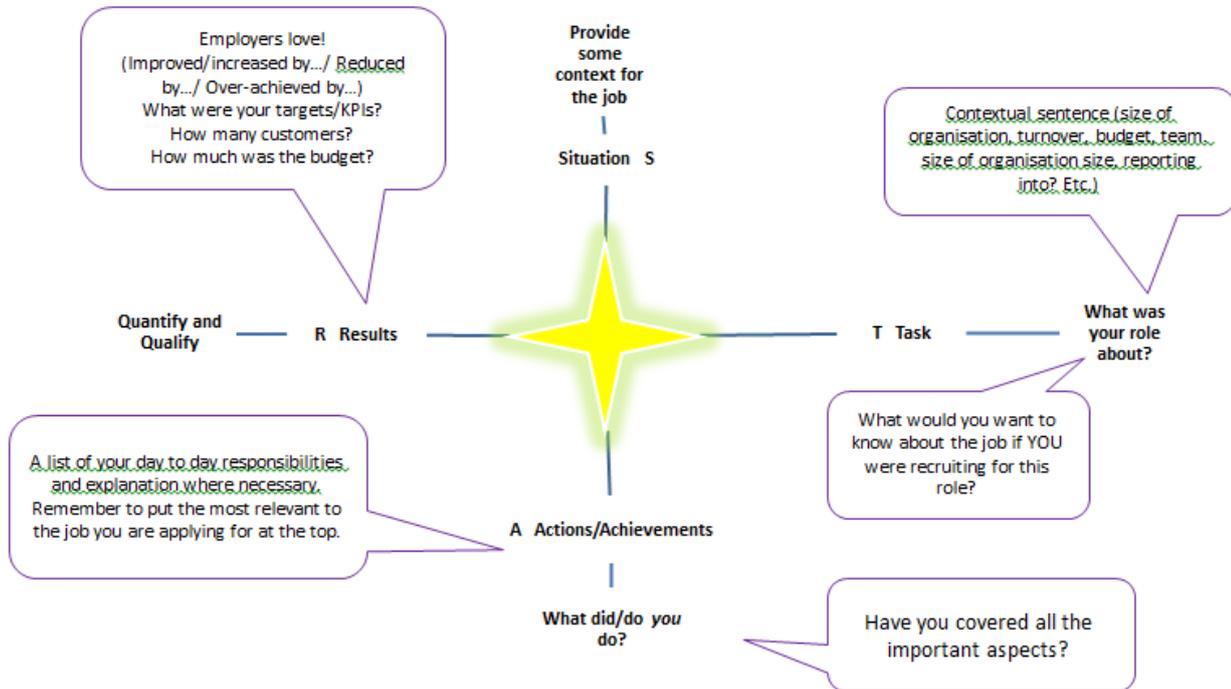
The interviewer will want to know that:

- The organisation will be better off with you in it
- You will change the company and the team for the better



THE STAR TECHNIQUE

The STAR technique is a structure for answering interview questions with examples/situations thoroughly, so that employers clearly understand your skills and experience.



You need to make the best possible impression and interview like a pro!

How to prepare for an interview:

1. PREPARE!

- Check when and where the interview is.
- Do you know how long it will take to get there?
- Take your time to research the company carefully – employers like to see that you're interested in working for them. They don't want to feel that you're just trying to 'get any job'!

Your research should answer the following questions:

- Who will be interviewing you? What do they do in the organisation? Who else works there?
- When was organisation founded? Why was it founded?
- What products/services do they offer/sell? Who are their customers and consumers?
- Who are their competitors? How does business size compare to their competitors?
- Who are their key suppliers?



- What are their plans for growth? What is the business aiming to achieve?
- Can you find any case studies, reviews, awards or accolades?
- What are the company's values?
- Social media? – Link In, Follow, Like!!

2. **PREPARE YOURSELF!**

- Do you need to take any documents?
- Do you need to give a presentation?
- Will you be asked to take a skills or psychometric test?
- Think about how you can dress to impress. If you're not sure, ring the company. A general rule of thumb is: the smarter, the better.
 - *Check your suit – does it need dry cleaning?*
 - *Excessive make-up, wild hairstyles, jewellery, piercings etc. can be off-putting to potential employers – so tone it down!*
- Print your CV, read it again and take it with you.
- Organise any documents you've been asked to take in a professional looking document wallet.

You may be asked to do a presentation or task as part of your interview.

Presentations

- Be thorough, creative and take your time to make sure you get it right!
- Research thoroughly and base your presentation on facts as much as possible.
- Use PowerPoint or Prezi if you can but also think of other creative ways of presenting your ideas. Store it on a portable USB as well as your own desktop if you take your own laptop.
- Practice your delivery and keep an eye on time limits. If you have been given a time limit be sure to stick to it and do not overrun

Tasks

- These are usually set to test your ability on practical work.
- Take your time and check your work for mistakes.
- Accuracy is usually more important than speed.



3. PLAN!

Review any documents from the employer (e.g. job description) again to remind yourself what they're looking for. Think about the aspects of your skills and experience that appealed to the employer. What are your strengths and weaknesses with regard to the job? Think of some good examples that demonstrate your skills and experience in action as you are likely to be asked about this. Find some strong facts and/or figures to support them (e.g. "I increased bookings by 73% between 2007/08")

What questions do you think you would want to ask you, if you were the employer? Practise answering interview questions as if you were in the interview so you can get used to choosing your best examples. Perhaps get a friend or family member to help you?

Think about what you want to know. Prepare your questions!

Review all your research and really think about the business and the role you are applying for. Listen in the interview to reflect on what you want to know and make sure you have got all the answers you would want. If you can demonstrate you have done your research and have listened in interview you are on to a winner. If you ask questions that you have already had the answers to, it will not look good! Remember – these are your questions – you have to be satisfied you could spend most of your time in the organisation. Here are some ideas to get you started!

- *Can you tell me how the role relates to the overall structure of the organisation?*
- *How would you describe the work culture here?*
- *What are the most important issues that you think your organisation will face?*
- *You have recently introduced a new product/service/division/project, how will this benefit the organisation?*
- *In what way is performance measured and reviewed?*
- *What types of training opportunities do you offer?*



WHEN YOU'RE IN THE INTERVIEW

10 tips for staying calm, focused and giving the right impression; from displaying the right body language to giving great answers.

1. Smile and make eye contact with everyone in the room.
2. Mirror the body language of your interviewers.
3. Shake hands firmly – but not too firmly!
4. Relax about the interview. If you're nervous, breathe deeply.
5. Listen to the questions and answer them as fully as you can. Be comfortable about asking for a question to be repeated.
6. Lean in when listening to questions if you need to – this shows you're keen and interested.
7. Quantify and qualify answers where possible with examples.
8. Take your time to answer as fully and accurately as possible. Take a sip of your drink or ask for a second to think about your answer.
9. Be positive and offer positive statements about your skills and experience, especially about previous employers.
10. Be honest - lying can lead to dismissal.



AFTER THE INTERVIEW!

How to handle salary negotiations:

DO:

- Be realistic about the salary you're seeking – what do other local employers pay for the same type of work? A well-researched answer will put you in a strong negotiating position.
- Remember salaries are usually backed up with a package of benefits (e.g. holidays, health care, pension), which are all worth money.
- Bear in mind that if you accept a job at a lower salary than you wanted to achieve, you may be able to negotiate a review after 3 months, based on targeted performance.
- Be open to negotiation.

DON'T:

- Be surprised if an employer doesn't offer you the top level salary – salary bands are usually indicated on job descriptions.
- Price yourself out of a job.

Job offers:

Remember that job offers can be conditional, so be prepared. Typical conditions could include:

- Satisfactory references
- Medical assessment
- Achieving a particular class of degree
- A probationary period
- Accepting the job by a certain date

Live and learn

Even if you don't get the job, interviews are an incredibly valuable experience. Most employers are willing to offer feedback so make sure you seek it out so that you can learn from any mistakes and build on what came across well for next time.

Remember - **BE PROFESSIONAL AT ALL TIMES**. You never know how your behaviour now could influence your career in the future.



Theory and Practice on attending a job interview

- In pairs, practise answering the following interview questions. Use the STAR technique where appropriate**
 - Describe a situation where you had to give someone negative/constructive feedback. How did you handle it?
 - Describe a time when you did not put 100% into your job or performance and what were the consequences?
 - Describe a time when you were faced with a stressful situation. What caused you to be stressed and what did you learn from it?
 - Give me an example of a time when you motivated others.
 - Give me an example of a time when you set a goal and you met it.
 - Give me an example of a time when you have had to deal with a difficult situation? What happened? What did you do to resolve the situation?
 - How would your friends describe you?
 - Provide an example of a problem you had with a co-worker or boss and how you resolved it .
 - Provide an example of a situation when you showed initiative and took the lead.
 - Tell me about a time when you knew your boss was wrong – how did you handle it?
 - Tell me about your proudest achievement.
 - What are your strengths?
 - What are your weaknesses?
 - What is the biggest contribution you have made in your current role?
 - What has been your greatest failure and what did you learn from it?
 - What techniques and tools do you use to keep yourself organised?
 - What's the most difficult decision you've ever had to make?
- Think about first impressions and how you should present yourself at interview. Find images online to create a collage of people whose appearance you think would give a good first impression to a potential employer.**



3. Think of 5 general questions that you would want answering in an in interview situation either through the interview itself or at the end.

1. _____

2. _____

3. _____

4. _____

5. _____



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CHAPTER 5: Labour law. Employment contracts pay and benefits



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THEORY

EMPLOYMENT CONTRACTS



All employees have an employment contract with their employer. Most employment contracts in the UK should be in written form. A contract is an agreement that sets out an employee's:

- employment conditions
- rights
- responsibilities
- duties

These are called the 'terms' of the contract.

Employees and employers must stick to a contract until it ends (eg by an employer or employee giving notice or an employee being dismissed) or until the terms are changed (usually by agreement between the employee and employer).

An employment contract must include:

- **Job title** – the official name of your position
- **Name of the employer** and address
- **Pay** – Amount? Date paid? How paid?
- **Benefits** – E.g. Private health insurance? Company car?
- **Hours of work** – The number of contracted hours per week.
- **Location/s** – Where will you be working regularly?
- **Holidays** - How much holiday are you entitled to?
- **Sick pay** – How much will you be paid during sick leave?
- **Probationary period** – The amount of time you must work until your contract become permanent
- **Notice period** – If you want to end your employment contract how far in advance do you need to inform your employer.

There are different types of contracts:

1. *Full-time and part-time contracts*
2. *Fixed-term contracts*
3. *Agency staff*
4. *Freelancers, consultants and contractors*
5. *Zero hour contracts*

EMPLOYEE HANDBOOK

In addition, to your Contract of Employment, your employer will also want to inform you, in writing, of the practices and staff procedures they want you to follow. For most organisations the easiest way to provide all of this information is by providing every new employee with an employee handbook (also known as an employee manual or staff handbook).

WORKING HOURS

These are the hours that an organisation operates. They vary and depend very much on the organisation itself. However, as a rough guide, most people in the UK work anywhere between 35 and 45 hours per week over 8 hour shifts.

THEORY

PAYROLL



Payroll is the process of paying employees' wages. Companies usually run payroll once a month and wages are usually paid directly into each employees' bank accounts.

DEDUCTIONS

In the UK, we pay two types of tax which are deducted from wages:

1. *Income tax*
2. *National Insurance*

These payments are taken from your wages to contribute towards the UK's Social Security System.

THE SOCIAL SECURITY SYSTEM

The United Kingdom social security scheme includes:

- **The National Insurance Scheme (NIS)**

This provides financial support in instances of:

- sickness,
- unemployment
- the death of a partner
- retirement
- other such circumstances

People earn entitlement to these benefits by paying compulsory **National Insurance** contributions that are deducted from wages (see above).

- **The National Health Service (NHS)**

This service provides medical, dental and optical treatment and is available free of charge to people who live in England.

For more information about the NHS and accessing the service if you are visiting or moving to the UK visit

<http://www.nhs.uk/pages/home.aspx>

- **Child benefit and Child Tax Credit schemes**

These schemes provide financial support to people who are bringing up children.

- **Non-contributory benefits**

These benefits are for particular **disabled persons** and their **careers**.

- **Other statutory payments**

These are made by employers to employees entitled to:

- Maternity: paid to mother of new child
- Paternity: paid to father of new child
- Adoption leave: paid to parents who adopt a child

To qualify for such benefits for sickness, maternity/paternity or unemployment you must satisfy certain contribution conditions. Your contributions in other EU member states such as Iceland, Liechtenstein, Norway or Switzerland may also be taken into account to satisfy these conditions.



EMPLOYMENT CONTRACTS

Types of employment contracts:

Full-time & Part-time contracts

Full-time and part-time employees must be given:

- a written statement of employment or contract
- the statutory minimum level of paid holiday
- a **payslip** showing all deductions, e.g. National Insurance contributions (NICs)
- the statutory minimum length of rest breaks
- **Statutory Sick Pay** (SSP)
- maternity, paternity and adoption pay and leave

Employer's must also:

- make sure employees don't work longer than the maximum allowed
- pay employees at least the minimum wage
- have employer's liability insurance
- provide a safe and secure working environment
- register with HM Revenue and Customs to deal with payroll, tax and NICs
- consider flexible working requests
- avoid discrimination in the workplace
- make reasonable adjustments to your business premises if your employee is disabled

Fixed-term contracts

These contracts must:

- last for a certain length of time
- are set in advance
- end when a specific task is completed
- end when a specific event takes place

Fixed-term employees must receive the same treatment as full-time permanent staff.



Agency staff

An employer may prefer/need to hire temporary staff by using an Employment Agency.

If you are employed by an employment agency:

- After 12 weeks' continuous employment in the same role, agency workers get the same terms and conditions as permanent employees, including pay, working time, rest periods, night work, breaks and annual leave.
- You must be allowed to use any shared staff facilities (e.g. childcare, staff canteen) at your place of work.
- The employer is responsible for your health and safety.

Freelancers, consultants and contractors

If you are employed as a freelancer, consultant or contractor:

- You are self-employed and must submit a tax return and pay your own income tax and national insurance contributions directly to HMRC.
- You may not be entitled to the same rights as workers, e.g. minimum wage, maternity.
- The employer is still responsible for your health and safety whilst you are working for them.

Zero hour contracts

Zero hour contracts are also known as casual contracts. Zero hour contracts are usually for 'piece work' or 'on call' work, eg interpreters.

If you have been given a zero hours contract:

- You are available to work when the employer needs you.
- The employer doesn't have to give you work.
- You don't have to work when the employer asks you.

You are entitled to:

- Statutory annual leave.
- National Minimum Wage in the same way as regular workers.

The employer can't stop you:

- looking for work.
- accepting work from another employer.

For more information visit:

<https://www.gov.uk/contract-types-and-employer-responsibilities/employing-family-young-people-and-volunteers>



EMPLOYMENT BENEFITS

In employment in the UK, you are entitled to in service statutory benefits:

- A minimum number of holiday days each year (at the time of writing this is 24)
- Statutory maternity leave for pregnant women
- Statutory paternity leave for new fathers
- Parental leave – a number of days per year, unpaid, which can be taken to help manage with childcare
- Statutory sick pay

EMPLOYEE HANDBOOK

The employee handbook should be the same for all staff within an organisation, therefore, covers general policies and procedures that are relevant to everyone. The handbook does not cover job-specific procedures. For more information visit: <http://www.lawpack.co.uk/business/employment-contracts/articles/article3167.asp>

What should the employee handbook contain?

The content of a staff handbook will be different for each organisation. However, nearly all will include the following:

- **Equal opportunities policy**
- **Disciplinary rules and procedures**
- **Grievance procedures**
- **Health and safety policy**

Other matters that you should be aware of at the start of your employment, which may also be covered in a Staff Handbook, are:

- **Overtime:** If you need to work more than your contracted hours; Will you be paid? How much you will be paid for overtime hours? Can you take the time off at a later date? Who needs to authorise it?
- **Expenses:** The types of business related expenditure the company will reimburse you for. *In most job roles, you are entitled to having any costs that you have incurred as a result of doing your job reimbursed. Your employer has the right to cap the spending amounts or set rules as to how this money must be spent.*
- **Annual Leave:** What is your holiday entitlement? What is the process for booking holiday leave? Who must authorise your holiday leave? Are there any periods in the year that holiday cannot be taken? Can you carry any holiday days into the next year? Can you take extra unpaid leave? *Normally, when you start a new role, you will be allocated someone to manage you. You will need to keep them informed of when you are planning to take holidays or other types of leave.*



- **Sick Pay:** *If you are poorly and are unable to make it into work for any reason, you will usually have to inform your Manager as soon as possible. For the most part, there is statutory sick pay which is paid for through your National Insurance contributions. However, some organisations offer full pay for a certain length of sickness.*
- **Maternity, paternity, adoption and parental leave:** The amount time off work that you can take after having a baby or adopting a baby/child.
- **Flexible working policies:** Whether or not you are allowed to be flexible with your hours of work.
- **Appraisal procedure:** The official appraisal system. This should refer to how often you will have an appraisal and who you will be appraised by.
- **Staff use of email and internet policy:** The policy around whether or not you are allowed to use the organisation's email and internet for personal use.
- **Drug and alcohol policy:** The policy around staff drug and alcohol use.
- **Redundancy procedure** – E.g. If the organisation needs to make you redundant, how much notice will you receive (how far in advance will you know)? How much compensation will you be paid?
- **Data protection/Confidentiality policy**
- **Child care policy**
- **Facilities:** *On site you are entitled to have access to toilet facilities, drinking water and an area where you can prepare food and drinks. Some organisations will provide tea and coffee facilities and may also provide basic cooking equipment such as a microwave and/or a toaster. Some larger organisations will offer a canteen or facilities where you can purchase meals.*

WORKING HOURS

Typical office hours in the UK are:

- 9am to 5pm (with 1 hour for lunch) - **35 hours**
- 9am to 5.30pm (with 1 hour for lunch) - **37.5 hours**
- 8.30am to 5pm (with 1 hour for lunch) - **37.5 hours**
- 8.30am to 5pm (with half an hour for lunch) - **40 hours**

Most organisations in an office environment do not pay overtime. But again, this is down to the discretion of the employer.

There are lots of jobs which involve shift work in the UK within many 24 hour operations. Shift work varies also from organisation to organisation. Typical shift patterns can vary from a shift that is always worked through to a range of shifts. For example:

Early Shift – 6am to 2pm

Late Shift – 2pm to 10pm

Night Shift – 10pm to 6am



Other organisations, such as the National Health Service, may have a rota of 12 hour shifts which involve rotating weeks as follows:

Mon	Tue	Wed	Thur	Fri	Sat	Sun	Mon	Tue	Wed	Thur	Fri	Sat	Sun
On	On	On	Off	Off	Off	Off	On	On	On	On	Off	Off	Off

Breaks

The law in UK says that you are entitled to and must take at least a 30 minute break after each 6 hours of work.

Bank Holidays

In the UK there are 8 bank holidays each year. Depending on the organisation you work for, you may be required to work on the bank holidays and this may attract a premium rate of pay. In some organisations bank holidays may be taken over and above the annual leave entitlement and in others they must be included.

The Bank Holidays in the UK fall as follows:

Christmas Day

Boxing Day: 26th December or the following week day if the 26th falls on a weekend

New Year's Day: 1st January or following week day if the 1st falls on a weekend

Easter Friday

Easter Monday

May Day: First Monday on or around 1st May

Spring bank holiday: Monday on or around 31st May

August bank holiday: The last Monday in August

For more information, visit <https://www.gov.uk/browse/benefits>



PAYROLL

A typical payslip looks like this:

Employee Name	Employee ref no	Employer name/ref
J Schmidt	379	Any employer xxx/xxxxxx
Payments	Deductions	To Date
80 hours @ £12.50 £1,000.00	Income tax £33.33	Taxable £3,000.00
	National Insurance £40.44	Tax £100.00
		Nat Ins £121.32
		Eers NI £139.50
		NI code A
		pay date 30/06/2014
		pay period 3
		tax code 1000L
		AB 12 34 56
		NI no AB 12 34 56
		Paid by BACS
TOTAL £1,000.00	TOTAL £73.77	NET PAY £926.23

As you can see a payslip is made up of various elements:

- 1) **Gross Pay:** This is your total pay/salary before tax and other deductions. Check that the number of hours you have worked multiplied by your pay per hour equals this amount. If you are paid a salary (a standard amount for one week/two weeks/month etc.) you may see your gross pay shown like this:

Gross Earnings	
Basic Pay	2,166.67

- 2) This is the amount of **income tax** you have paid in this pay period.
- 3) This is the amount of **National Insurance you have paid** in this pay period.
- 4) **Net pay:** This is the amount of money you will actually receive in this pay period.
- 5) The tax code relates to your **Personal allowance:** This is the amount you can earn tax free (1000L = £10,000, 1006L = £10,600 etc.) Most people's tax allowance for the 2015/16 tax year = 1006L (2014/15 = 1000L)
- 6) This is the total amount you have been paid, so far in this tax year, that has been taxed.
- 7) The total amount of **tax** you have paid so far this tax year.
- 8) The total amount of **National Insurance** you have paid so far this tax year.
- 9) Total amount of Employer's National Insurance your employer has paid so far this tax year. (This is a cost to the employer only).

For more information go to:

[http://www.taxguideforstudents.org.uk/files/What should I see on my payslip FINAL 2014.pdf](http://www.taxguideforstudents.org.uk/files/What%20should%20I%20see%20on%20my%20payslip%20FINAL%202014.pdf)



DEDUCTIONS

Income tax and National Insurance are the main deductions taken from a UK payslip. *These deductions are liable to change every tax year. The tax year = 6 April to 5 April. Therefore, 2015/16 tax year = 6 April 2015 to 5 April 2016.*

Income tax is deducted from pay at the following rates (2015/16 Tax Year):

<i>Annual income</i>	<i>Tax rate</i>
<i>£0 to £10,600</i>	<i>0% (If income >£100,000 = 20%)</i>
<i>£10,601 to £31,785</i>	<i>20%</i>
<i>£31,786 to £150,000</i>	<i>40%</i>
<i>Over £150,000</i>	<i>45%</i>

National Insurance is deducted at the following rates (2015/16 Tax Year):

<i>Weekly income</i>	<i>National Insurance rate</i>
<i>£0 to £155</i>	<i>0%</i>
<i>£156 to £815</i>	<i>12%</i>
<i>Over £815</i>	<i>2%</i>

Please note that the above figures are a guide only and change with government policy. Some of the rates and amounts might be slightly different for people with of a particular age, certain circumstances etc. To find out exactly what you will be paid and how much will be deducted, speak to your payroll department.

Every time you are paid, you and your employer will make National Insurance contributions towards the **Social Security System** which will contribute towards:

- *The National Health Service*
- *Statutory sick pay*
- *Statutory maternity pay*
- *Statutory paternity pay*
- *State pension*



Paying National Insurance contributions is not optional. It can entitle you to receive the benefits of social security. For more information, visit this link <https://www.gov.uk/national-insurance/overview>

Pensions

A pension contribution is another deduction that can be appear on a payslip. When beginning employment in the UK your employer will automatically enter you into a pension scheme (if you earn over £10,000 per year) and will deduct a pension contribution from your pay. If you do not want to be part of the pension scheme, you must tell each new employer.

ADDITIONS/REIMBURSEMENTS

Additions are unusual! Some organisations may give employees a performance related bonus or perhaps a bonus as a Christmas 'gift'. The most common 'addition' is usually in fact a reimbursement when you have accrued expenses. Expenses are usually paid as part of payroll and will be shown on your payslip. Examples of things which employers should reimburse you for are:

- *Mileage: This is payable against miles undertaken for work purposes, over and above your normal distance travelled to or from your place of work. (There is a recommended mileage allowance, however, some employers pay a lower amount).*
- *Hotel or overnight stays: The cost incurred when you are required to stay away overnight for work purposes.*
- *Sustenance: Where you have had to stay away overnight or in some cases during the day, some employers make a contribution towards such costs as meals.*



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CHAPTER 6: More information

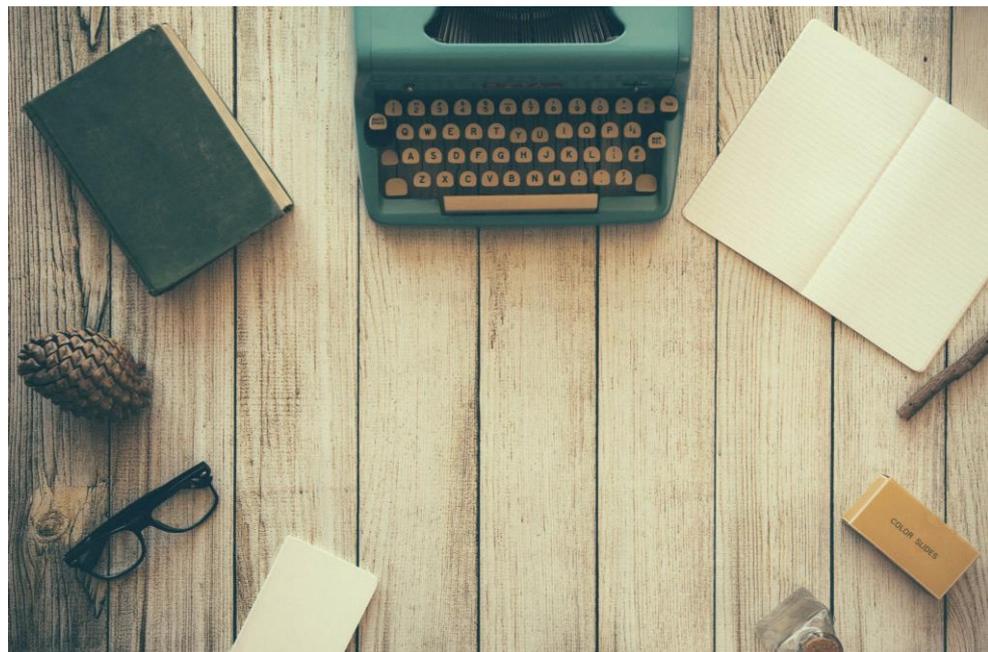


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THEORY

MORE INFORMATION

Further to the resources identified in previous units there is a wealth of information available to you as a UK resident, to support you on your career path. If you are unsure about any information you have been given or have found online, it is best to seek some advice to clarify. (It is worth noting that online information from UK websites ending .gov.uk are government endorsed sites and therefore reliable).





Sources of further information and counselling on career guidance

What?	Who is it for?	More information
<p>GOV.UK An online resource made available by the UK government providing comprehensive information and details of various organisations and places to gain further advice and guidance.</p>	<p>Anyone</p>	<p>https://www.gov.uk/browse/working Here you will find reliable information on employment; from jobseeking to pensions, national minimum wage rates to leave entitlement.</p>
<p>Graduate Jobs Advice Graduate job hunting and careers advice that is specifically targeted at graduates.</p>	<p>These sites are targeted at anyone who has graduated from university and who has secured a degree. However, the advice can be universally applicable so read away regardless for great hints and tips about how to impress employers.</p>	<p>https://targetjobs.co.uk/careers-advice http://www.gowales.co.uk/Graduate/Home/Resources http://www.gradcornwall.co.uk/help-me-find-job http://www.gradsouthwest.com/careers-advice/ http://www.yorkshiregraduates.co.uk/graduates/application-advice http://advice.milkround.com/ http://www.prospects.ac.uk/careers.html http://www.scotgrad.co.uk/ http://www.graduateadvantage.co.uk</p>
<p>Job Board Websites These sites offer career advice as well as listing job opportunities at various levels and in a range of sectors.</p>	<p>Anyone</p>	<p>Here are some of the most popular general job boards' advice sections. http://www.fish4.co.uk/career-advice/ http://career-advice.monster.co.uk/?intcid=swoop_TopNav_Career_Advice http://www.reed.co.uk/career-advice http://www.totaljobs.com/careers-advice/unemployment-advice/help-me-get-a-job</p>
<p>Jobcentre Plus This is the national service for people to access the benefits system in the UK and support people into work. Jobcentre offices are located across the UK. They also provide information online and over the phone.</p>	<p>Anyone who is looking for a job, who is unemployed or who feels they are eligible to claim any sorts of welfare benefits. If you are 'signing on' for benefits, you will be required to visit the Job Centre regularly in order to update the support workers there on your job search progress.</p>	<p>How you contact Jobcentre Plus depends on the help you need, e.g. finding a job, changing an appointment, checking an existing claim or making a new claim or complaint. For more information go to: https://www.gov.uk/contact-jobcentre-plus or telephone: 0345 606 0234 Monday to Friday, 8am to 6pm</p>



What?

Universal Jobmatch

This is an online service provided by Jobcentre Plus. Universal Jobmatch allows you to search jobs by title, skills, keywords and location or just browse all jobs. You don't need to register with Universal Jobmatch to start searching for a job but if you register you can do a lot more; post your CV and create cover letters, be matched to jobs and get updates on jobs that interest you.

National Careers Service

This government endorsed service offers advice about careers both online, in person and over the phone. The service offers help to choose or change career, skills tests, course searching, job search advice and personalised help from careers advisers.

ACAS

(Advisory, Conciliation and Arbitration Service) ACAS

provides information, advice, training, conciliation and other services for employers and employees to help prevent or resolve workplace problems.

Who is it for?

Anyone
(To access all Jobmatch services you need to register an online account).

Anyone who is a UK resident

Anyone who is a UK resident

More information

To register or login go to:
<https://myaccount.gateway.gov.uk> (Make a note of your Government Gateway number when you register, you'll need it later to sign in. You must also verify your email address by clicking the link in the email confirmation. Check your spam folders if it's not in your inbox).

The Daily Jobseeker,
<http://dailyjobseeker.tumblr.com/> is the information, advice and guidance site of the Jobcentre's Universal Job Match service. There is lots of career advice and guidance available here.

Visit: <https://nationalcareersservice.direct.gov.uk>

Telephone: 0800 100 900

Visit: <http://www.acas.org.uk>

Telephone: 0300 123 1100 (8am-8pm Monday to Friday and 9am-1pm Saturday).



GERMAN GUIDE



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CHAPTER 4: Staff selection process

CHAPTER 5: Labour law. Employment contracts pay and benefits

CHAPTER 6: More information





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CHAPTER 1: The educational system.

Contextualisation



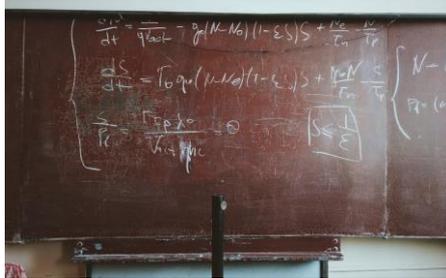
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THEORETICAL PART



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A dual vocational training system combines apprenticeship in a company with theoretical studies at a vocational school.

THE EDUCATION SYSTEM

A dual vocational training system combines apprenticeship in a company with theoretical studies at a vocational school.

This means:

**DUAL EDUCATION =
COMPANY TRAINING +
ACADEMIC TRAINING**

In Germany, apprentices do not just study the content on a theoretical basis at the vocational school, they also put the theory into practice right from the start while working at the company. Apprentices learn hands-on what kind of specialised know-how they need for their professional future. This dual vocational training lasts - depending on the occupation / the amount of qualifications needed - between two and three-and-a-half years. Before starting the vocational training, the apprentice and the company sign a vocational training contract.

In general, the apprentices take part in trainings for the practical part during three to four days per week in the company in order to put the theory into practice, experience what working life feels like and learn how to deal with bosses and colleagues in an appropriate way. This means that the trainees do not only improve their professional competence but also their social competences. Trainers from the company (specialists) play the greatest part in the trainees' process of "learning on the job".

These specialists are heavily involved in the design of training regulations.

In addition, the apprentices attend a vocational school for between eight and twelve hours a week (one to two days) where they study theoretical contents specially tailored to the occupation

The timetable includes German, English, social studies, physical education and specific courses for the job.

The dual vocational training system is practiced in several countries.

In Germany (in German the system is called "Duales Ausbildungssystem"), the apprentices can learn up to 350 officially recognised apprenticeship occupations (in German "Ausbildungsberufe"), such as e.g. doctor's assistant, dispensing optician or oven manufacturer. There are vocational training qualifications for all areas of business and administration. Depending on the breadth and depth of the course content, the vocational training lasts between two and three-and-a-half years.

The apprentices do not have to provide proof of their German language skills before starting the vocational training.

But international apprentices need to be aware of the fact that all courses at the vocational school and the communication in general take place in German. So the German language skills should be quite good or even advanced.



THE EDUCATION SYSTEM: ADVANTAGES OF DUAL VOCATIONAL TRAINING



The advantages of the dual vocational training systems for the apprentices are the following:

- Apprentices can start with any school leaving certificate.
- Apprentices do not need academic qualification.
- Apprentices apply what you have learned in practice right away.
- Apprentices may be offered a job by your training company.
- Apprentices earn money.

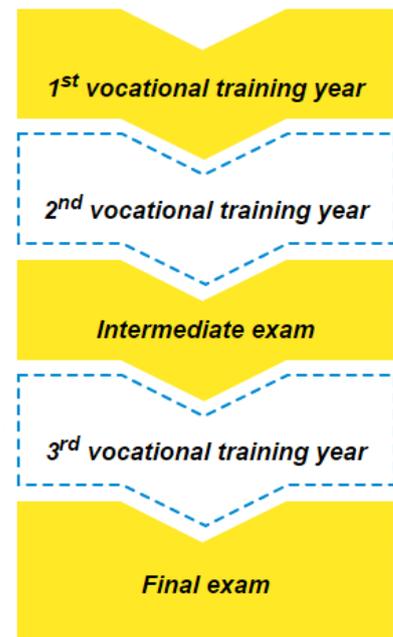




WHY DUAL EDUCATION?

Five reasons for doing a dual vocational training course:

- 1) Twice the fun - with theory and practice: lots of variety due to the combination of theory and practice right from the start which is an ideal start into the job
- 2) Young talent is in high demand: Companies among all industries are currently looking for trainees, so the chance to secure a place in a vocational training programme is very high (in 2013, about 33.500 positions in vocational training could not be filled).
- 3) Learn and earn: Doing a vocational training in Germany, you are earning money right from the first day as the company pays you for the work the trainee does as part of the course.
- 4) Good chances of being offered a permanent job: After completing the course, the apprentices are fully qualified in the profession. Lots of companies hire their trainees as they already know the company, the operations and the colleagues (about two thirds of all trainees get a permanent job in the company).
- 5) Good career prospects: Professionals with a vocational qualification are highly needed on the German labour market. In some fields, candidates with a vocational qualification are even more sought after than university graduates.





There are several interesting issues about the dual vocational training system:

- 1) Standardised course content and examinations across whole Germany: The precise skills and theory taught in the vocational schools and in the companies are strictly regulated and defined by national standards – this means that every dual education graduate acquired the same skills and took the same courses in production planning regardless the state where the studies took place. The training at the company is governed by training regulations settled as a nation-wide standard regarding the training content, the timetable, and the examinations. The nation-wide standards and the nationally recognised qualifications act as a quality benchmark for employers and serve as a basis for recruitment.
- 2) Continuous updating of the training in response to technical advances and changing business practices: The vocational training regulations are revised in accordance with the technical progress, the developments in professional practice and economic and social change. The availability of employees who have been trained in line with the latest technical developments has a positive impact on companies' innovation and therefore on their competitiveness.
- 3) Co-ordination of practical and educational components: The experts who compile the content of the practical training work together with those responsible for the CV at the schools: this means that if a new qualification needs to be modernised or created, the curriculum taught at the vocational schools is revised. The theoretical notions are developed by the vocational school on the basis of the content of the practical training. Local companies work with the school responsible for their trainees in order to produce the best possible programme of training for the companies and the region.
- 4) Training the instructors: The employees of the company doing the teaching must fulfil statutory requirements relating to both specialist knowledge and personal aptitude. This includes both professional skills but also the necessary teaching skills, which must be verified by means of an independent test.
- 5) Ensuring the ability of companies to provide training: The self-regulatory bodies (the chambers) advise the companies providing training in order to ensure a high level of quality.
- 6) Vocational training pact: As the dual system of vocational training is susceptible to ups and downs in the economy, the „National Pact to Promote Training and Young Skilled Workers“ was born with the aim to encourage companies to keep taking trainees when times are difficult and to offer vocational trainings for young people who are willing to do so.



THE TRAINING PROFILE OF AN “INDUSTRIAL ELECTRONICS ENGINEER” AT GLANCE

Industrial Electronics Engineer

Industrial electronics engineers fit and repair electrical devices, machinery and plant equipment that are used for industrial purposes. They carry out repairs in offices and factory workshops and show operators how their equipment works.

Course contents:

To ensure that plant equipment in production halls operates smoothly and safely, the electricians have to be fitted correctly. Industrial electronics engineers learn how to assemble components, measure electrical parameters and check control systems. Upon completion of their training they will also be capable of programming machine controls and know how to design and run electronic installations.

Does this description sound good to you? Then you might be interested in a vocational training course in Industrial Electronics Engineering – Automation Technology.

Special requirements:

Designing circuit plans does not only require spatial sense, but also drawing skills. In addition, you should have adequate numeracy skills because you will also have to calculate electrical parameters. You should also be technically-minded and have some mechanical skills that enable you to handle electronic systems.

Places of study:

This is a dual vocational training course. The theory is taught at a vocational school (Berufsschule), while practical training takes place at a craftsman's workshop or an industrial company.

Duration:

3.5 years

Pay:

Year of training	Pay in Euros
1. Year	814 to 860 Euro
2. Year	869 to 911 Euro
3. Year	925 to 980 Euro
4. Year	978 to 1,038 Euro

Pay: gross salary before tax and deductions for social contributions; **source:** Federal Employment Agency, last update: September 2014

Industries:

- ▶ Mechanical engineering and tool manufacture
- ▶ Power supply
- ▶ Automation technology

Further information on Germany's leading industries is available here: www.make-it-in-germany.com/en/for-qualified-professionals/working/industry-profiles

Your perspectives after completion:

- ▶ Employment at a company that builds, operates and maintains/repairs complex machinery and equipment
- ▶ Specialisation in e.g. quality assurance, customer service or production
- ▶ Acquiring additional qualifications such as IT or foreign language skills
- ▶ Continuing vocational training to become a master craftsman or fully qualified engineer

Here you will find further information on this profession:

- ▶ Federal Employment Agency (German)
- ▶ Federal Institute for Vocational Education and Training (BIBB) (English, German, French)



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CHAPTER 2: How to look for a Job.

Active Job Searching



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THEORETICAL PART



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ACTIVE JOB SEARCH

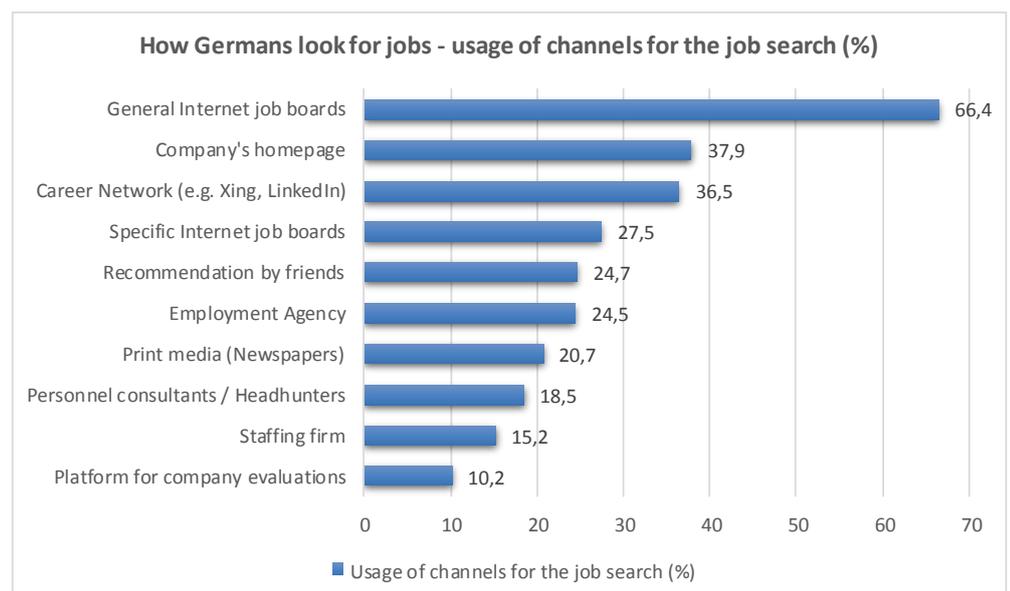
How do Germans look for a job in Germany?

A dual vocational training system combines apprenticeship in a company with theoretical studies at a vocational school.

For job seekers, there are many different ways to find jobs and companies in Germany. The employment agency, job markets in newspapers, job and career fairs, job portals and social networks are popular channels for the job search. Engaging the service of staffing firms is another possibility. If job seekers already have a concrete idea of a company, they look directly for vacancies on the career page of the company's homepage. In the event that there is no suitable vacancy offered at the desired company, it is possible to submit an unsolicited application. The companies announce on their website if unsolicited applications are accepted or not. The job search is divided into active and passive search. During the information phase of the job search job seekers are actively doing research in order to find information about vacancies and interesting companies.

The graph (Statista 2015) shows that 66.4% of the job seekers use Internet job boards for their active job search, 37.9% are looking for jobs on company websites and 36.5 % in career networks such as LinkedIn and Xing. Passive job search means that job seekers create a profile in CV databases (71.6% of the job seekers) or in social network platforms (67%), enabling organizations to find potential employees and contact them directly.

The trend in recent years shows that German job seekers are using more and more Internet job boards and career networks for their job search. Print media, however, become less important.





ACTIVE JOB SEARCH: JOB BOARDS

There are different Internet job boards which companies use to publish their vacancies. Here are some examples of popular job boards:

-  <http://jobboerse.arbeitsagentur.de/>
-  <https://www.stepstone.de/>
-  <http://jobs.meinestadt.de/>
-  <http://www.jobs.de/>
-  <http://www.arbeiten.de/jobs/arbeit-in-deutschland.html>
-  <http://www.monster.de/>
-  <http://job.de/>
-  <http://www.aktuelle-jobs.de/>
-  <http://www.stellenanzeigen.de/>

Click here for more information:

- <http://jobboerse.arbeitsagentur.de/>
- <https://www.stepstone.de/>
- <http://jobs.meinestadt.de/>
- <http://www.jobs.de/>
- <http://www.arbeiten.de/jobs/arbeit-in-deutschland.html>
- <http://www.monster.de/>
- <http://job.de/>
- <http://www.aktuelle-jobs.de/>
- <http://www.stellenanzeigen.de/>



ACTIVE JOB SEARCH: NEWSPAPERS

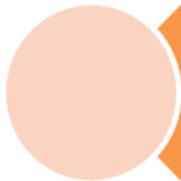
Regarding newspapers, job seekers look for job offers in local and regional newspapers. Examples of regional newspapers are the "Frankfurter Allgemeine Zeitung", the "Süddeutsche Zeitung" and "Die Zeit" that offer a broad job market in their printed and online version. The published vacancies are particularly aimed at professionals and managers.



<http://fazjob.net/>



<http://jobs.zeit.de/>



<https://stellenmarkt.sueddeutsche.de/jobs?q=®ion=&sort=>

Click here for more information:

<http://fazjob.net/>

<http://jobs.zeit.de/>

<https://stellenmarkt.sueddeutsche.de/jobs?q=®ion=&sort=>



ACTIVE JOB SEARCH: EMPLOYMENT AGENCY

Another interesting contact point for job seekers is the Federal Employment Agency of Germany (BA). The Federal Employment Agency is the national authority for all subjects of the German labour market. In total, there are 150 employment agencies and about 600 district offices for consulting in Germany. The employees support the job search process online and in personal consultations. It is helpful to make an appointment for a consultation by phone or e-mail. The counselling session is usually free of charge. The Federal Employment Agency also offers an online job board with numerous vacancies. Users of the job market can also create a profile with all necessary information whereas companies looking for professionals can directly get in contact with potential employees.

<http://jobboerse.arbeitsagentur.de/>

JOB BÖRSE 



ACTIVE JOB SEARCH: JOB FAIRS (II)

Throughout the year, many job and career fairs take place in Germany. Many of them are targeted to specific industries and professions. At job fairs, job seekers get in touch with companies and can already pass their CV to them. The fairs take place in various cities in Germany. Most job fairs are free, others are chargeable with an entrance fee of maximum 10 €. Many fairs also offer an application check and training for job interviews and make professional application photos. Technical discussions and company presentations are also often on the agenda. Examples of job fairs are:

-  <http://www.jobmessen.de/>
-  <http://www.berufsstart.de/jobmessen/>
-  <http://www.messen.de/de/1318/branche/berufs-und-studienwahl>
-  <http://www.connecticum.de/Recruitingmesse>

Click here for more information:

- <http://www.jobmessen.de/>
- <http://www.berufsstart.de/jobmessen/>
- <http://www.messen.de/de/1318/branche/berufs-und-studienwahl>
- <http://www.connecticum.de/Recruitingmesse>

THEORETICAL PART



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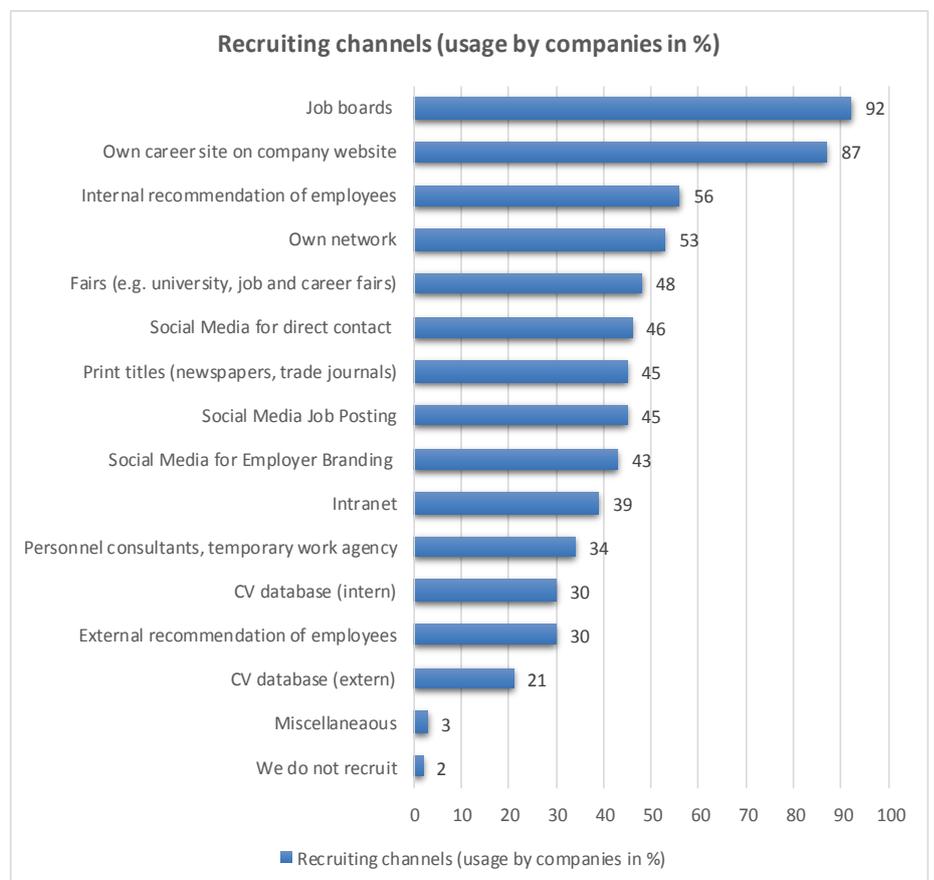
ACTIVE JOB SEARCH

A dual vocational training system combines apprenticeship in a company with theoretical studies at a vocational school.

How do German companies look for new employees?

Companies use various channels to find new potential employees. In 2015 companies were asked which channels they use to find candidates for their vacancies.

The graph shows the results of the survey. The most common tool for companies to recruit new employees are job boards and the own company website. Job fairs, networks, social media and newspapers are as popular recruiting tools, too.





WHICH POSSIBILITIES ARE THERE FOR INTERNATIONAL JOB SEEKERS TO FIND A JOB IN GERMANY?

Jobseekers from abroad with good professional qualifications and language skills in German are in demand on the German labour market. There is a lack of skilled workers particularly for technical professions and health care throughout Germany.

Before international job seekers start to look for a job in Germany, they should first answer some questions:

- *Am I allowed to work in Germany? Do I have a permission?*
- *Do I need a visa to travel to Germany?*
- *Is a recognition of my professional qualifications and diplomas necessary? (Information: www.erkennung-in-deutschland.de)*

MAKE IT IN GERMANY:

For these and more questions about living and working in Germany the web portal provides many helpful answers. The web portal is primarily targeted to international professionals and is available in multiple languages. The website also publishes vacancies that come from the job board of the Federal Employment Agency. The job offers can be translated into numerous languages using the function "Autotranslate". International professionals can also call the "hotline working and living in Germany" to get advice in German and English (Monday to Friday, 9 am - 3 pm, 00 49-30-18 15 11 11).

www.make-it-in-germany.com

FEDERAL EMPLOYMENT AGENCY:

An interesting contact point for job seekers is the Federal Employment Agency of Germany (BA); the national authority for all subjects of the German labour market. The employees support the job search process online and in personal consultations. The Federal Employment Agency also offers an online job board with numerous vacancies. The search mask is offered in seven languages, most job offers are available in German. Users of the job market can also create a profile with all necessary information in order that companies looking for professionals can get directly in contact with potential employees.

<http://jobboerse.arbeitsagentur.de/>



CENTRAL PLACEMENT OFFICE:

The Central Placement Office (Zentrale Arbeits- und Fachvermittlung, ZAV) belonging to the Federal Employment Agency is a specialized office for the needs of foreign people. The staff is available by phone (00 49-2 28-7 13 13 13) or e-mail (zav@arbeitsagentur.de) and speaks German and English. Important information are available in German and English on the website.

<https://www.arbeitsagentur.de/web/content/DE/service/Ueberuns/WeitereDienststellen/ZentraleAuslandsundFachvermittlung/index.htm>

FEDERAL OFFICE FOR MIGRATION AND REFUGEES:

Information about working in Germany for foreign job seekers can also be found on the website of the Federal Office for Migration and Refugees (BAMF). Topics include for example the length of stay.

<http://www.bamf.de/DE/Startseite/startseite-node.html>

EURES - "European Job Mobility Portal": This portal is an online network of the European Commission, which is available in 26 languages. Its aim is to support job seekers in Europe. The portal offers a database of vacancies and information about the labour markets and requirements of the EU countries.

<https://ec.europa.eu>

The job boards and job markets of the newspapers mentioned above are of course also available to foreign job seekers. The doors of the job and career fairs are open to foreign job seekers, too.



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CHAPTER 3: Application process: documents



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THEORETICAL PART

APPLICATION PROCESS

Introduction

Concerning the job application process and the therefore necessary documents, there are a few important aspects for applicants to consider if they want to apply for a job in German companies. First of all, the main purpose is to convince the company of the applicant's personality as the applicant wants to show to the company that he / she has the perfect profile for the job. But before starting to write the application documents, the applicant first has to get a clear picture of the company (mission statement, values, goals etc.) and the job profile (required qualifications and competences) by checking the homepage of the company. It is important for the candidate to know if the company fits to him / her. Would I like to work for this company? Why? How can I identify myself with the company? Therefore, it is necessary to find information about the corporate culture.

Some important advices: It is important to stick to the requirements and the job description in the application documents and not so send to much certificates. Most companies want the applicant to send his / her application by mail or by e-mail. However, online applications such as e-applications through HR-portals are becoming more common and important for companies. A job application consists of a cover letter, a curriculum vitae (CV), optional a "third page", and certificates. Formal requirements are of high importance. As HR managers normally have to look through lots of applications, incorrect and incomplete applications are not considered. That is the reason why proof reading by a family member or a friend is crucial. Proof reading is even more crucial if the documents are written in a foreign language. In this case, it is a good idea to let a native speaker correct the documents.

Employment agencies and other institutes have special offers to improve the writing of job applications, check applications and prepare job interviews.

For all documents please consider the following advices:

- Clear and homogeneous presentation
- No spelling or grammar mistakes
- Mention all the important details
- Polite form of address (You-Form, "Sie")
- Clear and precise information
- Please be honest

Documents:

1. Cover letter
2. Curriculum Vitae
3. "Third page"

THEORETICAL PART



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APPLICATION PROCESS

Cover letter

Documents:

1. *Cover letter*
2. *Curriculum Vitae*
3. *“Third page”*

The Cover Letter (in German “Anschreiben”) is a letter which is directed to a particular person in the company (normally a HR manager) and expresses the motivation of the application. This document gives the company the first impression of the applicant’s personality. In order to convince them right from the start, the applicant has to point out in a clear and simple way the reasons why he / she is a very appropriate candidate for the job.

The Cover Letter is normally one page long, in the case of many work experiences it can be extended to two pages. If there is a phone number on the job description, it is always a good advice to call the company and ask sophisticated questions about the company and the job offer.



So the company already gets an impression about the applicant’s personality and the applicant can then refer to this conversation at the beginning of the cover letter. It is possible to refer to the goals, values or achievements of the company in the Cover Letter.

In addition, it is also crucial to stick to the job profile and the required qualifications and to point them out systematically if you can fulfil them. The applicant should always describe his / her qualities and competences in a concrete way by mentioning examples or achievements during those experiences.



DOCUMENT 1: Cover letter

Helpful phrases for the cover letter in German with the English translation:

The start – The purpose of the application

I would be interested to learn/know whether you have a vacancy for ...	Ich bin an einer Tätigkeit als ... interessiert und wüsste gern, ob Sie eine entsprechende Stelle anzubieten haben.
I am writing to inquire about the possibility of working for your company.	Hiermit möchte ich mich nach der Möglichkeit einer Mitarbeit in Ihrer Firma erkundigen.
From the Internet job exchange I note with interest that ...	In der Internet-Jobbörse habe ich mit Interesse gesehen, dass ...
I am writing to apply for the post of project manager, as advertised in today's issue of ...	Mit diesem Schreiben möchte ich mich um die Stelle als Projektleiter bewerben, die Sie heute in der / im ... ausgeschrieben haben.
I am looking for a post in ...	Ich suche eine Stelle auf dem Gebiet ...
Having graduated from ... with a degree in ... I am looking for a traineeship in the ... industry.	Nach Abschluss meines Studium der ... suche ich nun nach einer Trainee-Stelle in der ...-Branche.
I wish to apply for the post of ...	Für die Stelle als ... möchte ich mich bewerben.
I am responding to your recent job listing on your website.	Auf Ihrer Webseite habe ich Ihr Stellenangebot gesehen.
From your advertisement of ... in the... I see that you have a vacancy for a(n) ...	Ihre Anzeige vom ... in ... entnehme ich, dass Sie ... suchen / eine freie Stelle für ... haben.
Referring to / With reference to your advertisement in today's issue of... I would like...	Unter Bezugnahme auf Ihre Anzeige in der heutigen Ausgabe von ... möchte ich ...
It was with great interest that I read your advertisement in the ... for ...	Ihre Stellenanzeige im/in ... für ... habe ich mit großem Interesse gelesen.
From your company website I note that you are inviting applications for the post of ...	Auf Ihrer Internet-Seite habe ich gesehen, dass Sie die Stelle einer/eines ... zu besetzen haben.



DOCUMENT 1: Cover letter (II)

Helpful phrases for the cover letter in German with the English translation:

Why do I apply for this job? Why do I want to get this job?

I am eager to take on new responsibilities in a challenging post.	Gern möchte ich neue Verantwortung in einer anspruchsvollen Stellung übernehmen.
Till now I was responsible for the local customer care. I am looking to progress from working on local accounts to those of a national an international nature.	Bisher habe ich Kunden vor Ort betreut. Ich möchte mich nun weiter entwickeln und für Kunden auf nationaler und internationaler Ebene tätig sein.
I wish to make use of my knowledge of languages.	Ich möchte meine Fremdsprachenkenntnisse anwenden.
I am keen to broaden my knowledge in the field of ...	Ich bin sehr daran interessiert, meine Kenntnisse auf dem Gebiet / im Bereich von ... zu vertiefen.
... to improve my career prospects.	..., um meine Berufschancen zu verbessern.
I like responsibility and enjoy the challenge of new situations.	Ich übernehme gerne Verantwortung und freue mich auf die Herausforderung durch neue Situationen
I am looking for a position with more responsibility.	Ich suche eine Stelle mit mehr Verantwortung.
I wish to work for a larger organisation with international connections.	Ich möchte für ein größeres Unternehmen mit internationalen Beziehungen arbeiten.
Your job offers me the opportunity to do this.	Die ausgeschriebene Stelle gibt mir Gelegenheit dazu.



DOCUMENT 1: Cover letter (III)

Helpful phrases for the cover letter in German with the English translation:

Closing – references, further questions, interview

You will find enclosed / attached a copy of my curriculum vitae which will give you further particulars / more complete details of my qualifications / career to date.	Beigefügt / Anbei finden Sie ein Exemplar meines Lebenslaufs, aus dem Sie weitere Einzelheiten über meine Qualifikationen / meinen bisherigen Werdegang entnehmen können.
Enclosed are copies of testimonials by ... and the references given in the résumé.	In der Anlage habe ich die Zeugnisse von ... und die im Lebenslauf angeführten Referenzen beigefügt.
I should be pleased / happy to provide you with any further information / any other details you may require.	Bei Bedarf gebe ich Ihnen gern weitere Auskünfte. / Für weitere Fragen stehe ich Ihnen gern zur Verfügung.
I would greatly appreciate being given the opportunity of an interview.	Über eine Einladung zu einem Vorstellungsgespräch würde ich mich (sehr) freuen.
The names of two referees / references are given below.	In der Anlage finden Sie die Namen von x Personen, die bereit sind, Auskunft über mich zu geben.
Should you wish to invite me for an interview, ...	Falls Sie mich zu einem Vorstellungsgespräch einladen möchten, ...
... when I can explain my qualifications more fully.	Bei dieser Gelegenheit könnte ich Ihnen dann meine Qualifikationen näher erläutern.
I can come to an interview / to be interviewed at any time.	Für ein Vorstellungsgespräch stehe ich jederzeit zur Verfügung.
I ask you to treat my application and correspondence as strictly confidential until ...	Ich bitte Sie, meine Bewerbung und Korrespondenz streng vertraulich zu behandeln, bis ...
I hope that you will consider my application favourably.	Ich bitte Sie, meine Bewerbung wohlwollend zu prüfen / berücksichtigen.
Hoping for / Anticipating a favourable reply, i remain ...	In Erwartung einer günstigen / positiven Antwort / In der Hoffnung auf eine günstige / positive Antwort verbleibe ich ...



DOCUMENT 1: Cover letter

<p>Sender data: First + family name Street, Number Postal code, place (optional: country) phone number (receive calls during working day e-mail (easy/serious)</p> <p>Address/company data: Company name Department Contact person (of the vacancy) Street, Number Postal code, place (optional: country)</p> <p>First paragraph Begin first sentence in small letters Interesting introduction Short explanation of your application for the job</p> <p>Second paragraph Details to the relevant qualifications Please indicate suitable hard and soft skills in connection to the vacancy profile; high-light which added value you can bring to the company; concentrate on what you can bring to the company, not what the company can bring to you</p> <p>Conclusion Closing sentence Motivation for a job interview</p> <p>“I’m looking forward to hearing from you.</p> <p>“Yours faithfully”</p> <p>Signature</p> <p>Name</p> <p>References</p>	<p>Horst Mayer Hauptstraße 20 99999 Kleinstadt Tel.: 0176 999 99 999 horst.mayer@gmail.com</p> <p>Große Transport GmbH & Co.KG Personalabteilung Herrn Thomas Specht Goethestraße 548-52 11111 Großstadt</p> <p style="text-align: right;">Kleinstadt, Datum 2014</p> <p>Ihre Ausschreibung für die Position XYZ</p> <p>Sehr geehrter Herr Specht,</p> <p>vielen Dank für das interessante und informative gestrige Telefonat über ihre Stellenausschreibung. Das Gespräch hat mich noch einmal in der Absicht bestärkt, mich bei Ihnen als XYZ zu bewerben. Dafür sende ich Ihnen meine Bewerbungsunterlagen.</p> <p>Ich bin 29 Jahre alt und habe einen Bachelor of Science in BWL. Seit fünf Jahren arbeite ich erfolgreich als XYZ in der der Schmidt und Söhne Transport GmbH. Meine Tätigkeitsfelder umfassen die Kontrolle der Produktionsabläufe und die Organisation der Transporte. Ich bin in dem Umgang mit gängigen Programmen wie SAP vertraut und benutze dieses in der täglichen Arbeit und leite auch Fortbildungen für meine Kollegen. Die Arbeit mit dem Planungsprogramm SAP wurde auf eine Initiative meinerseits in unserem Unternehmen eingeführt.</p> <p>Ein wesentlicher Teil meiner Aufgaben besteht in der Sicherstellung termingerechter Lieferungen und Beladungen, was eine intensive Kommunikation mit unseren Kunden und Partnern voraussetzt. Ich möchte mich jetzt persönlich weiterentwickeln und meine Fähigkeiten in der Große Transport GmbH & Co.KG einbringen. Insbesondere motiviert mich die Aussicht, mit internationalen Unternehmen und Kunden in Kontakt zu treten. Ich freue mich besonders darauf, mein verhandlungssicheres Englisch in den Kundengesprächen einsetzen zu können.</p> <p>Ich analysiere die Sachverhalte schnell und bin praktisches, problemlösungsorientiertes Arbeiten gewöhnt. Die Arbeit im Team an Projekten macht mir genauso Freude wie anspruchsvolle Aufgaben, die ich individuell lösen kann. Dabei übernehme ich gern Führungsaufgaben in Projekten, bin aber auch geübt in der schnellen Kompromissfindung. Meine schnelle Auffassungsgabe und meine Übersicht ermöglichen mir, schnell und sicher Entscheidungen zu treffen und umzusetzen.</p> <p>Ich bin überzeugt, mit meinen Fähigkeiten und Kenntnissen eine wirksame Unterstützung für Ihr Unternehmen zu sein. Deswegen würde ich mich gern in einem persönlichen Gespräch mit Ihnen weiter vorstellen.</p> <p>Ich würde mich über eine Rückmeldung sehr freuen.</p> <p>Mit freundlichen Grüßen</p> <p>Horst Mayer</p> <p>Anlagen</p> <div style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <p>Nowadays there are various forms of formatting options: Sender data is often placed in the headline</p> </div> <div style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <p>Subject: Application as „“ “Sehr geehrter Herr..., / Sehr geehrte Frau...,</p> </div>
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THEORETICAL PART

APPLICATION PROCESS

CV (Curriculum Vitae)

Documents:

1. Cover letter
2. Curriculum Vitae
3. "Third page"

In the CV (in German "Lebenslauf") the applicant presents his / her personal and professional career so far. In Germany, it is an appropriate way to write the CV in a tabular form in a reverse chronological order. The applicant should mention the different professional steps in his / her life (high school, education, studies, internships, jobs). Please avoid gaps (especially gaps over three months) without explanation as the HR managers will be suspicious.

Concerning the photograph, it is important to have a professional and high-quality photo showing the applicant in a business outfit. The photo normally is in the top right corner next to the first section about the personal details. The information can be given with bullet points.



The sections, which should be mentioned, are the following: professional experience, education, further education or training, skills (language, IT, miscellaneous), hobbies / interest / volunteering (optional). The applicant should use start and end dates to describe the period in which he / she did the internship for example. It is helpful to mention if he / she has a driver's licence (with class) and a car.

The CV should be concluded with the place, the date and the applicant's name and signature. It is crucial to use the same format throughout the same document.

There can be found a lot of samples in the Internet, also for specific jobs. One example is the Europass-CV

<https://europass.cedefop.europa.eu/de/home.ichtml>.



DOCUMENT 2: Curriculum Vitae

<p>Personal details: Name Address Phone number E-Mail address Marital status Nationalities Date of birth</p> <p>Professional Experience Company name Position Tasks: Specify what you have achieved in every job, list the tasks you carried out with bullet points</p> <p>Education Not necessary to list all your schools, only the relevant ones. Periods spent for university studies should be present in the CV, above all if they are relevant for the job you're applying for.</p> <p>Further education or training Please mention only the relevant ones (depending on the vacancy and the company you are applying for) or those which you attended or completed during phase of unemployment</p> <p>Skills Please be precise and clear. Please indicate your current level and, if applicable, certifications you acquired.</p> <p>Hobbies/interests If you write any hobbies, interest or volunteering activities, please carefully choose what you write as this may tell a lot about one's character.</p>	<h2>LEBENS LAUF</h2> <p>Persönliche Daten</p> <p>Name: Janina Sommer Adresse: Friedrich-Naumann-Str. 44, 65195 Wiesbaden Telefon: 06 11 – e-mail-Adresse: Janina@aol.jp Familienstand: ledig Staatsangehörigkeit: deutsch Geburtsdaten: 13. November 1974 in Marburg/Wehrda</p> <p>Berufliche Qualifikation</p> <p>seit 09/1996 Qualifikation zur Werbekauffrau Privates Institut für Marketing und Kommunikation, Wiesbaden (Abschluss: Juli 1998)</p> <p>Schulische Ausbildung/Studium</p> <p>1993 – 1996 Studium im Fachbereich Bauingenieurwesen Fachhochschule Gießen-Friedberg</p> <p>1991 – 1993 Landschulheim Steinmühle, Marburg-Cappel Abschluß: Abitur</p> <p>1984 – 1991 Gesamtschule Kirchhain, Kirchhain</p> <p>1980 – 1984 Grundschule Südschule, Stadtallendorf</p> <p>Berufliche Erfahrungen</p> <p>01.09.1997 - 18.12.1997 Praktikantin im Marketingbereich Guerlain Parfumeur GmbH, Wiesbaden</p> <p>05.03.1997 – 15.05.1997 Telefoninterviewerin Enigma Institut für Markt- und Sozialforschung</p> <p>15.02.1995 – 30.09.1995 Flugbegleiterin auf Zeit Condor Flugdienst GmbH, Kelsterbach</p> <p>Herbst 1992 Merchandiser Timmermanns, Marburg-Cappel</p> <p>07/1990, 1991, 1992 Ferientätigkeit im Versand Hoppe AG, Stadtallendorf</p> <p>Sprachkenntnisse</p> <p>Englisch in Wort und Schrift Französisch Grundkenntnisse</p> <p>EDV-Kenntnisse</p> <p>Word, Excel, PowerPoint Adobe Illustrator, Photoshop, Quark Xpress Grundkenntnisse</p>
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APPLICATION PROCESS

“Third page”

Documents:

1. Cover letter
2. Curriculum Vitae
3. “Third page”

The “Third Page” is a short profile that the applicant can add in the job application in order to arouse curiosity. But this extra page is not necessary, especially if the applicant is starting his / her professional career. The applicant should only use this page if he / she has further information that are important for the HR manager to know – the applicant should never repeat the aspects of his / her CV or Cover Letter. The “Third Page” should consist of relevant information regarding the vacancy and the company you are applying for

Certificates:

Relevant certificates, diplomas and references from previous employers are very important for the job application. In Germany the employers usually receive certificates after having finished training courses, having left companies/jobs etc. These proofs are most important for future employers.

Reference letters are also a good option. It is not important to attach certificates of all courses you have taken. Most important are the school-leaving certificates, university diplomas and the proofs of any professional training courses.

Certificates have to be written in German, sometimes English is also possible. The best option is a professional translation by a certified translator – but this can cost a lot of money. If the applicant does not have a certified translation, he / she should carry out an uncertified translation of the document(s) into English or German by himself / herself, stating in the document that it is a translation carried out by the applicant and the date when the translation was made (e.g. Uncertified translation, DD/MM/YYYY, applicant’s signature).





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CHAPTER 4: Staff selection process



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*Everybody knows some tip on how to go to a job interview. Perhaps, in Spain the staff selection is less formal than a British staff selection. Maybe it's a stereotype. We need to know your experience in this matter. In the **theoretical part** we could make a list of recommendations which were born from these experiences. In the **practical part** you can raise any simulation of a job interview. **Three or four pages** may be sufficient.*

THE SELECTION PROCESS

In Germany, the application process usually consists of 3 stages:

- The first stage is to send in complete and meaningful **application documents** including a cover letter, a CV, relevant certificates illustrating the qualification as well as certificates regarding work experience and foreign language competencies.
- The next stage is to take part in an **assessment test** consisting of different modules including general-education, logical reasoning and profession-specific exercises.
- Finally, the successful applicant is invited to a **personal interview** which usually lasts half an hour.

Small and medium-sized companies often resign the testing phase and pay more attention to the personal interview which in this case can easily last longer than the usual 30 minutes.



In any case, the personality of the applicant is most important for the decision made in the sequence of the interview. According to relevant surveys, up to 80% of the interview process is used for checking the personality and just to 20% the formal qualification!

The professional qualifications and the certificates are already known through the application documents. Students have to be made prepared to this fact and it is crucial to train the interview situation in life role-playing games supported best by video shots.



THE INTERVIEW TRAINING

The following training material was compiled and developed by the pedagogues at ZIB in the years 2009 to 2015 while working with disadvantaged young people as well as adult learners such as single parents, job returners and long-term unemployed. The interview training exists of 2 parts:

- The first stage is to initialise an open **class room/plenum discussion** collecting the input of the students and summarizing the results on a board.
- The next stage is to **simulate the interview** in a role play so the situation can be trained individually and stress can be worked off.

The personal interview

After having compiled informative application documents and sent to the employer the next step is to prepare to an interview and to pass successfully. In contrast to the written application phase now the situation arises that you get in direct and personal contact with the employer. This is an open process which means not every situation is to be foreseen. Nonetheless, you can prepare yourself sufficiently.

What does the employer want?

(Input from students to be collected)

The staff manager wants to know the potential worker. He wants to know: does the applicant fit to the company, to the job and to the team?

The staff manager checks the following:

(1) The formal qualification of the applicant

- Qualification and job experience and in case of lack of necessary knowledge if this problem can be solved quickly
- Check-up of facts which the applicant names in the interview with the documents submitted
- Weak points and breaks in the CV: is the applicant able to explain sufficiently?



(2) The personality of the applicant

- The appearance (clothing, facial expression, manners, language, expression)
- The thinking: what kind of person is the applicant? (belief and opinion, sympathy and antipathy; self-confidence and flexibility; open mindedness and interest)
- The fitting: does the personality of the applicant fit to the requirements of the job? (ability to cooperate and work in a team, ability to make decisions, ability to organize and a like)

(3) The motivation of the applicant:

- Interest in the profession and the job
- Did the applicant inform himself about the company? Does know about the products and the service? And: Did he purposeful apply for a job at this company?
- Ist he enough engaged and ready to get involved?

What does the job applicant want?

The applicant has to convince that he is the right person to the job, to the company, to the team. He has to assure that he has got the right skills and competencies. He has to present himself in the interview as a likeable and committed person. And he also is prepared to even difficult questions.

How do I get prepared best?

- To read again all relevant own documents (CV, qualification profile, work experience, skills and competencies, correspondence), to bring all documents in a presentable folder
- To review own competencies: what does the job require? Do I have the right skills? Am I the right person? (There is no need for 100% accordance but the qualification should be seen)
- To clarify own expectations regarding the job: job conditions, working hours, tasks, wage etc., but to show flexibility when conditions do not meet the expectations.



- To collect relevant information about the job and the company, as for instance: branch, location, products, customers, number of employees etc.
- To be prepared to questions to the employer. You find the question "Are there any more questions from your side?" in almost every interview.
(to be collected in the plenum)
- Questions showing interest in the company and demonstrating commitment:
 - What is the task to be done in detail?
 - Is there an on-the-job-training offered?
 - How about the colleagues and the next supervisors/bosses?
 - Are there any skills needed which I have to acquire?
 - Are there any specific expectations to my person?
 - Are there any in-house trainings offered by the company?
 - What are the reasons for the vacancy of the job?
 - Is it a new position or is the job a component since long?
 - Who has done the job in the past? Did any difficulties arise?
 - With whom and which departments I have to deal with?
 - Which new developments/challenges the company has to face at the moment or in the near future? (Think of traditional trading vs. e-commerce!)
- Questions showing interest in own advantages and leaving a negative impression:
 - What about (smoking) breaks?
 - What about holidays?
 - Do I have to do extra hours?
 - Do I get paid for the travel costs?
- To confirm the date (by phone or mail), to check the location and the time to get there (Never come too late or in a hurry!)
- To wear appropriate clothing: this depends of course from the job offered. Better to be dressed more formally than too casual. Take special care of your shoes!



- To bring all relevant documents with you: besides certificates and evidences of qualification writing pad, pencil and list of questions you want to ask.
- To be prepared to questions from the staff manager. To be prepared to convincingly present your personal background and career.

How does an interview typically proceed?

The process varies of course from interview to interview. Depending on the job, the position and the concrete work in every interview there is a different focus. Some aspects are highly relevant for a certain job, but not for another job. Nonetheless, there is some regularity. Starting with the address of welcome and some Small-Talk there will be asked for more information on

- Motivation for the application and willingness to show commitment
- Professional career and background as well as actual situation,
- Professional skills and competences
- Personal and social background
- State of health and possible limitations
- Personal hobbies, likes and dislikes

How do typical questions look like?

There are three elementary questions which go through the whole process:

1. Who are you?
2. Why do you apply for the job?
3. Why should we take you?



- Who are you? Please tell us something about you! - This is most likely the intro of the interview in order to learn something about your person, your personality, your character, your professional background, your work experience, your personal likes and dislikes.
- The question regarding the motivation is also very important for the staff manager. This or a similar question will most likely be repeated at certain stages of the interview in order to learn about the severe interest the candidate shows to the job and the company.
- Also important is the question regarding the special ability and competence the applicant brings along in order to decide that he is the right person to the job. Why should the employer prefer this applicant to others? What does this candidate offer what others don't?

Conclusion: If you are not prepared and if you can't produce satisfying answers to these questions most likely the job will not be yours since these questions are crucial for the employer!

Are there any tips for the interview?

Yes, there are. Usually there are these 12 little hints, do's and do not's - easy to observe and to follow:

1. Be equally polite to all persons you have contact with in the company, also to gate keepers, secretaries etc. since employers get often asked of their impression after an interview.
2. Don't bring any personal or private aspects into the talks unless you are explicitly asked so to do.
3. Do not complain about your last employer, colleagues and bosses. This is seen as a capital sin in interviews since it is not loyal and the staff manager has to presume that you are going to do same with this company.
4. Have your mobile switched off!
5. Do not drink any alcohol, not before, not during the interview even though it might be offered to you. If so it is a test! Also, don't smoke before the interview. Your counterpart will smell it!



6. If you are nervous you may address your stress to the staff manager. Every boss will understand the unfamiliar situation you are in. But don't try to provoke compassion!
7. Write important facts and agreements down in order to have present later on. Better to ask beforehand if it is ok when you take notes.
8. Don't get nervous when you have to wait. After 20 minutes you may ask politely how the procedure is.
9. Leave the negotiation to the staff manager. Nonetheless, take actively part in the interview without being dominant!
10. Express yourself clearly and in a few sentences. Don't lose yourself in monologues! And try to avoid expressions which are vague and undetermined ("I will" instead of "I might").
11. Pay attention to a positive and facing body language! Hold eye contact to the person who is speaking.
12. Be genuine and authentic! Don't try to be somebody else! Presenting the good side of a person does not mean to promise something you cannot keep. Besides, no untruthfulness! Even though you might be successful to pretend something in the course of a 30 minute interview you will be shipwrecked later on.



The interview training

Simulate an interview in a role play so the situation can be trained individually and stress can be worked off.





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CHAPTER 5: Labour law. Employment contracts pay and benefits



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DOCUMENTS IN THE WORKING ENVIRONMENT/LABOUR MARKET



Currently Germany has the one of the lowest unemployment levels in Europe, which attracts more and more young and qualified people. Germany - the Jobwunder, as described from different international media, is attractive job destination for many people looking for a prospective internships or jobs. The country is well-known with its numerous companies in technical, infrastructural and environmental protection branches. Of course, innovations in IT business and development in applied science are other leading sector, where jobseekers can find better job opportunities.

Nowadays, there is a demand of working power in fields such as qualified technical workers, such as engineers and IT specialists, as well as health specialists. Experts identify Germany's dual system of vocational training and education – which combines an on-the-job apprenticeship with a course of study at a vocational school – as a crucial factor in Germany's job market. Meaning that young jobseekers without a practical, training or internship experience on early age would have less chances by recruiting process



But once people join the labour market, it is time to face the German bureaucracy and its, sometimes, confusing system.



Types of Contracts

According to the law anyone from age 15 and above can join the job market in Germany. The employment contract types in this country are more complicated.

Youth Employment “*Arbeitsvertrag mit Minderjährigen*”

Only young people aged 15 and up, who are no longer in school are allowed to work for up to 40 hours a week, or 8 hours a day, in a job with a description that is suitable for them.. This means that they should not be given tasks that are inappropriate to their experience and age.

Under a vocational training contract, trainees are allowed to work—although this is not considered as a form of employment in the traditional sense.

Employment Contract Types

In Germany the contracts depend on the duration of employment. According to that there are 3 different types:

- employments with a set time or duration (*befristet*);

This contracts are limited to a specific period of time (e.g. 6 months or one year) They can be renewed maximum three times, but the total duration of all the contracts cannot be longer than 2 years.

- full-time employments (*unbefristet*);

Indefinite employment contracts are not limited to a specific period of time. They often contain a six month probationary period, after which the employer doesn't need to prolong it.

- probationary-type employments (*Probezeit*)

This are the first months of the indefinite employment contract. Most of the time 3-6 months.

These types of contract are beneficiary most of the time for both sides: employers and employee.

If the Probezeit-type contract ends after the period from 3-6 months, the employer must either absorb the person as a full-time employee or terminate the employment.



This is beneficial for the employee; if he will become a full-time employee, he will receive all the benefits that all full-time workers should have (insurances e.g). This contract will protect him from potential opportunistic employers who would try to cut company expenses by keeping most of their employees on probation.

Similarly, this is also beneficial for employers, especially against potential job-seekers who are not dedicated or suited to the job. If employers automatically hire people for full-time work and they turn out to be incompetent, the employers would not be able to fire them without having to give compensation.

Apart of the three basic contract types there are several specific contracts:

- Independent Contractors “*freie Mitarbeiter*”

Freelancer (like online language teachers) they are not very protected by law but they are almost full social insured.

- New Self-Employed Workers “*Selbstangestellte*”

This type of contract comprises all business ventures for which a trade license is not obligatory like psychotherapists, lecturers, translators, consultants, and writers, among others. These workers are required to report their activities to the Social Insurance Institution for Trade and Industry..

- Internships “*Praktikantenverträge*”

During vocational training the students need to accomplish the training in a company related to their sector. Vocational training is strongly related to the dual education system and has a duration of 3 years. The contracts of apprenticeship need to be in the written form. For under-aged trainees, their legal representative must provide their consent as well.

Trainees have full insurance protection including pension, unemployment, accident, and sickness insurance. They have also a special protection against dismissal.

- Special **Apprenticeships contracts**

-Voluntary (*Freiwilligendienst*),

Voluntary workers have apprentice status. These workers have no claim to salaries and are under no obligation to do work. Normally they are insured by the agency, where they do the voluntary work but this is not an obligation.



-Seasonal Workers (*Sommerarbeiter*)

Seasonal workers are working most of the cases in the catering, hotel trade or during the summer months during vintage. They enjoy full social insurance protection.

- Mini-Jobs

There is an increasing number of people who work part-time. Aside from the usual part-time employment, which is subject to insurance protection, there is also the so-called 450 Euro job (mini-job). The mini-job scheme primarily exists for domestic household employees such as gardeners and cleaners, but catering staff, health workers, and trade retailers are also under this type.

The mini-job scheme is coordinated by the Minijob-Zentrale, which provides a comprehensive list of employment contract types that would qualify as mini-jobs.

Under this scheme, it is mandatory for both employer and employee to pay the pension scheme, but with the employer paying 5 percent and the employee paying 13.9 percent. Employees engaged in mini-jobs are entitled to receive remuneration in the case of maternity or sick leave.¹

¹ www.theexpatriate.de/everything-you-need-to-know-about-employment-contract-types-in-germany/



Example:

An stellungs ver trag

Zwischen

- nachfolgend Arbeitgeber genannt -
und

- nachfolgend Arbeitnehmer genannt

gelten folgende vertragliche Vereinbarungen:

1. Beginn des Arbeitsverhältnisses, Probezeit

(1) Das Arbeitsverhältnis beginnt am
XX.XX.XXXX. Es wird auf unbestimmte Zeit/
befristet bis zum XX.XX.XXXX vereinbart.

Eine Kündigung vor Arbeitsantritt ist
ausgeschlossen.

(2) Die ersten 6 Monate gelten – auch im Falle
einer Befristung – als Probezeit. In dieser Zeit
kann das Arbeitsverhältnis mit einer Frist von
2 Wochen gekündigt werden.

2. Gegenstand der Tätigkeit, Versetzung

(1) Der Arbeitnehmer wird als ... beschäftigt.

(2) Zu den Aufgabenbereichen gehören:

(3) Der Arbeitgeber behält sich vor, den
Arbeitnehmer auf eine Stelle zu versetzen, die
seinen Kenntnissen und Fähigkeiten
entspricht und zu keiner Änderung des
Gehalts führt.

3. Arbeitszeit

(1) Die regelmäßige Wochenarbeitszeit
beträgt ... Stunden. Beginn und Ende der
täglichen Arbeitszeit sowie Pausen
bestimmen sich nach den betrieblichen
Erfordernissen und werden vom Arbeitgeber
bestimmt.

(2) Der Arbeitgeber ist berechtigt, je nach
Arbeitsanfall, die wöchentliche Arbeitszeit um
bis zu 20% zu verringern. In diesem Fall
reduziert sich die Vergütung entsprechend.
Der Arbeitgeber wird dem Arbeitnehmer
hiervon mindestens 4 Tage im Voraus
unterrichten.

(3) Unabhängig von der Regelung in Abs. 2
kann der Arbeitgeber Kurzarbeit anordnen,

Employment Contract

Between

- hereinafter referred to as the employer -
and

- hereinafter referred to as the employee -

the following contractual terms and conditions
are agreed upon:

1. Commencement of Employment, Probationary Period

(1) The employment relationship commences
with effect from XX.XX.XXXX. This agreement
is entered into for an unlimited period of time /
for a fixed term of years, ending
XX.XX.XXXX.

A termination prior to taking up employment
duties is not permitted.

(2) The probationary period is 6 months. This
also applies to fixed term contracts. During the
probationary period the contract can be
terminated with a notice period of 2 weeks.

2. Scope of Services, Transfer

(1) The employee shall be appointed as

(2) The employee's responsibilities include:

(3) Without resulting in a revision of his salary,
the employer reserves the right to assign the
employee to another position which is in
accordance with his capacity and skills.

3. Working Hours

(1) The regular working hours are ... hours per
week. The times at which the daily work
begins and ends as well as work breaks are
determined by the employer and according to
the operational requirements.

(2) The employer is entitled to reduce the
weekly working hours up to 20%, according to
the volume of work. In such a case, the salary
is reduced to the same extent. The employer
is obliged to prenotify the employee about
such a measure at least 4 days in advance.

(3) Apart from the provision in section 2, the
employer is also entitled to command short-



Payroll and the most important taxes

In each country the payroll looks slightly different and is issued according to the local and other country specific regulations.

Each of countries has some specific points that can be seen on the payroll.

The German one is composed in a big part from different taxes, which are all very detailed listed on the payroll. based on a monthly salary; allowances and bonuses determined by collective/company agreements

It is composed out of 4 parts:

- **Personal information**, where we can find the name, surname, tax class and the number of holidays

The main information are:

Steuerklasse: tax class, determines income tax rates.

ZKF (Zahl der Kinderfreibeträge): tax exemptions for children.

Konfession: religion. Can be Roman Catholic (rk), Protestant (ev) or none (--). Determines if employee is subject to church tax.

SV-Schlüssel. KV/RV/AV/PV: social insurance codes. Indicates contribution level for the four major social insurance schemes according to employee status. Here 1 = full contribution.

- **Earnings**, where the salary first brutto and then netto are written

VL: AG-Anteil: voluntary employer contribution to savings plan: employees who save money get an extra contribution from their employer.

Gehaltsumwandlung: deduction for tax and/or social benefits.

Bonus: granted according to company-specific agreements.

Geldw Vorteil: non-cash benefits – subject to tax and/or social contributions.

Erlös Sachbezug: benefits in kind subject to V.A.T.



- **Taxes, social contributions**, where we can find all the taxes, the citizens normally pay. If any tax doesn't apply, there is „0“ written next to it.

Social insurance contribution:

KV-Betrag- AN: health insurance contribution.

PV-Betrag- AN: long-term care insurance contribution.

RV-Betrag- AN: pension insurance contribution.

AV-Betrag- AN: unemployment insurance contribution.

Taxes:

Lohnsteuer: income taxes. Calculated at progressive rates, taking into account the employee's individual situation.

Solidaritätszuschlag: solidarity surcharge. Tax created in 1991 to fund the country's reunification efforts. A progressive rate (capped at 5.5 % in 2013) applies above the salary exemption ceiling.

Church tax: paid by employees who report they are Catholic or Protestant. In 2013, the rate was 9% of the income tax in most of the country (8% in Bavaria and Baden-Württemberg).

- **Background information** contains the insurance, like health insurance, pension insurance Long-term, care insurance and unemployment insurance

The payslips are issued by the accountant of a company

When a correction is required (because of an error or change in rate), the correct payslip for the affected month must be re-issued with a specific mention of

all differences. Corrections are to be made this way in regular cases for payslips issued up to 24 months earlier. This is very specific to Germany; most countries make the corrections on the payslip for the current month.

There are several tools for correction, that are available online: www.parmentier.de/steuer/steuer.htm?wagetax.htm



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CHAPTER 6: More information



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In Germany, the first address to seek professional career guidance and information and counselling on labour market matters is the local branch of the Employment Agency ("Arbeitsagentur").

WHERE CAN YOU GET MORE INFORMATION AND COUNSELLING?

In Germany, the first address to seek professional career guidance and information and counselling on labour market matters is the local branch of the Employment Agency ("Arbeitsagentur"). Each agency offers 3 important services:

- Info Point on profession and career ("Berufsinformationscenter - BIZ")
- Individual career guidance
- Test center and Psychological service

The **Info Point** is an information center which has in stock a huge number of leaflets and brochures with detailed information on every profession learned in an apprenticeship or acquired through university studies.

The Info Point is the first address to be piloted by school leavers and advice seekers. Besides the stock of information, there are regular events on profession, advanced training and general labour market matters offered to schools and the general public. Furthermore, the service is completed by an extensive online database supply.



The Info Point is complemented by an **individual career guidance** offered to all pupils, school leavers and unemployed young people by the coaches and tutors of the agency. The service is free of charge but it is necessary to register and to enrol in the waiting list.

Info Point and individual career guidance again is accompanied by aptitude tests offered by the **test center** of the psychological service to all those young people who are complete unsure of the career they want to take up as well as pupils with assumed learning difficulties. Again, the service is free of charge but only open to those young people appointed by the agency coaches.

Besides these public offerings, there are private initiatives providing a variety of psychological tests checking intelligence, knowledge, skills and the fitting to certain apprenticeships and profession.



FURTHER INFORMATION AND COUNSELLING

The **online service** of the employment agency comprises 4 different sections:



Every sections offers beside other detailed database information on skills and professions ("BerufeNet"), further training ("KursNet") and job vacancies ("JobBörse").

<https://www.arbeitsagentur.de/web/content/DE/BuergerinnenUndBuerger/Detail/index.htm?dfContentId=L6019022DSTBAI485471>



[geva-test® Ausbildung & Beruf – Vorteile

The most relevant aptitude test offered by a private company and widely used in vocational orientation and training courses is the so-called 'geva test apprenticeship and profession'. This is an assessment-center like online test checking the fitting of a person's personality and interests to a certain profession and career. The test is done in 2,5 to 3 hours and analyses the person's strength and weaknesses on a well-grounded psychological basis. The participant receives a well-documented 20 page long evaluation. The test itself is not free of charge but available even for private persons for *relatively* little money (38,00 Euro).

For many years, ZIB applied this test in its competence analysis and received good results.

http://www.geva-institut.de/index.php?option=com_content&view=article&id=17&Itemid=135





ITALIAN GUIDE



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CHAPTER 1: The educational system.

Contextualisation



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THEORY



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In this section you will learn
some information about the
Education System in Italy

EDUCATIONAL SYSTEM IN ITALY

The education system in Italy is organised according to the principles of subsidiary and of autonomy of schools.

The [State](#) has exclusive legislative competence on general issues on education, on minimum standards to be guaranteed throughout the country and on the fundamental principles that [Regions](#) should comply with within their competences.

Regions share their legislative competences with the State on all education issues except for vocational education and training on which they have exclusive legislative competence.

[Schools](#) are autonomous as for didactic, organisation and research and development activities.

The education system is organised as follows:

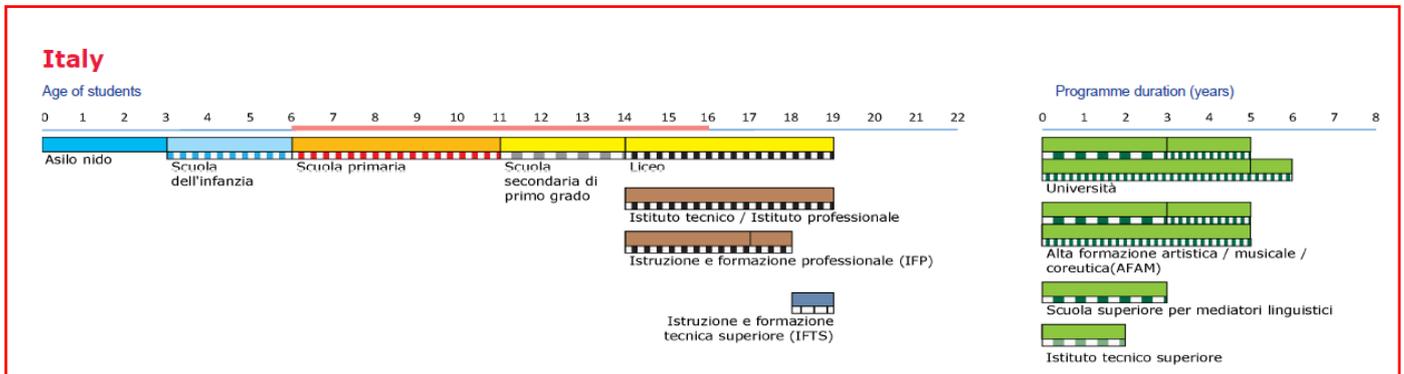
- **PRE-PRIMARY SCHOOL** for children between 3 and 6 years of age;
- **FIRST CYCLE OF EDUCATION** lasting 8 years, made up of:
 - primary school (lasting 5 years), for children between 6 and 11 years of age;
 - lower secondary school (lasting 3 years) for children between 11 and 14 years of age;
- **SECOND CYCLE OF EDUCATION** offering two different pathways:
 - Upper secondary school (lasting 5 years) for students from 14 to 19 years of age, offered by licei, technical and vocational institutes;
 - Three and four-year vocational training courses (IFP). It is organized by the Regions.

- **POST-SECONDARY non tertiary education** offered through:
 - Post-qualification and post-diploma vocational courses organised by the Regions;
 - Higher technical education and training courses (IFTTS).
- **HIGHER EDUCATION** offered by:
 - Universities (polytechnics included)
 - Institutes of the Higher Education in Art and Music (Alta formazione artistica e musicale - AFAM)
 - Higher Technical institutes (ITS)
 - Other higher specialised institutions

Education is compulsory for ten years, between the ages of 6 and 16. This covers the whole of the *first cycle of education*, which lasts eight years (five years of primary school and three years of lower secondary school) and the first two years of the *second cycle*.



THE EDUCATION SYSTEM IN ITALY



Key

Levels and types of education							
	Early childhood education and care (for which the Ministry of Education is not responsible)						
	Early childhood education and care (for which the Ministry of Education is responsible)						
	Primary education						
	Single structure						
	Secondary general education						
	Secondary vocational education						
	Post-secondary non-tertiary education						
	Tertiary education (full-time)						
Allocation to the ISCED 2011 levels (see definitions below)							
	ISCED 0		ISCED 2		ISCED 4		ISCED 6
	ISCED 1		ISCED 3		ISCED 5		ISCED 7
Other keys							
	Compulsory full-time education						
	Compulsory part-time education						
	Combined school and workplace courses						
	Possible additional year		Study abroad				
	Programme being phased out during (year)						
	Compulsory work experience + its duration (in years)						

<https://webgate.ec.europa.eu/fpfis/mwikis/eurydice/index.php/Italy:Overview>

In **PRIMARY SCHOOLS** children are organized in groups called “classes”. Pupils are enrolled in each class according to their age. However, it is also possible to form groups of pupils from different classes, according to specific school activities or to the objectives to be achieved. A class consists of a minimum of 15 and a maximum of 26-27 pupils. In schools placed in small villages, usually in the mountains and in small islands, the minimum number of pupils per class is lowered to 10.



The new teaching timetable offers the following options:

- 24 hours a week;
- 27 hours a week;
- up to 30 hours a week, including teaching additional activities;
- 40 hours a week, the time devoted to canteen included, corresponding to the so called 'full time timetable'.

Parents choose the timetable at pupils' enrolment. Schools make up the classes according to the requests, taking into account that 30-hour or the 40-hour timetable classes can be made up only if the school has both human resources and structures available. Moreover, the requirement of the minimum number of pupils per class must be met.

The table below gives an example of a 30-hour weekly timetable (time devoted to canteen not included):

Length of school day, each day of the week

	Out-of-hours provision	Lessons	Lunch break	Lessons	Out-of-hours provisions
Monday	7.30-8.30	8.30-12.30	12.30-13.30	13.30-16.30	16.30-17.30
Tuesday	7.30-8.30	8.30-13.00	-	-	13.00-14.00
Wednesday	7.30-8.30	8.30-12.30	12.30-13.30	13.30-16.30	16.30-17.30
Thursday	7.30-8.30	8.30-13.00	-	-	13.00-14.00
Friday	7.30-8.30	8.30-12.30	12.30-13.30	13.30-16.30	16.30-17.30
Saturday	-	-	-	-	-

Lower secondary education lasts 3 years and is generally attended by pupils aged from 11 to 14. It is possible to enrol children into primary schools from an earlier age; thus, pupils will be able to attend lower secondary school from the age of 10. Schools organise their daily timetable autonomously. Lower secondary schools generally operate 6 days a week, including Saturdays.

After completion of the first cycle of education, the final two years of compulsory education (from 14 to 16 years of age) can be undertaken either at State *Upper Secondary school*:

- **LICEO:**
 - ❖ Liceo specialising in arts;
 - ❖ Liceo specialising in classical subjects;
 - ❖ Liceo specialising in languages;
 - ❖ Liceo specialising in music and dance;
 - ❖ Liceo specialising in sciences;
 - ❖ Liceo specialising in human sciences.



- **VOCATIONAL UPPER SECONDARY EDUCATION:**

Vocational upper secondary education, which lasts 5 years, is provided by technical institutes and vocational institutes. They offer vocational education in economics and technology sectors. There are 2 economics-based programmes and 9 different technology-based programmes. These courses have 11 different options. Specific guidelines set out the target learning outcomes for each option and each subject and these are defined in terms of knowledge, skills and competencies. Vocational institutes offer vocational education in areas of the service sector and the industry and crafts sector. There are 4 service sector programmes and 2 industry and crafts programmes.

- **REGIONAL VOCATIONAL EDUCATION AND TRAINING (IFP)**

Three - year and four - year vocational education and training courses are available from vocational training agencies and upper secondary vocational institutes. Training agencies are vocational training institutions that are accredited by the Regions according to specific criteria established in agreement with the State. Upper secondary vocational institutes follow the guidelines issued by their Regions for IFP courses. The three-year vocational qualification and the four-year vocational diploma, both issued on successful completion of regional vocational training courses, allow entry to regional second-level vocational courses. This latter certificate also grants admission to Higher technical education and training courses

Once they have completed compulsory education, young people who don't continue with their studies receive a certificate of completion of compulsory education and the skills they have acquired. These skills contribute to training towards any professional qualification. Access to *tertiary education* (university, AFAM and ITS) is solely for students who have passed the State examination at the end of upper secondary school. Nevertheless, the Ministry of education, University and Research (MIUR) as well as individual universities and AFAM institutes establish the specific conditions for admission.

The following types of institution offer higher education in Italy:

- Universities
- High level Arts and Music Education institutions (Alta Formazione Artistica e Musicale - AFAM)
- Higher Technical Institutes (ITS)

UNIVERSITIES are autonomous bodies. They adopt their own statutes, establishing their own governing (such as the Rector, Senate, and board of management) as well as their teaching and research structures.



Universities issue the following qualifications, corresponding to the Bologna Process structure (cycles):

- Bachelor Degree, corresponding to a first-cycle qualification, issued at the end of a three-year course of study (180 credits - CFU);
- Master's Degree, corresponding to a second-cycle qualification, issued at the end of a two-year course of study (120 credits - CFU) or to a 5-6-year single course (300-360 credits - CFU);
- PhD, corresponding to a third-cycle qualification.

In addition, Universities may organise courses leading to the following qualifications:

- First Level Master Degree courses are addressed to holders of a Bachelor Degree and lead to a second-cycle qualification outside the Bachelor and Master structure.
- Specialization Diploma and Second-level Master's Degree courses are addressed to holders of a Master's degree and lead to a third-cycle qualification outside the Bachelor and Master structure.

The **AFAM INSTITUTIONS** are the following: Academies of Fine Arts, the National Academy of Drama, Higher institutes for Artistic Industries (ISIA), Conservatoires, the National Dance Academy and officially recognised music institutes. AFAM institutions have legal status and statutory, teaching, scientific, administrative, financial and accounting autonomy.

AFAM institutions issue the following qualifications, corresponding to the Bologna Process structure (cycles):

- First-level academic diploma, corresponding to a first-cycle qualification, issued at the end of a three-year course of study (180 credits - CFA);
- Second-level academic diploma, corresponding to a second-cycle qualification, issued at the end of a two-year course of study (120 credits - CFA);
- Research academic diploma, corresponding to a third-cycle qualification;

In Italy, as in Europe, "**ADULT EDUCATION**" means a series of activities aimed at cultural enrichment, requalification and professional mobility. These activities can be organized by a school in collaboration with local communities, also involving the labour market and the social partners at territorial level; they may be used to extend or integrate the education provided during compulsory schooling, or to replace compulsory education for early school leavers. These activities may just be aimed at enriching the personal culture provide or lead to obtain a study title.



For learners who lack of a primary education level, it is foreseen an additional course to acquire the basic primary education competences. In general, adult education includes all activities aiming at cultural enrichment, requalification and professional mobility. Within the broader term ‘adult education’, the domain “School education for adults” only refers to the educational activities aimed at the acquisition of a qualification and literacy and Italian language courses. A recent reform has re-organised the School Adult Education for adults sector by replacing the former Permanent territorial centres, the evening classes held in all upper secondary schools and the relevant prison divisions, with the new Provincial Centres for School Education for Adults (CPIA).

Further information on the Italian education system may also be found on the websites of the following institutions:

- Ministry of education, university and research – MIUR <http://www.istruzione.it/> ;
- National Institute for documentation, innovation and research in education – INDIRE <http://www.indire.it/>;
- National institute for the evaluation of the education system - INVALSI <http://www.invalsi.it/> ;
- Institute for the development of professional training of workers – ISFOL <http://www.isfol.it/> ;
- National agency for evaluation of university and research - ANVUR <http://www.anvur.org/>



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CHAPTER 2: How to look for a Job.

Active Job Searching



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KNOW HOW IN THE ACTIVE JOB SEARCH IN THIS COUNTRY

Searching a job is became one of the most difficult things to do in current times. In Italy people can counting on several ways in order to find a job. In spite of new means of communications that make easier the research of a job, the labor market is not so accessible as people hope, and this is due for several reasons of political and social nature. Nevertheless, is useful for young people to become familiar with all the possibilities they can have in order to search and find a job within their own national labor market.

One of the easiest and commonest way of seeking a job is looking in the newspapers' advertisements. Almost all of major newspaper have a special section dedicated to labor market where companies list their vacancies.

Furthermore, many of them give you the possibility to consult an online section where you can find a more detailed description of the vacancy.





Know How in the active job search in this country

Here you can have a couple of examples of two of the most important Italian newspapers, Il Corriere della Sera and La Repubblica, which provide within their official website a dedicated section for job seeking. In both cases after that users, employers and job seekers, have registered in the platform, they can have access to a sort of notice board where matching between supply and demand of work are possible.



IL CORRIERE DELLA SERA



http://lavoro.corriere.it/?refresh_ce-cp

LA REPUBBLICA



<http://miojob.repubblica.it/>



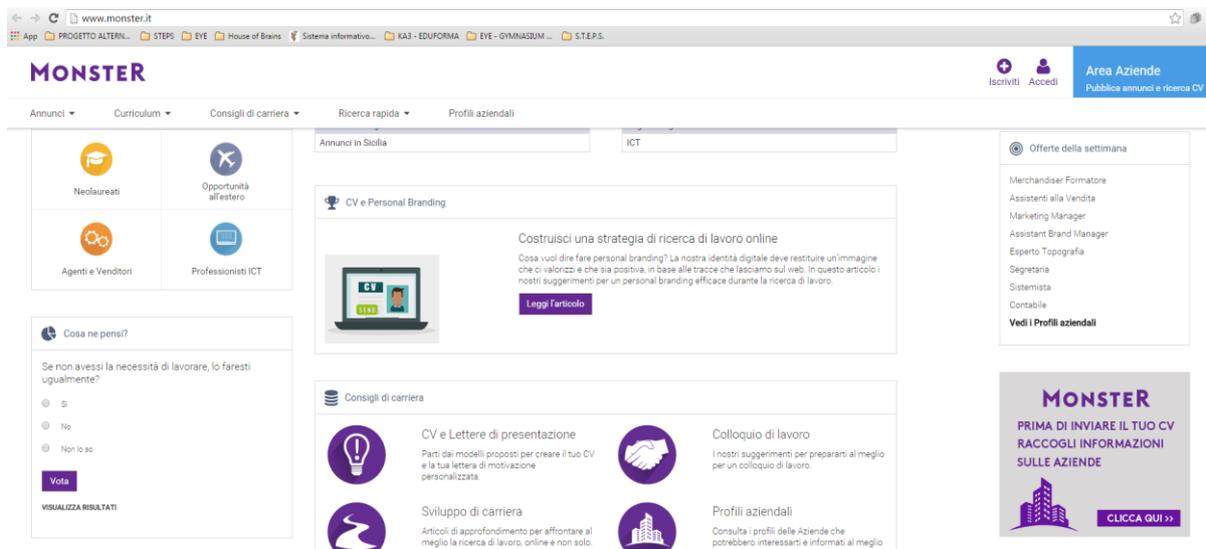
Another method of searching for a job, is using one of the online platform implemented for this scope. During the last years there was an increasingly development of online platform for the job seeking in order to offer to people more and more chances to get a job opportunity.

Regarding this, **MONSTER** is one of the first websites in the field of online job searching and it is well known as a pioneer of online recruiting. On the job board, you can find thousands of advertising served by the best enterprises in Italy. To refine your search, looking for keywords, desired employment status and job location, you will display a list of available jobs. If you do not yet know exactly what are you looking for, you can



browse the listings on the site. Furthermore on Monster website you can find a lot of useful information about how to write a CV and a cover letter as well as finding template from which to be inspired.

MONSTER



<http://www.monster.it/>



Within the world of these new generation platform, it is interesting to draw the attention to this one, that is a all Italian platform, developed few years ago. **ADDLANCE** is an online platform born in 2014 by the genius idea of two Italian brothers from Como. They developed an online tool which is used to facilitate the matching of supply and demand of online services, in particular to allow both to individuals and both to companies to find and engage the best national talents.

ADDLANCE

The screenshot shows the Addlance website interface. At the top, there's a navigation bar with 'Crea Progetto', 'Trova Freelance', and 'Come Funziona'. A search bar is present with the text 'Cerca Professionisti, Progetti'. The main content area is titled 'Lista Freelance' and includes a sub-header: 'Trova online il Freelance più adatto per il tuo progetto: scegli tra migliaia di professionisti freelance. Cerca ora'. There are two profiles listed:

- Natas ..**: Italy, Abruzzo, €10 / hour, Membro dal: 16 June 2015. VOTO: 3.0, VISITE: 6, € 2000.
- Maria ..**: Italy, Piemonte, €10 / hour, Membro dal: 12 June 2015. VOTO: 3.0, VISITE: 5, € 1000.

Each profile includes a 'Contatta' button and a list of 'Abilità Principali' (Main Skills).

<https://www.addlance.com/>

On this online platform you can published your own announcement in order to offer your personal competencies and skills depending on the professional figure you are. At the same time, you can check in another section, what companies or individual entrepreneurs are looking for in this moment, which professional figures in particular they are searching for and what kind of remuneration they are dispose to pay.

Another opportunity for people in order to find a job is to go to offices that can help in the guidance in finding a jobs, as **CENTRI PER L'IMPIEGO** /hiring halls, or temp agencies.





In the case of hiring halls, people come (especially unemployed people, people who remained jobless but more often students who at the end of their studies, want to have information about existing vacancies) and add their names in the job seeker's list or unemployment register. Hiring Halls are decentralized structures of Italian provinces.

HIRING HALL PROVINCE OF PADUA

Qualifica	N. Lav.	Sede	Rapporto	Mobilità	Modalità
Analisti e progettisti di software	1	SACONARA	TIROCINIO	no	FULL TIME
Conducenti di macchine utensili automatiche e semiautomatiche industriali	1	VIGONZA	LAVORO IN APPRENDISTATO/FORMAZIONE/INSERIMENTO	no	FULL TIME
macchinista ferroviario	1	ROVIGO	LAVORO A TERMINE	no	FULL TIME
Analisti e progettisti di software	9	PADOVA	TIROCINIO	no	FULL TIME
commesso di negozio	1	PADOVA	LAVORO A TEMPO INDETERMINATO	no	PART TIME

<http://eservice.provincialavoro.padova.it/eservice/it/sezione.asp?sez=home>

In the case of **TEMP AGENCIES** instead, people do not have to add their names in a register, but they can simply choose from a list of available jobs, once it has been assessed that the job offer is compatible with their personal CV.

Here you can have a look to one of the great Italian temp agency in this field, **ADECCO**. Adecco not only deals with the selection and recruitment of human resource for business, but it provide also services both for people who are looking for a job, both for employers. In the first case, you can address to Adecco if you are looking for a job, if you want to know which are the fields with the higher possibilities of job vacancies.

Furthermore, in the website there are a lot of legal information concerning the several types of contracts, the payment system, the way to do resignation and news about the Jobs Act. Adecco also foreseen a dedicated section for helping you in the preparation of the job interview and in the drafting of your CV and cover letter. Finally, free training courses are offered to job seekers in order to give a incentives in the active job search.



ADECCO

<http://www.adecco.it/>

One more opportunity for people who are looking for a job is **CLICLAVORO** - The national portal for services and labour policies.

CLICLAVORO

<http://www.cliclavoro.gov.it/>



This portal permits to all citizens to have useful information about national labour regulation and various kind of labour contracts, call and contests opportunities. In addition to all this, people can find an e – learning section, a special section for job offers both in Italy both in Europe.

Of course, beyond all these methods of searching a job, remains the **JOB VACANCIES SECTION** that everyone can find in almost all companies websites.

BENETTON GROUP



<http://www.benettongroup.com/it/lavora-con-noi/>

FERRERO CAREERS



<http://it.ferrerocareers.com/it/how-to-apply>



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CHAPTER 3: Application process: documents



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ACTIVE JOB SEARCH: COVER LETTER, CURRICULUM VITAE, LINKEDIN AND OTHER RESOURCES.

CV is the professional ID card with which you are going to propose to the labour market, it is the document that will accompany you throughout your working life, and that will allow you to successfully pass the pre-selection phase: for this is essential to keep it constantly updated. To enhance their experience and skills is essential to know how to effectively synthesize its own history (the average time spent is 3 minutes), but also find every time a "hook" other than in relation to the recipient's needs.

So: how to write a resume that really centres the target?

To compile a suitable curriculum can be useful the template that you can edit with Microsoft Word, which can be converted into various formats (e.g. PDF), depending on the demand of the company, and sent via email. A handy tip is to save a copy in plain text, so if you are asked to fill out a resume template directly on the website, simply copy and paste the information.

The curriculum must have a clearly defined profile that matches the type of work that you propose. The reader should be able to understand what is your professionalism since a first look and then be persuaded to investigate in more detail by reading the text.

It is very important to write a CV that is in line with the required profile: depending on the job you're applying carefully selected studies, courses and professional experiences, giving more or less emphasis on some sections of the CV compared to other.

Among the most common mistakes is to send the Curriculum without selecting the self-interest offers carefully. Treat the details of each application will save you time both you and to the recruiters and give you way to dedicate yourself to the personalization of the curriculum.

Furthermore, there are some tricks that can help you catch the attention of the breeder:

for example, use bold to highlight on e or more working / learning experiences which are important, or if you want to emphasize a specific company with which you have collaborated or to study abroad if they were requested foreign languages.

Please read the content of the offers and how to send before sending it:

some companies, in fact, express precise demands for the compilation of the application (eg. Specify the email subject heading, send CV in the required format, etc.).

Even when we are sure of having written a comprehensive curriculum vitae, graphically edited and calibrated on the basis of the application that we forward, there is a very important concept to remember: recruiters spend an average of only 6 seconds to the first examination of each CV so it is very helpful to use the keywords.

At the end of resume, you need to give your consent to the processing of personal data, for the presence of sensitive data (religious or political, racial, etc.).



CV (CURRICULUM VITAE)

Nowadays the majority of enterprises or even when you go to the hiring hall, people will explicitly ask you to provide a CV according to the **EUROPASS FORMAT**.

As you probably already know, Europass is an online service developed by the European Union where you can “build” your CV, write a cover letter and, above all, update both of them when you need to do some changes.

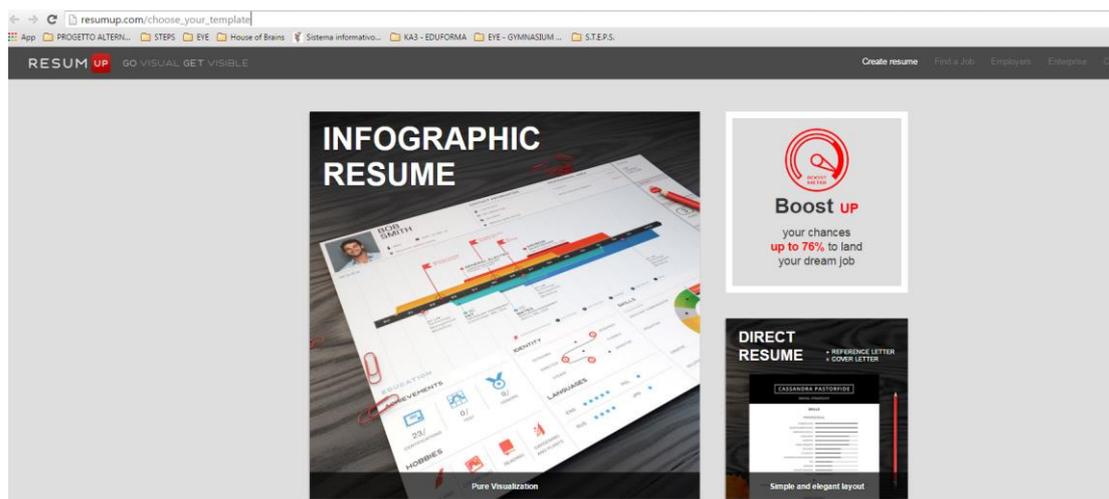
<https://europass.cedefop.europa.eu/it/documents/curriculum-vitae>



But, a part from this service, you can count on other online websites that you can use to create your own CV.

This one, **RESUMUP**, is very used in Italy the same in order to create CV. The difference, from Europass CV Format, is that ResumUp creates an info graphic template of your lifecycle considering your competencies and skills developed so far.

http://resumup.com/choose_your_template



ACTIVE JOB SEARCH: COVER LETTER

The curriculum vitae is our professional ID card why there is the need to accompany it with a cover letter? To answer this question, it is important to emphasize the value of motivation, understood as the force that pushes the individual to take action to meet their needs.

A good resume needs a text to support the complete and sometimes a few words are enough to intrigue someone or to open up a road toward something that we desire. Therefore, its task is to prepare the "fair ground" to announce the arrival of the CV and induce grader at him with due attention and curiosity.

The main purpose of the cover letter is to establish a dialogue with the company and explain the reasons for the nomination.

The biggest advantage is to be able to customize. Some employers see them as a way to see what a person is really interested in a specific job.

Letters must be written thinking about the kind of company that will be sent. The copy and paste letters, which are sent to different companies, perhaps operating in totally different fields, do not impress anyone. You have to know the person, and consequently write something that will surprise and intrigue.

A secondary aspect is that sending the application by email a letter of presentation is in "body text" and not attached in doc or PDF format.

The recruiter will see it immediately and only if compelling and targeted, open the attached Curriculum.





COVER LETTER

Here you have some practical and useful tips for the preparation of the letter:

- **UNIFORMITY**

When writing your personal information it is good to pay attention to the uniformity within your CV. Type, font size, amount and kind of information for example, should be the same as those included in the biographical data of the curriculum. The name and surname can be written in bold. As for the recipient, you must first enter the first and last name and the title of the function, company name, the address and then the phone and fax number. In many cases it could happen that you cannot have the exact name of the person to whom you have to send your CV, in these cases you should try to locate it by calling the company itself.

- **INCIPIIT**

Greetings introduce every good meeting. If you have the name of the contact you can start with "Dear/Dr – Mr/Mrs", when in fact it does not have the name of the contact you can use an impersonal but equally effective: "Human resources Office". Exceeded the greetings, we come to the substance. In the beginning of the first paragraph it is good to put the reasons why you are sending your CV and where there have been information about looking for staff. You have to show to get to know the company and the things it does.

- **IN - DEPTH ANALYSIS**

The central section of your cover letter, which if you want can be composed of two sub-paragraphs, it is useful to deepen what you declared in the first part. It is here that you must express the added value you would bring to the company with your potential employment, enhancing your skills and deepening the reasons why you are not just looking at that job.

- **MISTAKES TO AVOID**

The major pitfalls are hidden just in these first two paragraphs. You should pay close attention to grammatical mistakes and poverty of speech. Another mistake to avoid is to not use clichés or phrases jokes. They are the first not to be read and to give an idea of superficiality. When describing your profession and your skills you must be careful not to exaggerate nor underestimate your own figure.

- **GREETINGS**

Unlike other situations, in the cover letter this is the easiest step. It is therefore natural to put a thank you, a greeting and the reference to a possible answer.



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CHAPTER 4: Staff selection process



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THE SELECTION PROCESS: TESTS AND TIPS FOR OVERCOMING A STAFF SELECTION

Below you can find different possible methods of evaluation:

CV and Application form

Companies will be interested in a match between your experience, qualifications and the requirements of the role they offered. Remember that the recruiter will probably ask you information based on the content of the CV, so it's essential to be relevant, honest and synthetic whenever this is possible.

Aptitude tests

Aptitude tests consider the degree to which a person is able to carry out various aspects of a job, for example, your verbal and numerical reasoning skills.

Often companies are interested in the potential to run a task on the part of a candidate. In such a case, they may use targeted to simulate aspects of evaluation methods of the specific activity.

Personality questionnaires

Personality questionnaires consider the behavioural preferences, that is how you like to work. The questionnaires do not measure your abilities, but how you see yourself in terms of personality, such as how you relate to others, how to manage feelings and emotions. There are no right and wrong aspects in a style of behaviour, although some styles may be more or less appropriate in certain situations.

Simulation exercises

Simulation exercises are designed to recreate an activity / a particular scenario needed for the role.

They could include:

- Group Exercises
- Presentation Exercises
- Role Play

If a selection procedure is made combining together many selection and assessment methods, this process is known as 'assessment centre'.

Interviews

It is likely that the questions during the interview are based on your experience, but also on skills and job requirements specified in the job. It is important to be honest and to use relevant examples from career, studies or private life that demonstrate that you possess the skills discussed.



The selection process: Tests and Tips for overcoming a Staff selection

Here you have an example of how it a selection procedure section on a company's website could be:

TELECOM ITALIA

Il nostro percorso di selezione

19/05/2015 - 10:39

Camera / Candidatura e invio CV / Il percorso di selezione

Le fasi della selezione

Le caratteristiche ricercate

Prima di tutto, ti invitiamo a compilare il nostro form-on-line inserendo tutte le competenze e le esperienze che ti contraddistinguono. Se sei la persona che stiamo cercando, sarai contattato telefonicamente da un nostro selezionatore per ascoltare la tua motivazione e la tua voglia di entrare a far parte del nostro Gruppo. Se risulterai interessato e motivato, potrai cominciare l'iter selettivo vero e proprio così articolato:

Cosa è importante per noi

- imprenditorialità
- accettazione del / propensione al rischio
- proattività
- capacità di adattamento in un contesto "multiculturale"
- capacità di creare e trasferire "know how" e "know why"

La fase attitudinale

Il colloquio finale

<http://www.telecomitalia.com/tit/it/career/per-candidati/percorso.profil.html>



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CHAPTER 5: Labour law. Employment contracts pay and benefits



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THEORY

DOCUMENTS IN THE WORKING ENVIRONMENT / LABOUR MARKET

In the first part you can find a brief description of the main types of employment contracts. In the second part instead you have a simple description of how does our Social Security System work.

THE OPEN-ENDED CONTRACT

This is the contract whereby the employee agrees, in return for payment of remuneration, to lend own working activity in favour of the employer, for an indefinite period, that is without constraint of time. This type of contract is one of the commonest form of employment relationship, usually, the form to be used as a rule for recruitment.

THE FIXED-TERM EMPLOYMENT CONTRACT

It is the employment contract which provides a final date, a fixed term. It may be concluded between an employer and a worker to carry out any type of task, for a maximum duration of 36 months.

The term of employment relationships that are elapsed between the same employer and the same worker, as a result of a succession of contracts concluded in the performance of tasks at the same level and category cannot exceed 36 months, without prejudice to the following exceptions:

- different provisions of collective agreements;
- seasonal activities.

In case the limit of the 36 months has passed, as a result of a single contract or successive contracts, the contract becomes of indefinite period from the date of the occurrence. It being understood the maximum limit of thirty six months, a further fixed-term contract between the same parties, with a maximum duration of twelve months, may be. In case of non-compliance with the prescribed procedure or exceeding the time limit in the contract itself, the same is transformed into a contract of indefinite duration from the date of stipulation.

THE APPRENTICESHIP

CONTRACT

Apprenticeship is a work contract with a low educational content: the employer, in addition to paying the apprentice wage for the work done, is obliged to ensure the apprentice training necessary to acquire the adequate professional skills to the role and the duties for which he was hired. The apprentice has, in turn, is obliged to follow the course that can be done inside or outside the company.

There are three types of apprenticeship:

1. Apprenticeship for the qualification and the professional degree, the upper secondary education and higher technical specialization certificate
2. Professional Apprenticeship
3. Apprenticeship advanced training and research.

PART-TIME CONTRACT

And employment contract, term or indefinitely, characterized by a lower working hours compared to full-time.

The employment contract must indicate the precise duration of work and the time position with reference to the day, week, month and year.

The part-time employee is entitled to the same treatment of workers employed full-time. As for the salary, he is entitled to the same hourly pay of full-time worker, but his total compensation - including the economic treatment for illness, accident and maternity - is calculated in proportion to the number of hours worked.

The part-time employment contract must be concluded in writing for the purposes of the test.

THE STAFF LEASING CONTRACT

The staff leasing contract is a special subordinate employment contract that involves three parties:

- the leasing agency (an authorized person such as employment agencies),
- the user,
- the employee.

THE STAFF LEASING CONTRACT

The staff leasing contract is a special subordinate employment contract that involves three parties:

- the leasing agency (an authorized person such as employment agencies),
- the user,
- the employee.

The worker is employed by the leasing agency, but is sent to carry out their activities at the user .

This report therefore provides for two types of contracts:

- A delivery contract of a commercial nature, between the user and the leasing agency;
- An employment contract between the leasing agency and the worker.

The labour administration should be concluded in writing contract, otherwise it is considered void and the workers are considered in all respects to the user dependencies.

The leasing contract may be determined in time, or indefinitely and can be concluded as a part-time relationship.

THE INTERMITTENT

EMPLOYMENT CONTRACT

This kind of employment contract is referred to a worker who is placed at the disposal of an employer who may use the work performed intermittently, also with reference to the possibility of carrying out performance at predetermined periods over the week, month or year.

THE SUBORDINATE

OCCASIONAL CONTRACT

Subordinate occasional contracts are occupations that result in total compensation, with reference to all buyers, not exceeding 7000 € during the year and not exceeding 2000 € in relation to the individual customer business owner or professional.

They can be carried out for any type of activity and by any person (unemployed, unoccupied, self-employed or employed, full time or part time, retired, student, performance earner of income support), in the economic compensation limits identified above.



PAYROLL

Concerning the **PAYROLL** and the most important taxes, in Italy is foreseen by IRPEF, that is a tax on progressive income or increases more than proportionally as income rises, according to the constitutional principles of ability and progressivity.

The tax is calculated in relation to the amount of the taxpayer's income, applying different rates for income brackets, the amount of taxes due on the various income brackets is the gross tax.

In the table below you see the different stages of taxable income, the applicable rate, and the tax due on income included in the intermediate tranches:

Reddito imponibile	Aliquota	Imposta dovuta sui redditi intermedi (per scaglioni) compresi negli scaglioni
fino a 15.000 euro	23%	23% del reddito
da 15.001 fino a 28.000 euro	27%	3.450,00 + 27% sulla parte oltre i 15.000,00 euro
da 28.001 fino a 55.000 euro	38%	6.960,00 + 38% sulla parte oltre i 28.000,00 euro
da 55.001 fino a 75.000 euro	41%	17.220,00 + 41% sulla parte oltre i 55.000,00 euro
oltre 75.000 euro	43%	25.420,00 + 43% sulla parte oltre i 75.000,00 euro

<https://www.fiscoetasse.com/approfondimenti/12069-scaglioni-e-aliquote-irpef-2014.html>



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CHAPTER 6: More information



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THEORY



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WHERE CAN YOU GET MORE INFORMATION AND COUNSELING?

If you are in trouble and/or you need more information about the employability guidance, please take into consideration these useful links/reference materials:

Regarding information and opportunities:

- <http://www.informagiovani.vi.it/>
- <http://www.progettogiovani.pd.it/informagiovani/>
- <http://www.cliclavoro.gov.it/Pagine/default.aspx>
- <http://www.almalaurea.it/>

Regarding templates or other resources for your CVs and cover letters:

- <https://europass.cedefop.europa.eu/it/home>
- <https://career.berkeley.edu/sites/default/files/pdf/Guide/ResumeLetterWriting.pdf>

