



Youth Employment Support A service for companies



 dieBerater
Human Concern

- PILOTS REPORT -

Realised by Mission locale de l'Agenais et de l'Albret
November 2009



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1 YES Project: introduction and aims of the Pilot Project

In many European countries integration into the labour market of early school leavers, young people who have failed to complete vocational education and training and other groups of youth with socio-economic and/or personal disadvantages is rather difficult.

Especially SME are very reluctant to employ and train such young people or give them a second chance for vocational training, as those responsible for human resources are worried that these youngsters are too “difficult” to deal with and require too much attention and time of their supervisors. Moreover, in rural regions part of the barrier to cope with this challenge is based on intergenerational misunderstandings.

In the worsening demographical situation at the labour market it seems to be important to work with such youngsters intensively and professionally. Experiences from previous partner work with young people in large scale job insertion program as well as other initiatives indicate that SME are more inclined to employ and/or train “difficult” young people if they receive comprehensive and intensive coaching and training support.

Aims of the Project

Project YES responds to the clear need in Europe in general and for the project partner countries in particular to strengthen staff managers’ interaction skills with “difficult” youth, who will make up a considerable proportion of the future skilled work force. YES adapts combines and further elaborates the former Leonardo da Vinci project products EurojobMediator and ADEC-Adult Educator in Company to a comprehensive youth employment support system for SME and implements it in different job sectors in partners’ countries. SME are to be convinced to employ young persons that are members of the above described target group.

The YES Offer

YES Concept of Support for the employment of the young people is a complete offer for the managers RH, the recruiters and tutors of company who employ or train young people.

YES Training offers a training thorough in all the significant fields to train and frame the young people in difficulty. The trainings in face-to-face discussion are supplemented by sessions of e-learning which make it possible to study, to read, but also to exchange its experiments with his/her colleagues and trainers on virtual platform.

The YES Concept attaches a great importance to experience sharing between the people and presents also the opportunity of network working.



Coaching YES offers an individual help in crises, advises on particular questions, advises in situations of conflict but gives also the possibility of developing social competences.



2 Evaluation Method

Field of action

During the YES project, the partner Mission Locale de l'Agenais et de l'Albret had in charge the piloting of the WP 6 phase.

Evaluation's tools (guide1 /guide 2 /guide "agenda yes courses")

Several evaluation tools were created to be used by each partner, to realise this report. Tools used were:

Guide 1: concerning contacts with companies at the time of the proposal of offer YES. (cf.appendix 1 and 2 of the report)

Guide 2: concerning the content of each contact with enterprises, during the coaching process (cf.appendix 3 of the report)

Agenda with informations concerning "YES courses training face to face" and "YES courses E learning"

Each partner which experimented the offer YES (coaching, face to face, and e learning) needed to complete all Guides and sent them to the partner Mission locale de l'Agenais et de l'Albret in the respect of a deadline. In this way, Mission locale received elements of:

- GLOTTA NOVA, for Slovenia test,
- BSW for German test,
- TRANSFER for Slovakia test
- The REFLEXION Foundation, for Netherlands test
- METER SILESIA for Czech Republic test,
- And DIE BERATER for Austria test.

Calendar (5 steps)

- *CLEARING – June 2008 to October 2008*
- *COACHING –June 2008 to March 2009*
- *TRAINING – October 2008 to October 2009*
- *ELEARNING – October 2008 to October 2009*
- *REPORT –November 2009*

During the implementation of the pilots, we identified 5 steps: Pilots started in July 2008 and lasted until October 2009. Each partner needed to select 8 SME and test the Yes offers with theses companies. And in a second time, each partner needed to complete all the guides and sent them to Mission locale de l'Agenais et de l'Albret, to realise the evaluation.



First step (June-July 2008) : clearing phase

This step consisted to select the 8 SME, identify their needs, define course arrangement and sign collaboration agreements. So, it was a step of companies' contacts.

Our most important council given to partnership was to contact more than 8 SME to be sure to have 8 SME concerned by the YES offers finally.

Partners could use the clarifying interview in this step to finalize the collaboration agreement.

On collaboration agreement, each SME should specify which part of YES offers she wants: coaching, training, virtual platform, twice of them, or the three (see page 6 of coaching guidelines).

We thought it was important to have detailed information concerning the SME : name, address, phone, email, number of staff, sector, etc...

Second step (June 2008 - March 2009) : Coaching

The document "Coaching guidelines" presents in details this step. Guidelines aren't addressed to the SME but to the Coaches that partners send there

It was really important to read carefully the document, and to have this knowledge.

For example, on page 7, the different aspects of coaching were explained: process of recruitment, first month of employment, particular situations.

Each SME could have a priority concerning the process of coaching.

The "coaching documentation" annex 2 of coaching guidelines, must be used for each SME.

Third step : Training (October 2008 –October 2009)

It was possible to each SME to use all the modules and virtual platform, or some modules : 1 to 5.

Fourth step (May-November 2009) : report, documentation and conclusion

We thought it was necessary to have a conclusion coaching session with each SME to have a feedback and remarks concerning the Yes offers.

All the documents concerning each SME had be sent to Mission Locale to realise a report concerning pilots. An intermediary report was presented on the 4th project transnational meeting in NL, but some elements were missing (no experimentation in Nederland at the date of may 2009); so partnership decided to change the deadline of the final report and to wait for Dutch elements. The final report was presented during the last transnational meeting of Salzburg in November the 21, 2009.



3 Results of the Pilots Projects evaluation

3.1- The coaching period (analyses guides 1 and 2)

a- Analyses guides 1-Country by country

❖ In Netherlands

On May 11, 2009, we learned that the experimentation in this country not having taken place.

Finally, the partner decided to develop the YES training experimentation in his country between September the 24, 2009 and October the 14, 2009.

We received the elements for the evaluation, with 3 guides number 1 at the date of November the 4, 2009.

The offer YES was proposed by the partner Atrium with 3 companies, of the area of Limburg.
These 3 SME are resulting from the sector of others/ private company.

Concerning the organisational size of the companies: the 3 Companies were small with 1 to 20 employees.

For the 3 companies, Atrium proposed the offer of support YES within the physical framework of interview which 15 minutes.
These interviews took place near the same types of clients: insertion actors (reintegration counsellor/vocational counsellor, counsellor for autist people).

Concerning the interest carried by the companies with offer YES, they agreed all to be invested in the coaching, the formation and the E learning. We must precise that these offers have not being proposed on the local market.

We need to precise that in Netherlands, during the research phase and after, companies were invited to participate in the training and to use the YES coaching offer (already immediately after the interview sessions), **but none of them accepted the offer**. They were not convinced that the human resources experts in their company were in need of such services. In The Netherlands the professional training of Human Resource workers lasts several years and takes them way beyond the level and the subjects as dealt with in the YES training, which therefore in their eyes was too basic to be of interest.

During the training programme the above described impression was confirmed: **The participants reported that the programme lacked essential relevance, contained**



little or no new information (methods/tools) and did not respond to their initial expectations. Nevertheless we had fruitful work sessions, but no actual coaching was applied: the participants were highly experienced coaches themselves.

❖ In Slovenia

The offer YES was proposed by the partner GLOTTA NOVA with 7 companies, of the area of Ljubljana.

The branches of industry were:

- 1 in manufacturing (C32)
- 1 in legal and accounting activities (M69)
- 1 in activities of membership organizations (S94)
- 1 in employment activities (N78)
- 1 in food and beverage service activities (I56)
- 1 in Education (P85)
- 1 in sports activities (R93)

Concerning the size of the enterprises test, one was 500 to 1000 (Large company), and the 6 others were 1 to 20. So, it was essentially SME.

For the 7 companies, GLOTTA NOVA proposed the offer of support YES within the framework of interview from one duration in general of more than 45 minutes. In Slovenia, the individual interview during which offer YES was proposed took place in general physically in the office of the partner.

These interviews took place near four types of clients: (2 Director / 2 Human Resources Officers/ 2 professional associates or co-workers / 1 trade confident).

Concerning the interest carried by the companies with offer YES,

- 3 companies agreed to be invested in all the yes Offers,
- 4 agreed to be invested in the training, and the e learning.

❖ In Germany

The offer YES was proposed by the partner BSW with 9 companies, of the area of Chemnitz.

These SME are resulting from the following branches of industry:

- 2 manufactures of textiles (C13)
- 1 Water collection, treatment and supply (E36)
- 4 Information and communication (3 J62 + 1 J63)
- 1 Administrative and support service activities (N82)
- 1 Human Health and social work activities (Q 86)



Concerning the organisational size of the companies: they are rather small companies: 2 of 1 to 20, 6 of 21 to 51, 1 of 51 to 250 employees.

For the 9 companies, BSW proposed the offer of support YES within the physical framework of interview which lasted all more than 45 minutes. In Germany, the offer YES was presented during a public project presentation at the kick-off meeting for the course “train the trainer”, organised by bsw

These interviews took place near two types of clients: (4 directors/5 personnel manager).

Concerning the interest carried by the companies with offer YES, they agreed all to be invested in the coaching, the formation and the E learning. We must precise that these offers have not being proposed on the local market.

❖ In Austria

The offer YES was proposed by the partner DIE BERATER with 7 companies, of the area of Salzburg.

The branches of industry were:

- for 4 in wholesale and retail trade; repair of motor vehicles and motorcycles
- 2 in manufacture of wood and of products of wood and cork,
- 2 manufactures of basics metals

Concerning the size of the enterprises test, one was 21 to 50, and the others were 1 to 20. It was essentially SME.

For the 7 companies, DIE BERATER proposed the offer of support YES within the framework of interview from one duration in general of more than 45 minutes (6) and one time during 30 minutes. In Austria, the individual interview during which offer YES was proposed took place in general physically in the company, and one time by phone.

These interviews took place near two types of clients: (2 company owner / 4 managers/ 1 not specified).

Concerning the interest carried by the companies with offer YES,

- 7 companies agreed to be invested in the coaching,
- 6 agreed to be invested in the training, and the e learning.



❖ In Slovakia

The offer YES was proposed by the partner TRANSFER with 8 companies, of two areas of “Bratislavsky Kraj” and “Zapadne Slovensko”.

These SME are resulting from the following branches of industry:

- 2 Manufactures of paper and paper products (C17)
- 1 agriculture (crop and animal production, hunting and related service activities) (A1)
- 1 Construction of building (F41)
- 1 Wholesale and retail trade and repair of motor vehicles and motorcycles (G45)
- 1 Information technology service activities (J62)
- 1 Others educations (P85.5.)
- 1 Others personal service activities (S96)

Concerning the organisational size of the companies: they are rather small companies: 1 of 1 to 20, 4 of 21 to 51, 3 of 51 to 250 employees.

For the 8 companies, TRANSFER proposed the offer of support YES within the physical framework of interview from one duration varying 30 minutes (2) to more than 40 minutes (6). In Slovakia, the individual an interview during which offer YES was proposed took place for each time of them physically in the company.

These interviews took place near two types of clients: (3 owners/5 personnel manager).

Concerning the interest carried by the companies with offer YES, 3 companies agreed to be invested in the coaching, the training and the E learning, and 5 agreed to try out the formation and the coaching but not the E learning.

❖ In Czech Republic

The offer YES was proposed by the partner METER SILESIA with 8 companies, of the area of Moravskoslezsko.

These SME are resulting from the following branches of industry:

- 3 manufactures (1 of wood and of product of wood, 1 of rubber and plastics products, 1 of computer/electronic and optical products) – (C16/C22/C26)-
- 2 electricity, gas, steam and air conditioning supply (D35)
- 1 specialized construction activities (F 43)
- 1 land transport and transport via pipelines, (H49)
- 1 information and communication (J59)

Concerning the organisational size of the companies: they are rather small companies: 5 of 1 to 20, 2 of 21 to 51, 1 of 501 to 2000 employees.



For the 8 companies, METER SILESIA proposed the offer of support YES within the physical framework of interview from one duration varying 25-30 minutes (50%) to more than 40 minutes (50%). In Czech Republic, the individual interviews during which offer YES was proposed took place for 6 of them physically in the company, and 2 per phone exchange.

These interviews took place near different types of clients: (4 trainers/ 1 personnel manager/1 senior manager/1 director/1 owner).

Concerning the interest carried by the companies with offer YES, they agreed all to be invested in the coaching, the formation and the E learning.

❖ In France

The offer YES was proposed by the partner Mission locale de l'Agenais et de l'Albret with 16 companies, of the area of Aquitaine (15) and Midi Pyrenees (1).

These enterprises are resulting from the following branches of industry:

- 7 manufactures (4 foods products+1 of furniture+1 other) (C10 / C31/C32 /C33)
- 1 specialized construction activities (F43)
- 2 retail trade (G47)
- 1 Land transport (H49)
- 2 food and beverage service activities (I56)
- 1 telecommunications (J61)
- 1 human health activities (Q86)
- 1 recreation activities (R93)

Concerning the organisational size of the companies: in France, the context did not really make it possible to mobilize small companies. SME are not really represented a lot. In fact, the experimentation concerned: 3 enterprises of 1 to 20 employees, 3 of 21 to 50, 7 of 51 to 250, 2 of 251 to 500, 1 more of 501

For the 16 companies, MLAA proposed the offer of support YES within the physical framework of interview from one duration more than 40 minutes. In France, the individual an interview during which offer YES was proposed took place for each time of them physically in the company.

These interviews took place near 3 types of clients: (10 human ressource/4 directors /2 administrative responsible).

Concerning the interest carried by the companies with offer YES, France has a characteristic, compared to the other countries partners.

At the beginning of the Yes offer, concerning the companies:



- 8 companies were interested in the offer of coaching, so that the service "employment" of the MLAA accompanies them in their daily work on the level of human resources (proposal of candidate, follow-up, assistance with the resolution of the problems and conflicts...). These enterprises were not registered on formation YES, and worked the relationship to the "employment «service of the MLAA in time since the summer 2008.

-8 companies gave their agreement to profit from complete offer YES. In fine, 10 people resulting from these 8 companies followed the formation of face to face (teaching by the organization of formation SUD MANAGEMENT, in collaboration with MLAA). But these 10 people were registered with the E learning but with final didn't use it or little, primarily for lack of time. These fears, evoked at the beginning, proved quite real in France during the experimentation.

b- Analyses guides 2- country by country

❖ In Netherlands

On May 11, 2009, we learned that the experimentation in this country not having taken place, no data will be communicated to us at this moment.

Finally, the partner Atrium R&I decided to develop the YES training experimentation in his country between September the 24, 2009 and October the 14, 2009. However, we received 3 guides number 2 of 3 different SME at the date of the November the 4, 2009.

In Netherlands, the coaching was only tested during the face to face training, during the date of: 24-25 september and the October the 14, 2009. It's the particularity of this country.

During the research phase and after, companies were invited to use the YES coaching offer (already immediately after the interview sessions), but none of them accepted the offer.

The experimentation of coaching offer wasn't a real success in this country...Is it the context of this country, of the interest of the local actors?

❖ In Slovenia

The coaching was tested in April 2009 and March near 3 companies of the territory. These interviews of coaching have one relatively long duration, between 1h30 and 2 hours.

In Slovenia, the coaching has several objectives:

- Assistance with the self reflexion of the client 's role in his organisation,
- Using coaching skills as mentor, organizer and recruiter,



- Council with the positioning of the customer with respect to his team, his boss,

❖ In Germany

The coaching was tested between the end of march and the beginning of may 09, with 9 enterprises.

During the German experimentation, the coaching had different objectives:

- To realise mediation between trainees and the client.
- To help the client to find solutions if difficulties appear in the course of training (problem of language, lacks in social behaviour, unsuited behaviour, drugs addiction...).
- To enable the trainer of the company to have a better influence on the trainees. For example, in Germany, themes of coaching session were: intercultural competences and youth language, communication and argumentation, social behaviour and social skills, soft skills, self confidence and communicational skills
- To acquire and develop new methods and new competences to be deploy by the trainers with trainees. This is very important to avoid failures and mistakes in the future.
- To facilitate the talk between trainers and trainees.
- To help the client to improve the intercultural competences and the communication skills of the trainers.

In Germany, during the coaching process, different methods were used by the coach of BSW:

- Round table talks,
- Induced discussions and debates, culture of argumentation,
- Create story boards and little sketches,
- Provoke tricky situation,
- Run role plays and record them,
- Delivering of communication model,
- Discussion about weak points and how to overcome them,
- Agree on further coaching sessions,

The communication and motivation are playing a strong role in the coaching session in this country.

❖ In Austria

The coaching was tested between October 2008 and February 09 with 7 companies of the territory.



It seems that in Austria, the coaching either uses for the follow-up in the course of employment of the young apprentices.

Two typologies of situations of coaching are distinguished:

- the coaching to solve conflicts or difficulties related to the unsuited behaviors of the young person in employment (drug, alcohol, timidity...)
- the coaching coming in support from the company for advices and reference to the law, in particular on the apprenticeship ...

In fact, 6 companies took place of the training (3 of them also took the offer of coaching), and 2 others Companies didn't take place on the trainings but they took the offer of coaching. Die Berater did 7 coaching in 5 different Companies.

❖ In Slovakia

The coaching was tested between November 2008 and February 2009, near 8 enterprises engaging young apprentices. The objective of the coaching in Slovakia is to accompany the companies when it encounters difficulties with the young apprentices who they train and which meet several types of difficulties.

In Slovakia, the coaching was proposed with this type of companies to help them to manage difficult situations, which are for the majority related to problems of unsuited behaviours of young people, in link with problems of drugs, alcohol, arrogance or provocation, of lack of work skills, discipline, working habits...

In Slovakia, the coaching finds its direction in the answers which it makes it possible to find, in particular with the resolution of conflicts related to the problems that youth meets (drug, alcohol...). In general, the company owner doesn't know how to deal with this situation. But he will help both to solve these problems step by step by the coaching process.

❖ In Czech Republic

The coaching was tested with 8 enterprises, in January 2009. The interviews of coaching had one variable duration between 40 and 60 minutes.

In Czech republic the coaching process is developed according to following methodology:

- After identification of the problem in the course of employment,
- clarifying interview (with the coach and employees), to identify the facts which are reproached to the employee, and to clarify the changes of behaviour to be had,
- solution proposals,
- to agree on: "set of common goals and process",
- regular evaluation of the evolution of situation and changing behaviour,



In this country, the coaching is set up in front of several typologies of situations:

- Influence of Drugs or alcohol (who brings unsuited behavior, problems of communication...)
- problem of unsuited behaviour for different reasons (no communication with colleagues, no punctuality, vestimentary appearance, not respect of the security instructions...)

❖ In France

The coaching was tested over one period longer than in the other countries partners between June 2008 and April 2009. The coaching is in fact an offer of service suggested by the "employment" service of the MLAA.

Three typologies of coaching are distinguished, with respect to waiting of the client:

1- the advice and assistance with recruitment: for which the MLAA carries out a selection of candidates (young people follow-ups MLAA) that MLAA puts in relation to the company client, which requests the coach to find employees. In this precise case, the coaching is carried out via 2 to 3 contacts (telephone in general, and physically when the coach will visit the company and target waitings of the customer on the working stations...).

2- mediation in the course of employment.

The talks of coaching consist with:

- to accompany the companies in integration by young employees,
- to help in the resolution of conflicts,
- to help to find solutions if difficulties appear in the course of employment (problem of health, housing, papers, unsuited behaviour...). In this precise case, the coach of the MLAA can have very many discussions with the customer: between 7 to 9 interviews by young people integrated in the company. These interviews are one duration at least 45 minutes, if the coach goes in company physically, or more short if it is about contact by E mail or telephone (10 minutes on average).
- to help the companies to stimulate young employees.

3- To inform and advise the companies on the contracts to adapt best compared to their request, and on the legislation...

In France, the coaching falls under a total objective of development of a broad partnership with the companies. The companies are not only customer of the MLAA, to recruit young employees. They also can via the coaching and the privileged relation which is set up with the coach, to allow young follow-ups MLAA, to carry out discoveries of trades, professional meetings.



3.2- The training period (face to face and e learning - analyses guides “agenda yes courses”) - Country by country

❖ In Netherlands: on May 11, 2009, we learned that the experimentation in this country not having taken place.

Finally, the partner decided to develop the YES training experimentation in his country between September the 24, 2009 and October the 14, 2009.

We received the elements for the evaluation at the date of November the 5, 2009.

Name of partner : Atrium R&1

**AGENDA
YES COURSES
TRAINING Face to Face**

Date	Hours	Localization	Module	Title	Trainer(s)
24 sept 2009	9h30-16h	Training location Atrium R&1			J. Thissen
25 sept 2009	9h30-16h	Training location Atrium R&1			J. Thissen
14 oct 2009	9h30-16h	Training location Atrium R&1			J. Thissen



YES COURSES E Learning

Details of implementation (modular organization, link with Face to Face, etc...)

Organisation in General

As it was discussed during the meeting in Maastricht, Atrium R&1 have offered the YES offer to many different companies from very different working fields. For example municipalities, companies in SME, organisations that try to defend the rights of people with disabilities, the organisation which is responsible for the disability and other benefits in the Netherlands (UWV) etc. Etc. But every time Atrium R&1 were told that this material did not add anything to the materials on this subject that are already available in The Netherlands. **But none of the companies were interested in the offer.**

After this conclusion Atrium R&1 had to change his target group from companies from the SME to organisations that council or guide (young) people with a disability on the job or outside the job.

So Atrium R&1 contacted three of such small companies who had the same thoughts and comments on the material but who agreed to participate in a training pilot. But they could not take so much time off from their other work, so Atrium R&1 change the format in such a way that Atrium R&1 could do the face to face training in three days of 6,5 hours.

Because Atrium R&1 worked with coaches that were already specialised in training Atrium R&1 decided to change the format from a course setting into a somewhat workshop setting. This in combination with some kind of brainstorm sessions about how the material should be changed to make it work in the specific situation in The Netherlands. Atrium R&1 did not specifically go through the whole separate modules but picked out the subjects Atrium R&1 found were the most important and most usable ones in the Dutch situation.

Eventually **the pilot was conducted with 6 participants from three companies.** One of them had to drop out after day one because of other obligations

Day 1

After a long, broadspectrum introductory round, in which everybody told the others who they were, where they came from, and what kind of work they did, with what target group Atrium R&1 listed up and added some qualities a good councillor, mentor or recruiter should have. And why. For example being empathetic, to have specific knowledge, able to listen, able to give confidence, to work with the possibilities of the client, having knowledge about the needs of a company, to know the needs of the young person, where does the motivation of the young person come from etc. Etc.



Day 2

On day two Atrium R&1 talked about the players in the process of working with young people, which laws and regulations they encounter for example with regard to health and safety. The differences between the youth and the other, older people. How the older people see the way of life and the culture of the youth. Atrium R&1 also discussed which effects this has, or could have on the behaviour of the youth in getting a job, and keeping it.

There was also a discussion on instruments and models on coaching. But not really the ones that were used in the materials, because they were too basic according to the experts but for instance other useful models like the Rosenberg model on non violent communication or the quadrant by Offerman which is about qualities and pitfalls in working with and communicating with others including young people. The latter one has to do with learning points with regard to communication and how to bring in the necessary balance. How can Atrium R&1 make a person that is very talkative keep in mind the needs and desires of someone who is more quiet, so that they can work together in a good and productive way.

Atrium R&1 made a comparison between the youth from then (between 1975 and 1990) and now (from 2005 until today). Atrium R&1 chose these categories because most of the participants were part of the first category.

Young people from then:

Education

- Had less, but more exact possibilities to choose from where education is concerned
- The occupations were better defined than they are now.
- “spoiled” generation

Attitude towards work

- Are serious where work is concerned
- Want to proof themselves
- More engaged with society in general

Etc.

Young people now:

Education

- enormous amount of different possibilities
- occupations/ functions are more differentiated
- they have to learn to make choices in a complex world
- they are protected/pampered
- they have more and more responsibilities

Attitude towards work

- they are thoughtless



- they think that they know and can do anything at their age.
- they are more free where attitude concerned.
- wrong self-image
- focused on their own mentality and circumstances.

Etc.

Another topic that Atrium R&1 discussed is how we deal with bad behaviour. Atrium R&1 teach them right from wrong by giving them the opportunity to make mistakes so they can learn from them. The use of video training brings about a change in behaviour because they can actually see what they do and what consequences this has.

On day 2 information was given on the e-learning part. How it worked and what kind of information could be found there. Including the password and username so they had access to the platform. Atrium R&1 asked them to use the platform and give us their opinion about it the next and last training day.

Day 3

On the third and last day of the pilot Atrium R&1 formulated some recommendations with regard to what has to be done to make the YES material as it is now work in the Dutch situation.

- The first recommendation is to create a social basis for the use of the programme. Make it in such a way that it adds to all the material that is already available in The Netherlands.
- Change the content in such a way that it applicable in the Dutch situation
- Make sure that the e-learning part works like it should be. The Dokeos programme is to complex for the purposes it is used for in the context of this project. See therefore the comments of the participants in the questionnaires.
- The content should discuss the subjects more in dept.
- The content should contain more cases in comparison with the theory. The theory is mostly learnt in specific education.
- Create a concept that is even more adaptable to the different situations in the different countries.
- The concept as is now, is not meant to use in a top-down situation, but the choice of materials and the way in which it is developed but it works well in a top-down system. There is no longer a top-down system in the Netherlands. To make it work, the top-down system should be reintroduced again.
- To be able to reintroduce this top-down system again it would be good to see how they work with it in for example Belgium and Germany.
- The content as it is could and should be more specified for the different target groups



All in All Atrium R&1 had fruitful sessions, but it appeared that the way Atrium R&1 work with sorts of training and sorts of training material is fairly different from the working processes in other countries. This does not mean that the material is bad, but because of the cultural differences, it is hard to use it in a lot of different countries at the same time. Developing a concept, and just translating it, is not enough. Adaptation to the situation in the separate countries is at least as important.



❖ **In Slovenia**

Name of partner : GLOTTA NOVA

**AGENDA
YES COURSES
TRAINING Face to Face**

Date	Hours	Localization	Module	Title	Trainer(s)
10. 2. 2009	17.00 – 20.00 (3 hours)	Glotta Nova Poljanska 95 1000 Ljubljana Slovenia	Introduction to YES	What is YES project all about	Karmen Šemrl Bernarda Potočnik
17.2.2009	9.00 – 15.00 (5,5 hours)	Glotta Nova Poljanska 95 1000 Ljubljana Slovenia	Module 1 and 2	1. Profile of in-company recruiter an mentor 2. National law and support	Karmen Šemrl Bernarda Potočnik
4. 3. 2009	9.00 – 15.00 (5,5 hours)	Glotta Nova Poljanska 95 1000 Ljubljana Slovenia	Module 2, 3 and 4	1. Behavioural aspects 2. Soft skills 3. Pedagogical aspects	Karmen Šemrl Bernarda Potočnik
18.3.2009	9.00 – 15.00 (5,5 hours)	Glotta Nova Poljanska 95 1000 Ljubljana Slovenia	Module 4 and 5	1. Soft skills 2. Pedagogical aspects	Karmen Šemrl Bernarda Potočnik
During 4 days	19,5 hours in total	At the same place	All YES modules		



YES COURSES E Learning

Details of implementation (modular organization, link with Face to Face, etc...)

E-learning was prepared and organised as planned in YES project. 5 modules (5 topics) which follow the basic structure of YES training:

1. Profile of in-company recruiter and mentor
2. National law and support
3. Behavioural aspects
4. Soft skills
5. Pedagogical aspects

Trainers motivated participants to use e-learning. According to function in Dokeos (where you can see who visited the pages and how long he/she was there) and according to comments of participants they have found e-learning useful and downloaded the majority of materials.

Some participants need extra help to start using e-learning part of training.

❖ In Germany

In Germany, the partner BSW adapted the planning of trainings in link of the disponibility of 9 enterprises which did the YES test.

Concerning the training face to face followed by 9 companies: some modules (module 1 and 3) were develop at the same date for all companies, and some modules (the 2,4 and 5) were develop at too different dates. It's a real particularity of this country.

Concerning the e learning training, only 8 companies followed the e learning. And an adaptation of the date was possible for the module 5.

Name of partner : BSW



**AGENDA
YES COURSES
TRAINING Face to Face**

Date	Hours	Localization	Module	Title	Trainer(s)
.12.2.2009 For the 9 companies	4 units	bsw – training centre Chemnitz	1	Yes-Trainer profile	Mrs Kerstin Seidel
18.2.2009 for 4 companies 19.2.2009 for 5 companies	4 units	bsw – training centre Chemnitz	2	National laws and regulations, support	Mr Dieter Nitsche, Mr Uwe Brandstätter
15.4.2009 For the 9 companies	4 units	bsw – training centre Chemnitz	3	Behavioural aspects	Mrs Kerstin Seidel
11 .3.2009 for 4 companies 12 .3.2009 for 5 companies	4 units	bsw – training centre Chemnitz	4	Soft skills	Mrs Roswitha Kühn, Mr Uwe Brandstätter
03.3.2009 for 3 companies 17.3.2009 for 3 companies 25.3.2009 for 3 companies	4 units	bsw – training centre Chemnitz	5	Pedagogical aspects	Mr Uwe Brandstätter



YES COURSES E Learning

Details of implementation

(modular organization, link with Face to Face, etc...)

Before the course starts a separate net segment must be set-up and installed due to security reasons

Proposed dates with support of e-tutor:

Module 1: 17.02.2009, 15.00 – 18.00

Module 2: 24.02.2009, 15.00 – 18.00

Module 3: 21.04.2009, 15.00 – 18.00

Module 4: 19.03.2009, 15.00 – 18.00

Module 5: 19.03.2009 (for 5 companies) and 31.03.2009 (for 3 companies) 15.00 – 18.00

Preparation of the coaching, to be run in 2 steps



❖ **In Slovakia**

Name of partner : TRANSFER Slovensko

**AGENDA
YES COURSES
TRAINING Face to Face**

Date	Hours	Localization	Module	Title	Trainer(s)
1.11.2008		Mandat Bratislava	4	Coaching skills	Juraj Dúbrava
11.11.2008	1 hour	Horsona Trnava	3	Communication skills	Stefania Hrivnakova
11.2.2009	1,5 hour	Maxman Consultants	3,4	Communication skills	Jan Podolsky
10.1.2009	1 hour	Zasah7, s.r.o.	4,5	Pedagogical approach	Stefania Hrivnakova
3.12.2008	1 hour	Hant BA, a.s.	4	Coaching skills	Stefania Hrivnakova
3.11.2008	2 hours	BOAT, a.s.	3,4,5	Communication skills	Jan Podolsky
13.12.2008	1,5 hour	RWA Bratislava	4	Coaching skills	Stefania Hrivnakova
3.12.2008	1 hour	YMS, s.r.o.	4	Coaching skills	Jan Podolsky



**YES COURSES
E Learning**

No comment transmitted by TRANSFER

❖ **In Czech Republic**

Name of partner : METER Silesia (CZ)

**AGENDA
YES COURSES
TRAINING Face to Face**

Date	Hours	Localization	Module	Title	Trainer(s)
20.1.2009	4	Ostrava (CZ)		Introduction workshop for FD2F testing	Klára Hanelová
26.1.2009	4	Ostrava (CZ)	1	Profile of incompany recruiter/mentor	Hana Danihelková
19.2.2009	4	Ostrava (CZ)	2	National law and support	Hana Danihelková + Klára Hanelová
24.2.2009 2.3.2009	4 4	Ostrava (CZ)	3 3	Behavioral aspects	Hana Danihelková + Klára Hanelová
9.3.2009	4.	Ostrava (CZ)	4	Soft skills	Hana Danihelková + Klára Hanelová
16.3.2009	4	Ostrava (CZ)	5	Pedagogical aspects	Hana Danihelková + Klára Hanelová
11.3.2009	8	Ostrava (CZ)		Discussion with participants on F2F	Hana Danihelková



6.4.2009	4	Ostrava (CZ)		Final workshop with 4 tested persons	Hana Danihelková
9.4.2209	4	Ostrava (CZ)		Final workshop with 4 tested persons	Hana Danihelková

YES COURSES E Learning

Details of implementation

(modular organization, link with Face to Face, etc...)

29.1.2209 – Introduction workshop for testing of e-course + questionnaire ex-ante

February, March – consultations and tutoring for e-course

Ongoing e-mail contacts with tested persons.

❖ **In Austria**

NO ELEMENTS were transmitted concerning this point.



❖ **In France**

Name of partner : Mission locale de l'Agenais et de l'Albret

**AGENDA
YES COURSES
TRAINING Face to Face**

Date	Hours	Localization	Module	Title	Trainer(s)
09.03.2009	1	AGEN (FR)		Introduction workshop for FD2F testing	Olivier PAILLAUD Virginie LECORRE STEINBACH
09.03.2009	3	AGEN (FR)	1	Profile of incompany recruiter/mentor	Olivier DEVEAUX Virginie LECORRE STEINBACH
09.03.2009	4	AGEN (FR)	3	Behavioral aspects	Olivier DEVEAUX Virginie LECORRE STEINBACH
19.03.2009	4.	AGEN (FR)	4	Soft skills	Olivier DEVEAUX Virginie LECORRE STEINBACH
19.03.2009	4	AGEN (FR)	5	Pedagogical aspects	Olivier DEVEAUX Virginie LECORRE STEINBACH
07.04.2009	4	AGEN (FR)	2	National law and support	Eliane FOURTEAU Cathy OU-RABAH

**YES COURSES
E Learning**

Details of implementation

09.03.2009 – Introduction workshop for testing of e-course (demonstration by MLAA)
 March /April – during each session of face to face: consultations and recall of using e-course / because during the regrouping face to face, the trainees evoked their lack of time for the use of the platform. Ongoing e-mail and phone contacts with tested persons.

07.04.2009 - final evaluation at the end of the module2.



4 Final conclusions at European level

Concerning the YES offer at European level, we note that the training and the coaching were developing with companies, but the e learning encountered some difficulties to be implemented in each country.

In Austria, 6 companies took place of the training (3 of them also took the offer of coaching), and 2 others Companies didn't take place on the trainings but they took the offer of coaching. Die Berater did **7 coaching** in 5 different Companies.

In France, the coaching was very developing during 11 months (16 companies/and 18 clients), because coaching falls under a total objective of development of a broad partnership with the companies. Coaching is offer like an offer of service of the "employment service "of Mission locale. The person in charge of mediation made the coaching with companies. **The training was developed and offered to 10 persons in charge of human resource (of 8 companies)**, during regrouping face to face, but **for the e learning, the trainees evoked their lack of time for the use of the platform.**

In Netherlands, during the research phase and after, companies were invited to participate in the training and to use the YES coaching offer (already immediately after the interview sessions), **but none of them accepted the offer.** They were not convinced that the human resources experts in their company were in need of such services. We note that in the Netherlands the professional training of Human Resource workers lasts several years and takes them way beyond the level and the subjects as dealt with in the YES training, which therefore in their eyes was too basic to be of interest. The partner Atrium explained that during the training programme the above described impression was confirmed: "The participants reported that the programme lacked essential relevance, contained little or no new information (methods/tools) and did not respond to their initial expectations. Nevertheless Atrium had fruitful work sessions, but **no actual coaching was applied:** the participants were highly experienced coaches themselves."

In Slovenia, the coaching was tested during two months near 3 companies of the territory. **The training and the e-learning was prepared and organised as planned in YES project. 5 modules (5 topics)** which follow the basic structure of YES training. We can note that in Slovenia, trainers motivated participants to use e-learning, and according to comments of participants they have found **e-learning useful** and downloaded the majority of materials. Sometime, some participants needed extra help to start using e-learning part of training.

In Germany, the offer YES was proposed by the partner BSW with 9 companies, of the area of Chemnitz. Concerning the interest carried by the companies with offer



YES, they all agreed to be invested in the coaching, the training and the E learning. We must precise that these offers have not being proposed on the local market. The coaching was tested during two months, with 9 companies, and the coaching process insisted on the communication and motivation aspects. Concerning the training and e learning, in Germany, the partner BSW adapted the planning of trainings and e learning in link of the disponibility of the companies which did the YES test. This adaptation was possible and this adaptation was necessary to the implementation of the YES offer.

In Slovakia, the coaching was tested during 4 months with 8 enterprises engaging young apprentices. The objective of the coaching in Slovakia is to accompany the company when it encounters difficulties with the young apprentices who they train and which meet several types of difficulties (problems of drugs, alcohol, arrogance or provocation, of lack of work skills, discipline, working habits...). By coaching process, companies are finding a way of resolution of conflicts related to the problems that youth meets. Concerning the interest carried by the Slovakian companies with offer YES, 3 companies agreed to be invested in the coaching, the training and the E learning, and 5 agreed to try out the formation and the coaching but not the E learning.

In Czech Republic, the coaching was tested with 8 companies, during one month. In this country, the coaching is set up in front of situations of problems of social or personnel behaviour. Concerning the training face to face and the e learning, the Czech Republic partner proposed to added another module of training: "Discussion with participants on F2F-with 2 Final workshops with 4 tested persons each time-

The YES experimentation of the offer, of coaching, training face to face and e learning showed the specificities of each country. If a framework of practice of coaching, and a framework of module content existed during the implementation of the YES test, each country needed to adapt local situation with the reality, the waiting and the disponibility of the client: the company. It's important to take care of this data, for the future implementation of YES products and tools.



APPENDIX 1: Guide 1

YES
Guide 1
to be used by each partner,
Concerning contacts with companies
At the time of the proposal of offer YES

Date of contact with enterprise
 duration 15 min 20min 25 min 30 min 35min 40 min more than
 45min

Name Company		
Address		
Regional code (use codes from table 4)		
Telephone number		
e-mail		
The Function of the Contact person	To specify:	
Type of organisation (use codes from table 1)	To specify:	
Economic Sector of company activity		



<p>(use codes from table 3)</p> <p>Size of the company (use codes from table 2)</p>		
<p>Context of the interview</p>	<p>Physically <input type="checkbox"/></p> <p>By phone <input type="checkbox"/></p> <p>By E mail <input type="checkbox"/></p> <p>Individual interview <input type="checkbox"/></p> <p>Collective interview <input type="checkbox"/></p>	<p>If physical interview, could you precise the place of interview:</p> <p>Within the company <input type="checkbox"/></p> <p>Apart from the company <input type="checkbox"/></p> <p>If it is the case, thank you to specify:</p>
<p>REACTION OF THE COMPANY TO THE YES PROPOSAL OF THE OFFER</p>		
<p>Reaction to the proposal of the offer of coaching</p>	<p>Agreement <input type="checkbox"/></p> <p>No agreement <input type="checkbox"/></p>	<p>- if ok, Comments/difficulties:</p> <p>- If no agreement, why not?</p>
<p>Reaction to the proposal of the offer of training</p>	<p>Agreement <input type="checkbox"/></p> <p>No agreement <input type="checkbox"/></p>	<p>- if ok, Comments/difficulties:</p> <p>- If no agreement, why not?</p>
<p>Reaction to the proposal of the offer of e learning</p>	<p>Agreement <input type="checkbox"/></p> <p>No agreement <input type="checkbox"/></p>	<p>- if ok, Comments/difficulties:</p> <p>- If no agreement, why not?</p>



ENGAGEMENT ON YES PROJECT



APPENDIX 2: Tables of codes to be used with the guide 1

Table 1: Type of organisation

Code	Description
ASC-PAR	Parents' Association
ASC-TCH	Teachers' Association
ASC-TRNee	Trainees' Association
ASC-VET	VET providers Associations
CONS-GUID	Centre for vocational guidance and counselling
CONS-INF	Body providing guidance and information on Lifelong Learning
EDU-COMP	Company training department
EDU-SCHNur	Pre-primary school
EDU-SCHVoc	Vocational secondary school
EDU-SpNeed	Establishment for learners/pupils with special needs
EDU-UNIV	University or higher education institution (tertiary level)
EDU-VET	Vocational training centre or organisation
ENT-BC	Broadcasting company
ENT-CHCom	Chamber of Commerce
ENT-CHCrft	Chamber of crafts
ENT-CHInd	Chambers of Industry
ENT-COMPSer	Company (services)
ENT-FIN	Financing bodies
ENT-LARGE	Enterprise large (> 500 employees)
ENT-PBL	Publisher



ENT-PROFS	Professional Associations
ENT-SME	SME
ENT-TRD	Trade organisations
ENT-UNION	Social partners (trade unions, etc)
ENT-LARGE	Large enterprise
NFP-ASC	Non-profit Association
NFP-CULT	Cultural organisation (e.g. museum, art gallery)
NFP-FND	Foundation
NFP-NGO	Non-governmental organisation ("NGO")
NFP-VOL	Voluntary body
OTH	Other
PUB-COMP	Private company
PUB-HSP	Hospital
PUB-LOC	Public authority (local)
PUB-NAT	Public authority (national)
PUB-PRSN	Prison
PUB-REG	Public authority (regional)
RES-HE	HE Research centres
RES-PRV	Private Research Centres
RES-PUB	Public Research Centres (not HE)

Table 2: Organisational Size

S1	1 to 20
S2	21 to 50
S3	51 to 250
S4	251 to 500
S5	501 to 2.000
S6	2.001 to 5.000
S7	more than 5.000



Table 3: Economic sector

	Description
	AGRICULTURE, FORESTRY AND FISHING
A 1	Crop and animal production, hunting and related service activities
A 2	Forestry and logging
A 3	Fishing and aquaculture
B	MINING AND QUARRYING
B 5	Mining of coal and lignite
B 6	Extraction of crude petroleum and natural gas
B 7	Mining of metal ores
B 8	Other mining and quarrying
B 9	Mining support service activities
C	MANUFACTURING
C 10	Manufacture of food products
C 11	Manufacture of beverages
C 12	Manufacture of tobacco products
C 13	Manufacture of textiles
C 14	Manufacture of wearing apparel
C 15	Manufacture of leather and related products
C 16	Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting materials
C 17	Manufacture of paper and paper products
C 18	Printing and reproduction of recorded media
C 19	Manufacture of coke and refined petroleum products
C 20	Manufacture of chemicals and chemical products
C 21	Manufacture of basic pharmaceutical products and pharmaceutical preparations
C 22	Manufacture of rubber and plastic products
C 23	Manufacture of other non-metallic mineral products
C 24	Manufacture of basic metals
C 25	Manufacture of fabricated metal products, except machinery and equipment



C 26	Manufacture of computer, electronic and optical products
C 27	Manufacture of electrical equipment
C 28	Manufacture of machinery and equipment n.e.c.
C 29	Manufacture of motor vehicles, trailers and semi-trailers
C 30	Manufacture of other transport equipment
C 31	Manufacture of furniture
C 32	Other manufacturing
C 33	Repair and installation of machinery and equipment
D	ELECTRICITY, GAS, STEAM AND AIR CONDITIONING SUPPLY
D 35	Electricity, gas, steam and air conditioning supply
E	WATER SUPPLY; SEWERAGE, WASTE MANAGEMENT AND REMEDIATION ACTIVITIES
E 36	Water collection, treatment and supply
E 37	Sewerage
E 38	Waste collection, treatment and disposal activities; materials recovery
E 39	Remediation activities and other waste management services
F	CONSTRUCTION
F 41	Construction of buildings
F 42	Civil engineering
F 43	Specialized construction activities
G	WHOLESALE AND RETAIL TRADE; REPAIR OF MOTOR VEHICLES AND MOTORCYCLES
G 45	Wholesale and retail trade and repair of motor vehicles and motorcycles
G 46	Wholesale trade, except of motor vehicles and motorcycles
G 47	Retail trade, except of motor vehicles and motorcycles
H	TRANSPORTATION AND STORAGE
H 49	Land transport and transport via pipelines
H 50	Water transport
H 51	Air transport
H 52	Warehousing and support activities for transportation



H 53	Postal and courier activities
I	ACCOMMODATION AND FOOD SERVICE ACTIVITIES
I 55	Accommodation
I 56	Food and beverage service activities
J	INFORMATION AND COMMUNICATION
J 58	Publishing activities
J 59	Motion picture, video and television programme production, sound recording and music publishing activities
J 60	Programming and broadcasting activities
J 61	Telecommunications
J 62	Information technology service activities
J 63	Information service activities
K	FINANCIAL AND INSURANCE ACTIVITIES
K 64	Financial intermediation, except insurance and pension funding
K 65	Insurance, reinsurance and pension funding, except compulsory social security
K 66	Other financial activities
L	REAL ESTATE ACTIVITIES
L 68	Real estate activities
M	PROFESSIONAL, SCIENTIFIC AND TECHNICAL ACTIVITIES
M 69	Legal and accounting activities
M 70	Activities of head offices; management consultancy activities
M 71	Architectural and engineering activities; technical testing and analysis
M 72	Scientific research and development
M 73	Advertising and market research
M 74	Other professional, scientific and technical activities
M 75	Veterinary activities
N	ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES
N 77	Rental and leasing activities
N 78	Employment activities
N 79	Travel agency, tour operator and other reservation service and related activities



N 80	Security and investigation activities
N 81	Services to buildings and landscape activities
N 82	Office administrative, office support and other business support activities
O	PUBLIC ADMINISTRATION AND DEFENCE; COMPULSORY SOCIAL SECURITY
O 84	Public administration and defence; compulsory social security
P	EDUCATION
P 85	Education
P 85.1	Pre-primary education
P 85.10	Pre-primary education
P 85.2	Primary education
P 85.20	Primary education
P 85.3	Secondary education
P 85.31	General secondary education
P 85.32	Technical and vocational secondary education
P 85.4	Higher education
P 85.41	Post-secondary non-tertiary education
P 85.42	Tertiary education
P 85.5	Other education
P 85.51	Sports and recreation education
P 85.52	Cultural education
P 85.53	Driving school activities
P 85.59	Other education n.e.c.
P 85.6	Educational support activities
P 85.60	Educational support activities
Q	HUMAN HEALTH AND SOCIAL WORK ACTIVITIES
Q 86	Human health activities
Q 87	Residential care activities
Q 88	Social work activities without accommodation
R	ARTS, ENTERTAINMENT AND RECREATION



R 90	Creative, arts and entertainment activities
R 91	Libraries, archives, museums and other cultural activities
R 92	Gambling and betting activities
R 93	Sports activities and amusement and recreation activities
S	OTHER SERVICE ACTIVITIES
S 94	Activities of membership organizations
S 95	Repair of computers and personal and household goods
S 96	Other personal service activities
T	ACTIVITIES OF HOUSEHOLDS AS EMPLOYERS; UNDIFFERENTIATED GOODS- AND SERVICES-PRODUCING ACTIVITIES OF HOUSEHOLDS FOR OWN USE
T 97	Activities of households as employers of domestic personnel
T 98	Undifferentiated goods- and services-producing activities of private households for own use
U	ACTIVITIES OF EXTRATERRITORIAL ORGANIZATIONS AND BODIES
U 99	Activities of extraterritorial organizations and bodies



Table 4: Regional Codes

AT	ÖSTERREICH	
	OSTÖSTERREICH	
AT11	BURGENLAND	
AT12	NIEDERÖSTERREICH	
AT13	WIEN	
	SÜDÖSTERREICH	
AT21	KÄRNTEN	
AT22	STEIERMARK	
	WESTÖSTERREICH	
AT31	OBERÖSTERREICH	
AT32	SALZBURG	
AT33	TIROL	
AT34	VORARLBERG	
BE	BELGIQUE-BELGIË	
BE10	BRUXELLES CAP. BRUSSEL HOF	
	VLAAMS GEWEST	
BE21	ANTWERPEN	
BE22	LIMBURG	
BE23	OOST-VLAANDEREN	
BE24	VLAAMS BRABANT	
BE25	WEST VLAANDEREN	
	REGION WALLONNE	
BE31	BRABANT WALLON	
BE32	HAINAUT	
BE33	LIEGE	
BE34	LUXEMBOURG	
BE35	NAMUR	
CY00	KYPROS	
CZ	ČESKÁ REPUBLIKA	
CZ01	PRAHA	
CZ02	STŘEDNÍ ČECHY	
CZ03	JIHOZÁPAD	
CZ04	SEVEROZÁPAD	
CZ05	SEVEROVYCHOD	
CZ06	JIHOVYCHOD	
CZ07	STŘEDNI MORAVA	
CZ08	MORAVSKOSLEZSKO	
DE	DEUTSCHLAND	
	BADEN WÜRTTEMBERG	
DE11	STUTT GART	
	NIEDERSACHSEN	
DE91	BRAUNSCHWEIG	



DE12	KARLSRUHE
DE13	FREIBURG
DE14	TÜBINGEN

BAYERN	
DE21	OBERBAYERN
DE22	NIEDERBAYERN
DE23	OBERPFALZ
DE24	OBERFRANKEN
DE25	MITTELFRAKEN
DE26	UNTERFRANKEN
DE27	SCHWABEN

DE30	BERLIN
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BRANDENBURG	
DE41	BRANDENBURG-NORDOST
DE42	BRANDENBURG-SÜDWEST

DE50	BREMEN
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DE60	HAMBURG
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HESSEN	
DE71	DARMSTADT
DE72	GIEßEN
DE73	KASSEL

DE80	MECKLENBURG-VORPOMMERN
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DE92	HANNOVER
DE93	LÜNEBURG
DE94	WESER-EMS

NORDRHEIN-WESTFALEN	
DEA1	DÜSSELDORF
DEA2	KÖLN
DEA3	MÜNSTER
DEA4	DETMOLD
DEA5	ARNSBERG

RHEINLAND-PFALZ	
DEB1	KOBLENZ
DEB2	TRIER
DEB3	RHEINHESSEN - PFALZ

DEC0	SAARLAND
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SACHSEN	
DED1	CHEMNITZ
DED2	DRESDEN
DED3	LEIPZIG

SACHSEN-ANHALT	
DEE1	DESSAU
DEE2	HALLE
DEE3	MAGDEBURG

DEF0	SCHLESWIG-HOLSTEIN
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DEG0	THÜRINGEN
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DK	DANMARK
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DK001	KØBENHAVEN OG FREDERIKSBERG KOMMUNER
DK002	KØBENHAVNS AMT
DK003	FREDERIKSBORG AMT
DK004	ROSKILDE AMT
DK005	VESTSJÆLLANDS AMT
DK006	STORSTRØMS AMT
DK007	BORNHOLMS AMT
DK008	FYNS AMT

DK009	SØNDERJYLLANDS AMT
DK00A	RIBE AMT
DK00B	VEJLE AMT
DK00C	RINGKØBING AMT
DK00D	ÅRHUS AMT
DK00E	VIBORG AMT
DK00F	NORDJYLLANDS AMT

EE	EESTI
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ES	ESPAÑA
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NOROESTE	
ES11	GALICIA
ES12	ASTURIAS
ES13	CANTABRIA

ESTE	
ES51	CATALUÑA
ES52	COMUNIDAD VALENCIANA
ES53	ILLES BALEARS

NORESTE	
ES21	PAÍS VASCO
ES22	NAVARRA
ES23	LA RIOJA
ES24	ARAGÓN

SUR	
ES61	ANDALUCÍA
ES62	MURCIA
ES63	CEUTA
ES64	MELILLA

ES30	COMUNIDAD DE MADRID
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CENTRO	
ES41	CASTILLA Y LEÓN
ES42	CASTILLA-LA MANCHA
ES43	EXTREMADURA

ES70	CANARIAS
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FI	SUOMI / FINLAND
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FI18	ETELÄ-SUOMI
FI13	ITÄ-SUOMI
FI19	LÄNSI-SUOMI

FI1A	POHJOIS-SUOMI
FI20	ÅLAND



FR	FRANCE
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FR10	ÎLE DE FRANCE
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BASSIN PARISIEN	
FR21	CHAMPAGNE-ARDENNE
FR22	PICARDIE
FR23	HAUTE NORMANDIE
FR24	CENTRE
FR25	BASSE-NORMANDIE
FR26	BOURGOGNE

FR30	NORD – PAS-DE-CALAIS
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EST	
FR41	LORRAINE
FR42	ALSACE
FR43	FRANCHE-COMTE

OUEST	
FR51	PAYS DE LA LOIRE
FR52	BRETAGNE
FR53	POITOU-CHARENTES

SUD-OUEST	
FR61	AQUITAINE
FR62	MIDI-PYRENEES
FR63	LIMOUSIN

CENTRE-EST	
FR71	RHÔNE-ALPES
FR72	AUVERGNE

MEDITERRANEE	
FR81	LANGUEDOC-ROUSSILLON
FR82	PROVENCE-ALPES-CÔTES D'AZUR
FR83	CORSE

DEPARTEMENTS D'OUTRE-MER	
FR91	GUADELOUPE
FR92	MARTINIQUE
FR93	GUYANE
FR94	REUNION

GR	ELLADA
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VOREIA ELLADA	
GR11	ANATOLIKI MAKEDONIA, THRAKI
GR12	KENTRIKI MAKEDONIA
GR13	DYTIKI MAKEDONIA
GR14	THESSALIA

NISIA AIGAIU, KRITI	
GR41	VOREIO AIGAIU

KENTRIKI ELLADA	
GR21	IPEIROS
GR22	IONIA NISIA
GR23	DYTIKI ELLADA
GR24	STEREA ELLADA
GR25	PELOPONNISOS



GR42	NOTIO AIGAI0
GR43	KRITI

GR30	ATTIKI
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HU	MAGYARORSZÁG
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HU10	KÖZÉP-MAGYARORSZÁG
HU21	KÖZÉP-DUNÁNTÚL
HU22	NYUGAT- DUNÁNTÚL
HU23	DÉL- DUNÁNTÚL

HU31	ÉSZAK-MAGYARORSZÁG
HU32	ÉSZAK-ALFÖLD
HU33	DÉL-ALFÖLD

IE	IRELAND
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IE011	BORDER
IE012	MIDLAND
IE013	WEST

IE021	DUBLIN
IE022	MID-EAST
IE023	MID-WEST
IE024	SOUTH-EAST (IRL)
IE025	SOUTH-WEST (IRL)

IT	ITALIA
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NORD-OVEST	
ITC1	PIEMONTE
ITC2	VALLE D'AOSTA / VALLEE D'AOSTE
ITC3	LIGURIA
ITC4	LOMBARDIA

SUD	
ITF1	ABRUZZO
ITF2	MOLISE
ITF3	CAMPANIA
ITF4	PUGLIA
ITF5	BASILICATA
ITF6	CALABRIA

NORD-EST	
ITD1	BOLZANO/BOZEN
ITD2	TRENTO
ITD3	VENETO
ITD4	FRIULI-VENEZIA GIULIA
ITD5	EMILIA-ROMAGNA

CENTRO	
ITE1	TOSCANA
ITE2	UMBRIA
ITE3	MARCHE
ITE4	LAZIO

ISOLE	
ITG1	SICILIA



ITG2	SARDEGNA
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LT00	LIETUVA
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LU00	LUXEMBOURG (Grand Duché)
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LV00	LATVIJA
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MT00	MALTA
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NL	NEDERLAND
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NOORD-NEDERLAND	
NL11	GRONINGEN
NL12	FRIESLAND
NL13	DRENTHE

WEST-NEDERLAND	
NL31	UTRECHT
NL32	NOORD-HOLLAND
NL33	ZUID-HOLLAND
NL34	ZEELAND

OOST-NEDERLAND	
NL21	OVERIJSSSEL
NL22	GELDERLAND
NL23	FLEVOLAND

ZUID-NEDERLAND	
NL41	NOORD-BRABANT
NL42	LIMBURG (NL)

PL	POLSKA
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CENTRALNY	
PL11	ŁÓDZKIE
PL12	MAZOWIECKIE

PÓŁNOCNO-ZACHODNI	
PL41	WIELKOPOLSKIE
PL42	ZACHODNIOPOMORSKIE
PL43	LUBUSKIE

POŁUDNIOWY	
PL21	MAŁOPOLSKIE
PL22	ŚLASKIE

POŁUDNIOWO-ZACHODNI	
PL51	DOLNOŚLASKIE
PL52	OPOLSKIE

WISCHODNI	
PL31	LUBELSKIE
PL32	PODKARPACKIE
PL33	ŚWIETOKRZYSKIE
PL34	PODLASKIE

PÓŁNOCNY	
PL61	KUJAWASKO-POMORSKIE
PL62	WARMIŃSKO-MAZURSKIE
PL63	POMORSKIE



PT	PORTUGAL
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	CONTINENTE
PT11	NORTE
PT15	ALGARVE
PT16	CENTRO
PT17	LISBOA
PT18	ALENTEJO

PT20	AÇORES
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PT30	MADEIRA
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SE	SVERIGE
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SE01	STOCKHOLM
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SE06	NORRA MELLANSVERIGE
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SE02	ÖESTRA MELLANSVERIGE
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SE07	MELLERSTA NORRLAND
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SE04	SYDSVERIGE
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SE08	ÖEVRE NORRLAND
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SE0A	VÄESTSVERIGE
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SE09	SMÅLAND MED ÖEARNA
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SI	SLOVENIJA
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SK	SLOVENSKÁ REPUBLIKA
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SK01	BRATISLAVSKÝ KRAJ
SK02	ZÁPADNÉ SLOVENSKO

SK03	STREDNÉ SLOVENSKO
SK04	VÝCHODNÉ SLOVENSKO

UK	UNITED KINGDOM
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	NORTH EAST
UKC1	TEES VALLEY AND DURHAM
UKC2	NORTHUMBERLAND, TYNE AND WEAR

	SOUTH WEST
UKK1	GLOUCESTERSHIRE, WILTSHIRE AND NORTH SOMERSET
UKK2	DORSET, SOMERSET
UKK3	CORNWALL AND ISLES OF SCILLY
UKK4	DEVON

	YORKSHIRE AND THE HUMBER
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UKE1	EAST RIDING AND NORTH LINCOLNSHIRE
UKE2	NORTH YORKSHIRE
UKE3	SOUTH YORKSHIRE
UKE4	WEST YORKSHIRE

EAST MIDLANDS	
UKF1	DERBYSHIRE, NOTTINGHAMSHIRE
UKF2	LEICESTERSHIRE, RUTLAND NORTHAMPTONSHIRE
UKF3	LINCOLNSHIRE

LONDON	
UKI1	INNER LONDON
UKI2	OUTER LONDON

EASTERN	
UKH1	EAST ANGLIA
UKH2	BEDFORDSHIRE AND HERTFORDSHIRE
UKH3	ESSEX

SOUTH EAST	
UKJ1	BERKSHIRE, BUCKINGHAMSHIRE, OXFORDSHIRE
UKJ2	SURREY, EAST AND WEST SUSSEX
UKJ3	HAMPSHIRE, ISLE OF WIGHT
UKJ4	KENT

WEST MIDLANDS	
UKG1	HEREFORDSHIRE, WORCESTER-SHIRE AND WARWICKSHIRE
UKG2	SHROPSHIRE, STAFFORDSHIRE
UKG3	WEST MIDLANDS

NORTH WEST	
UKD1	CUMBRIA
UKD2	CHESHIRE
UKD3	GREATER MANCHESTER
UKD4	LANCASHIRE
UKD5	MERSEYSIDE

WALES	
UKL1	WEST WALES AND THE VALLEYS
UKL2	EAST WALES

SCOTLAND	
UKM1	NORTH EASTERN SCOTLAND
UKM2	EASTERN SCOTLAND
UKM3	SOUTH WESTERN SCOTLAND
UKM4	HIGHLANDS AND ISLANDS

UKN0	NORTHERN IRELAND
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IS	ISLAND
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LI	LIECHTENSTEIN
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NO	NORGE
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NO01	OSLO OG AKERSHUS
NO02	HEDMARK OG OPPLAND
NO03	SØR-ØSTLANDET
NO04	AGDER OG ROGALAND

NO05	VESTLANDET
NO06	TRØNDELAG
NO07	NORD-NORGE

BG	BÄLGARIJA
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BG11	SEVEROZAPADEN
BG12	SEVEREN TSENTRALEN
BG13	SEVEROIZTOCHEN

BG21	YUGOZAPADEN
BG22	YUZHEN TSENTRALEN
BG23	YUGOIZTOCHEN

RO	ROMÂNIA
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RO01	NORD-EST
RO02	SUD-EST
RO03	SUD
RO04	SUD-VEST

RO05	VEST
RO06	NORD-VEST
RO07	CENTRU
RO08	BUCUREȘTI

TR	TÜRKIYE
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TR1	ISTANBUL
TR2	BATI MARMARA
TR3	EGE
TR4	DOGU MARMARA
TR5	BATI ANADOLU
TR6	AKDENIZ

TR7	ORTA ANADOLU
TR8	BATI KARADENIZ
TR9	DOGU KARADENIZ
TRA	KUZEYDOGU ANADOLU
TRB	ORTADOGU ANADOLU
TRC	GUNEYDOGU ANADOLU

OCT	OVERSEAS COUNTRIES AND TERRITORIES
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AI	Anguilla
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MS	Montserrat
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AN	AN Bonaire
AN	AN Saint Eustatius
AN	AN Saba
AN	AN Saint Martin
AN	AN Curaçao
AN	Netherlands Antilles
AW	Aruba
FK	Falkland Islands (Malvinas) and British Antarctic Territories
GF	French Guiana
GL	Greenland
GS	South Georgia And The South Sandwich Islands
IO	British Indian Ocean Territory
KY	Cayman Islands

NC	New Caledonia
PF	French Polynesia
PM	Saint Pierre And Miquelon
PN	Pitcairn
SH	Saint Helena, Ascension Island, Tristan da Cunha
TC	Turks And Caicos Islands
TF	French Southern Territories
VG	Virgin Islands, British
WF	Wallis And Futuna
YT	Mayotte



APPENDIX 3: YES Guide 2

**to be used by each coach
during each contacts with enterprises
-Coaching YES-**

Coach	Client /name of the company concerned:
Coaching date	Time/Duration:
Actual situation <i>Describes the initial position- status quo</i>	
Aim of client for this coaching session <i>Describes requests of the client. What is it all about? What's the theme of this coaching session? Which goal does the client want to achieve?</i>	
Steps to get the goal <i>Describes the concrete measures that must be done by the client to arrive the goal.</i>	
Notes <i>Used methods by the coach to work out the solution. Important observations during the coaching process.</i>	



Agreements/conclusion

Describes concrete agreements with the client what he/she will do till the next session (a certain date)



APPENDIX 4: Agenda Form

Name of partner :

**AGENDA
YES COURSES
TRAINING Face to Face**

Date	Hours	Localization	Module	Title	Trainer(s)

**YES COURSES
E Learning**

Details of implementation
 (modular organization, link with Face to Face, etc...)