Employment Toolkit

WOMEN4IT

2021

Employment Toolkit

By: Andrada Beloia, Laurențiu Bunescu, Gabriela Ford, Ion Zegheanu.

The project Nr.2017-1-094 "YOUNG-ICT WOMEN: Innovative Solutions to increase the numbers of EU vulnerable girls and young women into the digital agenda" benefits from a 2.714.304 € grant from Iceland, Liechtenstein and Norway through the EEA and Norway Grants Fund for Youth Employment. The aim of the project is to increase the numbers of EU vulnerable girls and young women into the digital agenda.

Project implemented by:

LIKTA   eos   cre thi dev   BETi   ECWT   ICS SKILLS   DIGITALEUROPE   PLAN INTERNATIONAL   Tech.mt

Table of Contents

Introduction

Women4IT
project and its success

Women4IT is a multi-stakeholder partnership that creates attractive employment opportunities for young women in the digital economy by creating a new online employability profiling tool and by providing free training for customised digital jobs. Moreover, Women4IT facilitates employment through the creation of partnerships with relevant stakeholders such as the employers from the IT sector.

So far, the project trained almost 700 young women in 6 EU countries, out of which over 400 have been supported in their professional careers, either by finding new jobs, promoting in their current roles, or have been offered internships or apprenticeships.

The present toolkit has been seen as a significant resource to support the success of Women4IT, especially in the context of the restrictions generated by the Covid-19 pandemic.
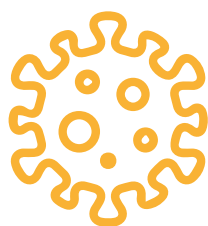
Impact of COVID-19
pandemic on Women4IT

The pandemic has brought a series of operational challenges to the Women4IT project. Most of the interaction with partners and beneficiaries has been moved by the project consortium in the online environment. The overall dynamic of the project activities changed, and the impact has been significant at all stages of implementation, from recruitment of beneficiaries, to training and the employability efforts.

On the other hand, the Covid-19 restrictions and lockdowns have highlighted how enduring and sustainable the IT and digital sector is, with many people continuing to work their jobs in this industry throughout the pandemic. This has encouraged more young women to consider embarking on the path towards a digital or IT career. Achieving a more equal representation in the tech sector requires businesses and governments working together and women inspiring other women.

That is why, this toolkit is an extremely important resource that brings a wealth of practical information to both young women interested to pursue a digital career as well as to employers from the tech sector.

Executive summary

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

1.Motivate
young women
to embrace digital careers

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

2. Engage
employers into the preparation
of (future) employees

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

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

Toolkit for young women

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

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

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

In which situations

is this toolkit useful to you?

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

I WANT
to develop
my employment skills

I AM ON
maternity leave
and I want to improve my job prospects

I AM
not confident
I have what it takes to get a digital job

I WANT
to explore
digital job opportunities

I WANT
to become
a freelancer and to decide myself where, when, and how much I work

I AM
a single mother
and I feel I have limited options in finding new jobs

Why a digital job?

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

1. FLEXIBILITY
• you can work either in a team or as an individual
• you can work remotely
• you can decide when and how much you work (as a freelancer)

2. REASONABLE INCOME!

3. DIVERSE CAREER PATHS!

From zero to getting a digital job in 9 steps

www.digitaljobs.women4it.eu platform aims to support your journey into the digital sector by giving you tips and tricks on mentorship, training and job search, following the steps below.

01 GET INSPIRED

Familiarise yourself with the job opportunities available – read about various profiles that might be a good match for you

• Go to digitaljobs.women4it.eu

• Check the descriptions of the available job profiles

• Start thinking about which one is interesting for you

02 LOOK FOR SUPPORT

Join a community of support, such as targeted IT/digital/tech groups of interest on Facebook, Instagram, or follow an influencer in the field on Social Media, or talk to friends that work in the digital sector.

•Download toolkit's full version

03 MATCH YOUR INTERESTS & SKILLS

Use the profiling tool (digitaljobs.women4it.eu) to self-assess your skills and understand how you match with the various IT job profiles

04 IDENTIFY TRAINING

Opportunities near you

• Take the digital readiness test to self assess your skills

• Take the job profile quizes available under each job profile to see what is the best choice for you

• You can consult training opportunities in your region/country, in the online or offline format. See more details in the "Where can I develop my skills" section

05 LEARN

Engage in training and use your full learning capacities

• Based on the training you found and chose, be active, and use practical resources as much as possible

06 CERTIFY YOUR NEW SKILLS

• Use any opportunity to certify your new competences. Ask the training provider to give you details about further accreditation of the training certification. (e.g.: from Ministry of Labor)

07 LOOK FOR JOB OPPORTUNITIES

Update your CV and apply

• In the meantime, update your CV, adding the new skills and certificate
• Check out section "How to write my CV"

08 BE CONFIDENT

Be prepared for the recruitment process

• The training will get you ready to search for potential jobs

09 BE A LIFELONG LEARNER

Put your new skills to practice and continue to learn

• Your skills will continue to evolve, and your company will help you upskill. Don't miss any opportunity to learn new things
• Check training providers in the section Where can I develop my skills. If you identify trainings that can be useful to you, talk to your employer

• Read section "How will I have a successful interview?"

Role models

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

Stephanie Glen
-
Data Analyst

The benefits for being a self-employed female statistician/data scientist are many. Perhaps the most important to me is that, as a parent, I am able to spend a lot of time at home with my children. Most of my consulting work can be performed late in the evening. My "office" is an art studio five blocks from my house (for years, it was the cafe in a local used bookstore which was just as pleasant, if a tad less private).

Miruna
Babatie

-

Principal Software Test Engineer

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

Kendra
Schmid

-

Technical Project Manager

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

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

Jobs with digital skills

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

However, this toolkit focuses on eight in-demand job profiles that might be relevant to you. These eight job profiles have been selected by the **Women4IT** project team, based on **thorough research** in seven EU countries.
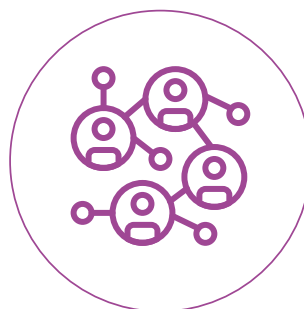
See below the 8 job profiles listed:

Customer Service Support Representative

Digital Media Specialist
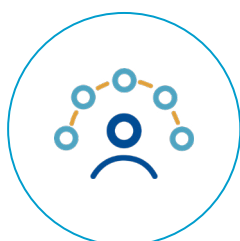
Personal / Project Coordinator

Graphic Designer

Data **Protection** Specialist

Data **Analyst**

Junior **Web** Developer

Tester

• For more details, click on the images

Jobs on the market

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

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

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

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

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

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

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

International:
linkedin.com
Ireland:
irishjobs.ie
recruitireland.com
Lituania:
cvbankas.lt
dirba.lt

Romania:
ejobs.ro
bestjobs.eu
Letonia:
visidarbi.lv
teirdarbs.lv
Grecia:
jobfind.gr
kariera.gr

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

Organisation:
Global Women in Tech
– connecting women with the STEM industry and facilitating IT sector development by international business exchanges

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

Community:
Women4women
- educational and networking group for women with different life experiences and from different cultures

Organisation:
Girls in Tech Dublin
- creates a support framework to help women advance their careers in STEM fields

Organisation:
Girls Who Code Romania
– empowering young female coders

Project:
Adalab
- supporting women in digital careers, thus transforming their lives

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

Community:
Riga TechGirls
- is the first community in Latvia educating and inspiring girls & women about technology

Organisation:
WITS Ireland
- actively promotes women in technology and science in Irelan

Community:
Girls in Tech Romania
– organises trainings, bootcamps, hackathons and other actions to empower and inspire women in IT

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

Célia Marin

-

Graphic Designer- BidX1

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

Andreea Rubei

-

Database Programmer – Cmed

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

Agate
Ambulte

-

Strategic ICT advisor
for Liepaja Municipality

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

Read more
on Agate's full interview here

Anca
Iordāchescu

-

Data Analyst at Sustaynalitics

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

Read more
on Anca's full interview here

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

To pursue a digital career, you need a set of digital and soft skills. In the below section you can see a list of skills and areas of expertise needed by employers. Here are the types of skills and areas of expertise in high - demand:

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

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

To clarify what skills you already have, what you must improve and what digital jobs would suit you best, it is recommended to use an initial profiling and assessment tool.

Ideally this should be facilitated by a mentor / trainer, but you can also do this yourself online, using a profiling and assessment tool such as the one produced by the Women4IT project.

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

Digital skills area

Data Analytics
Cloud computing
Automation
Artificial Intelligence
Machine Learning
Programming and coding
Software development
Cybersecurity

Soft skills area

Communications and presentation
Learning to learn
Negotiation
Collaboration and networking
Resilience
People skills
Leadership
Mentorship
Self-promotion
Problem solving
Critical thinking

MY TRAINING!
PREPARE FOR THE JOB

How can I develop my skills?

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

As a digital job career searcher, it's best if you support your effort by following a personalized training roadmap, in which you will be able to see your learning units, outcomes, syllabi, modes of delivery, assessment and badges.

Good to know

Based on your profiling results, you will be in touch with a mentor that will support you in registering for the **Women4IT** training. Also, you will have access to your personalised training roadmap.

Read more

Study on innovative approaches on training women in IT

Where can I develop my skills?

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

IT School Romania
Ventspils Digital centre
Scoala Informala de IT
Solas Ireland
SDAcademy.ro
CodeBerry School

icdl.ie
oaed.gr
education.gr
vilniuscoding.lt
codeacademy.lt
latinsoft.lv

Find more training providers in your country by checking these two EU networks:
ALL DIGITAL   **Digital Europe**

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

And to give you a peek inside the project across the piloting countries, we've asked some of the trainees and graduates to talk a bit about their experience with Women4IT. Read below their stories and maybe get inspired to look for similar opportunities and get engaged into changing your digital pathway.

Aggeliki Galani

-

Community Manager, MExoxo

🇬🇷 ⬡ mexoxo

My name is Aggeliki Galani and I am a Business and Organizational Management graduate. I've been enrolled in the Project Coordinator program in Greece. The program supported me in acquiring new skills and knowledge that helped me to update my skills and to undertake more responsibilities and encounter the new position as Community Manager in MExoxo.

Why did you decide to start the Women4IT course?
Because I wanted to know more on IT and I like to continuously develop my skills.

How was your experience with the course?
It was really nice! I've met people with whom I am still in touch, after the end of the course, and I've learnt a lot of new things.

What have you learned during the course?
I've acquired knowledge and skills on project management which helped me a lot in my current work position.

What has the course given you?
Specialized knowledge on project management.

How have you grown professionally?
Except from the practical and technical skills, the whole W4IT team supported me to pursue a career in the field.

How have you grown personally?
My trainer and my mentor helped me to develop life skills not only to acquire technical knowledge.

Would you recommend it to a friend? Why?
Certainly, because the program does not focus only on providing trainees with the theoretical background but really on empowering them to pursue their dreams.

Anything else you would like to share with us?
My trainer was excellent, he had knowledge of the subject, but also, he was charismatic in transmitting it and the mentor I was assigned to was an exceptionally talented person who helped me and encouraged me throughout the training and after that.

Teodora Știrbăț

-

Internship at Artificial Intelligence
Diplomacy- European Parliament

Teodora Știrbăț graduated from Women4IT's Software Tester course. As a graduate of Leiden University with a Master's degree in Political Science, Women4IT partner EOS Foundation talked with Teodora about why she decided to enrol, and what she has learnt from the programme.

Why did you decide to enrol in the course?
I decided to take this course because after graduating from university (I have Masters' Degree in Political Science), I realised that I needed technical competencies.Software testing skills will help me to put together not only the decision-making processes in political science or other fields that interest me, but also, demonstrate my technical skills within a multidisciplinary specialty.

What did you learn on the Software Tester course?
I have found that there are several types of testing and that the type of testing that best suits my preferences is security testing. As I am interested in cybersecurity, I believe learning this foundational testing knowledge will empower me to create tests or projects that support certain companies and their needs to become cyber secure.

Do you feel you have grown professionally?
I have really developed my technical skills, as well as estimation, task completion and prioritisation. Also, I was glad that I gained professional support in terms of writing a CV or preparing for an interview.

Would you recommend the course?
Oh yes! I would recommend the course, especially to my college friends, and also in particular to my colleagues, who have often faced obstacles. By taking this course they would be encouraged and supported morally, technically, and professionally. They faced the same problem in that they had a very good theoretical understanding, but never had the opportunity to practice their technical skills or really understand what is behind domains like testing or web development.

What was your experience with the EOS Foundation?
The experience during the course exceeded my expectations. I felt very comfortable with my colleagues and my instructor. The courses were very enjoyable; I simply felt the support and help not only technically, but also emotionally and professionally, both from colleagues, and instructors. I consider this to be the perfect environment for someone to learn, develop and reach the point of happiness.

Miglė Kazakevičiūtė

-

Data analyst, UAB "SORBUM GROUP"

SORBUM GROUP

Why did you decide to start the Women4IT course?
I work, play sports and read books. I graduated from veterinary studies in college and worked in a laboratory. I did not work until the training, I lost my job due to the current situation.
When I first read about the trainings I was very skeptical about them, but later a friend said she had already signed up and would attend. Then I thought, too, that learning something new will definitely be useful in life.

How was your experience with the course?
What I enjoyed the most was the presentation of the theory through real examples, great communication, and a warm atmosphere. The girls who studied together as well as the relevance of the training topic helped me be motivated to finish the training.

What have you learnt during the course?
I gained knowledge on how to work with Excel, as well as the basics with Power BI. I gained knowledge on how to handle data – how to properly process it and present it.

What has the course given you?
Lots of positivity, new ideas and of course knowledge. Also, this training course gave me self-confidence, helped me understand myself and my goals.

How have you grown professionally?
The training course helped me acquire new skills in data analytics.

How have you grown personally?
The training helped me rediscover the desire for learning.

Would you recommend it to a friend? Why?
Yes, because this course not only teaches you new skills, allows you to deepen your knowledge or just expand it, it also lets you grow as a person.

Anything else you would like to share with us?
I would just really like to thank you for the opportunity to participate in this amazing learning course, because these trainings have really changed my future since I am currently working as a data analysis specialist.

Jean Kennedy

-

Freelancer, JIGJOY

🇮🇪

Jean Kennedy is a Women4IT Graphic Design course graduate, having trained with Women4IT partner the Irish Computer Society. In her words, Jean explains what she has gained from undertaking the training, and what this means for her personal and professional development.

Why did you decide to start the Women4IT course?
To upskill and understand the branding process for launching a new business.

How was your experience with the course?
I learnt a lot in a short time frame because the quality of teaching was excellent and the course content was manageable for part time learning.

What have you learnt during the course?
The importance of branding in a business and how to physically use the software to make a new brand.

What has the course given you?
The ability to visualise my future business idea by branding it and bringing the idea to life. It also gave me something to focus on after losing my job with no certainty of getting it back. The course has given me the confidence to get out of my comfort zone and become an entrepreneur.

How have you grown professionally?
I've learnt new skills and got the experience of learning online. The Graphic Design course opened my eyes to the bigger picture in relation to branding and website design.

I also realised that I enjoy working in a team although I've been working solo for most of my career. I have continued onto further education to work on collaborating with others and I'm enjoying it more than I ever thought I would.

How have you grown personally?
Women4IT helped me to become productive again and it was nice to focus on my self-development. When I lost my job, I became lazy and found it hard to motivative myself to do anything.

The course gave me a purpose and gave me the boost I needed to get back into professional development.

Would you recommend it to a friend? Why?
Yes, for a few reasons: it is manageable – part time and you can do it all online. The end project/assessment is not stressful because there is great support and understanding throughout. Although it is online there is still loads of communication – time is given for you to share your opinion and the groups are relatively small so you do feel like you get to know the class personally, I haven't experienced this connection on other e-learning courses.

Anything else you would like to share with us?
Thank you to the organisers and facilitators who made it possible for me to learn so much in such a short time frame. It was reassuring to know that the courses you offer are in demand by companies in Ireland and I know that Women4IT will help me beyond the scope of the course to secure work in the IT sector. I cannot afford to invest in a course now so I would like to thank the grant providers for this opportunity and for providing this education to women in Ireland.

Maria Paz

-
Senior Porgrammer in El Español

EL ESPAÑOL

Thanks to Plan Internatinal, my effort and your advice on LinkedIn, I finally have a job! They called me for an interview with the newspaper El Español and I started working after this.

Getting this job was the combination of several factors, but the greatest of all of them was the course with Women4it.
Thank you very much.

Ausma Cirulniece

-

Digital Media Team
Assistant/Client Consultant

Ausma Cirulniece is a Women4IT Digital Media Specialist graduate from Latvia, completing training with partner LIKTA. Here, Ausma shares her experience gaining a skills boost on the course.

Why did you decide to start the Women4IT course?
I received an informative email from the State Employment Agency, and during my carrier consultation the carrier specialist mentioned the possibility to apply to the Women4IT training.

How was your experience with the course?
Valuable, educational and interactive. I liked that the trainer was a professional in the industry, who, on a daily basis, deals with digital media marketing.

The theoretical information in the courses were balanced with the practical tasks and homework.

What have you learnt during the course?
How to create a digital marketing strategy, starting from competitor research to visual material creation, using Facebook Ads, Google Pixel and email marketing.

What has the course given you?
Tools and resources for how to continue to grow in my development, as well as an in-depth understanding of how to create a marketing strategy and the meaning of it.

How have you grown professionally?
During the training, I created a strategy for a company at which I started working shortly after, and

I currently work as a Digital Media Team Assistant/Client Consultant. I use the acquired knowledge on a daily basis, with my work and ideas helping to create the company's image on social networks.

I liked that each nuance learnt is topical, fresh and sometimes untried.

How have you grown personally?
The training helped build and strengthen confidence in my own skills in the chosen subject, to dare to try something new, as well as to make new contacts.

*Would you recommend it
to a friend? Why?*
*Yes, certainly! Even if your everyday
work is not related to digital
marketing, I think it is useful to
understand the model of its usage.*

*Who knows – maybe someday you
will have to put up a Facebook ad or
quickly create a beautiful visual.*

*Anything else you would like to share
with us?*
*We created WhatsApp group with the
participants of the training course,
through which we supported each
other during the programme, as well
as being able to reach the trainer. It
was very interesting to participate
in training with women, for each of
whom a different type of company is
chosen to work with.*

*Unexpectedly, as an additional bonus
to the training – I gained knowledge
of new industries, from music to
small business, and even construction
projects!*

MY JOB!
GET YOUR JOB APPLICATION READY

Where do I find a digital job?

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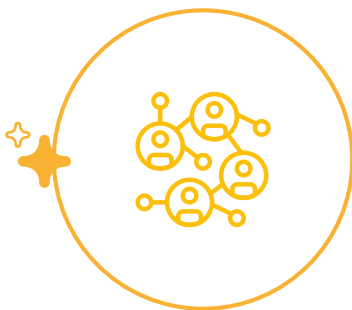
Networking

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

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

Social media

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

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

Job websites

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

Employment agencies

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

Outsourcing companies

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

Importance of internship / volunteering

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

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

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

How do I read a job ad?

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

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

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

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

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

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

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

Once you know how to read a job ad, you'll be more likely to experience success with your job search and job interview. An up-to-date IT training will include further recommendations on this topic.

[1] https://www.bcjobs.ca/blog/how-to-read-a-job-ad/

How to write my CV / Cover Letter?

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

Don't worry! There is plenty of support online in how to write a great CV.

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

How to apply for a digital job?

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

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

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

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

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

How will I have a successful interview?

Be prepared for the obvious questions such as "Why have you applied for this job?" or "What makes you think you are qualified for the job!". Rehearse your answers to such questions. When answering questions, try to stick to the point of the question and avoid irrelevancies.

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

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

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

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

END NOTE

Thanks for reading through this toolkit. We hope you enjoyed it and that you will use what you've learned to start or grow your IT career. Women4IT reserves the right to apply the Creative commons license:

Toolkit for employers

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

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

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

Top 3 Benefits

ACCESS
to a new pool of potential candidates

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

FACILITATING
your efforts to bridge the gender gap in your company

Job profiles

A guide such as this one, offers employers an all-inclusive, free of charge service to recruit, train and hire new talent for the following job profiles - click on the icons to check the description of each profile.

Tester

Customer Service Representative

Project Coordinator

Data Analyst

Web Developer

Graphic Designer

Data Protection Specialist

Digital Media Specialist

Reasons for training and employing young NEET women

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

## Better match with your needs as employer

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

Loyalty and better morale of the organisation

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

Lower recruitment costs

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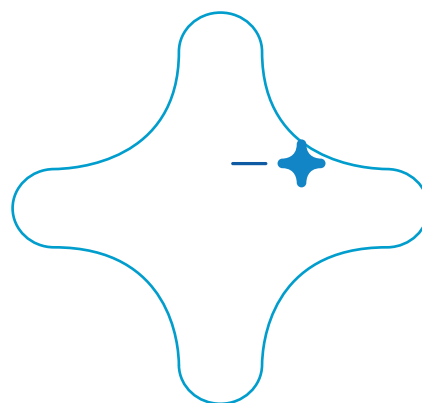
MY COMPANY!

How is such a project as WOMEN4IT beneficial to your company?

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

Helping you in recruiting and hiring talent (for free)

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

Projects of this kind offer employers an all-inclusive, free of charge service to recruit, train and hire new talent for digital jobs.

During the piloting of Women4IT across all of the following countries: Spain, Greece, Lithuania, Romania, Ireland and Latvia, we want to take the time and present you some tutorials from some of the employers that get engaged into to development of the project, either by getting involved in the curricula of the trainings, or participating at events organized to share knowledge and experience, and last but not least, hiring ready trained new talent into their organizations, offering the new IT ladies the opportunity to build their digital careers and use this first job as a stepping stone into their future.

Read below some of the testimonials from the countries where this Toolkit was put into practice:

Daniela Ciuma

-

HR Manager
Victory Square Partners

It gave me great pleasure to collaborate with the EOS team, within the Women4IT project, because that's how I met Diana, our colleague, which is now a junior web developer within the Victory Square Partners team.

This project offers hope and guidance in a complex field, but it especially connects us, as employers with talent at the beginning of the road, who can continue their development within our team. Surely we will get involved in future projects!

Lila de Chaves-Chronopoulos

-

President, Heritage&Museums,
in partnership with EMF, Council of Europe

As president of Heritage & Museums (H&M), I am pleased to have been collaborating with a larger group of W4IT trainees and now 2 of them have been selected and constitute the new members of the H&M staff in the field of project management and the new technologies.

They both have been very well trained from the Women 4IT Programme and their qualifications suit perfectly the needs of H&M, while they have brought new energy to our organization!

Nerijus Jankauskas

-

CEO, BSS

Tell us what the field is your company specializes in.

We are software developers specializing in the design and development of specialized products:

*Pension and investment management system skirts for the consumer pension fund.

*Business management system BSS ERP covering accounting, personal management, document management, real estate management.

*Programmed for large German companies specialized solutions for banks, the automotive industry.

How you found out about the Women4IT project and how you got involved?

At first, I saw some ads and posts on Facebook, I read about the project and thought to myself that „This one's really nice initiative. "After a couple of months, I saw the post that Women4IT Lithuanian partners are searching for employers to join and provide their input while being involved in different activities.
I immediately contacted Baltic education technology institute and they agreed to collaborate.

During this period, our organization collaborated on the development of the roadmaps, employment toolkit, we 've disseminated the project and invited other organizations to join.

As much as we would like to hire those girls, we are working on a front and back-end development of the different systems and this requires specific knowledge, so we were not able to hire them.

However, we shared our experience of women in IT positions in our company, encouraged girls and motivated them, as well as provided our guidance and mentoring.

You've communicated with girls, during the whole process: starting with trainings and ending at the job interview. What was the most challenging thing for girls?

I would say that the most challenging thing for girls was the ability to understand that in this short time of period they gained a lot of knowledge, and they are eligible to join the job market in IT sector.

Almost all of them needed additional motivation and proof, based on practical real-life tasks to convince them that the knowledge they gained in three months is enough and more trainings will be provided in a company as a qualification training.

Do you, as an employer, think that this kind of training is a good and qualitative way to introduce young girls into job market in IT sector?

Yes, absolutely. I saw how the trainings were provided and how much girls were working on their own. Mentors rally helped with the additional tasks and motivation which caused great results at the end.

This kind of training provides a strong background for skills development in the future.

I am not saying that after three month they became the best specialists you can find. No.

But a girl who was not employed and not working, may take the courses and be able to enter IT sector easily and adapt there as the primary knowledge and experience they have been developed during three months on the trainings.

Would you suggest other employers to hire these girls with no prior experience, only finished courses?

Yes. Those girls have the primary knowledge which is a must, and all other things may relate in different companies, so they can learn later.

Also, these girls finished courses in three months, online, basically on their own and it was not mandatory, so trust me when I say that they would learn everything, and further development of skills will be a candy for all of them.

I just want to thank for the whole project team for bringing this project to daylight. Good luck!

Kristaps Skutelis

-
Director of Public Relations
at Test Dev Lab

TestDevLab

We are pleased with the cooperation we had with the Women4IT project, which allowed new and promising specialists to enter the IT industry.
We feel a strong shortage of employees on a daily basis, and in various ways we try to address this challenge ourselves.

Our experience shows that it is very important to inform society about the fact that there are very wide and different job opportunities in the field of IT, and this makes it attractive to people with different interests and previous experience.

Technology today affects almost all areas of everyday life and creates professional opportunities for an even wider circle of people. Just like the development of technology itself, educating people about IT never stops. It is important to create cooperation with satakeholders and initiatives, including Women4IT.

State Employment Agency Republic of Latvia

According to the World Economic Forum, 50% of the workforce will need to improve their skills over the next five years. Even with current jobs - around 40% of job requirements will be changing in the next five years. The State Employment Agency is focusing on helping people to return to the labor market quickly by offering relevant training.

The acquisition of ICT skills is what increases or accelerates the chances of employment, especially for young people who are the most flexible and free to take up employment in another sector without having to return to their previous job. This is an opportunity provided also by the Women4IT project.

The project has provided opportunities to develop young women's ICT skills by promoting e-inclusion.

Aida Millán Hidalgo

-

Business manager, BeJob

Working as training provider for the project Women4IT in Spain was a great pleasure for Bejob from the beginning to the end.

The communication between the two working teams (Bejob and Plan International) was very fluid in all the different phases of the project: recruitment of the girls, training, reporting etc.

It was very rewarding to train these brilliant girls in different pathways based on digital skills, which will contribute to strengthen her career profile and opportunities.

The girls also received several masterclasses focused on emotional intelligence, coaching and employment guidance.

Raymond Burke

-

ICTL HR and Training at Revenue.ie

We had a very positive experience with the Women4IT programme. We engaged 2 interns and with the skillsets they had developed through the Women4IT programme, the interns were able to hit the ground running and make a valuable contribution within their teams.

We found the interns enthusiastic and eager to learn about the systems and technologies we use.

I would recommend the programme to any employer.

Be part
of the change

See below details and steps regarding how you can be part of the change by bridging the gender gap in the IT field.

LEARN

This Employer toolkit will help you understand why you should reconsider your recruitment strategy, why you should think of NEET as your next source of potential candidates, and how you can access the services offered by Women4IT project.

RESEARCH

If your company would like to know more about such opportunities and hire people in one or more of the job profiles mentioned above, please search for ongoing initiatives similar to www.women4it.eu in your region/country.

Let's take 5 minuntes to think of 3 ways in which you, as an employer would like, or think it would be beneficial for you and for your organization to get involved in projects similar to Women4IT.

Take another 5 minutes to think about 3 needs that you might have as an employer, and which would determine you to get involved in a similar project.

NETWORK

Attend events relevant to the digital sector, meet people involved in similar projects and create a network and community in which you can discuss matters on the topic of hiring ready trained women into the digital sector.

HIRE

By being involved in such initiatives, you will have the opportunity to hire tailor made new staff , closer to your organization's values, objectives and needs,

Through W4IT 315 companies have hired skilled and trained young women in : Ireland, Greece, Latvia, Lithuania, Spain and Romania.

EVALUATE

Evaluation is to be made after women trained have been included in companies and their evaluation will consist in the feedback received from the employers and team members.

MY COMMUNITY!
Finding and engaging with NEET young women

Definition of NEET category

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

The acronym refers to young people between 15 and 29 years of age (Eurofound 2012; ILO 2015). The acronym, however, does not have an agreed definition with respect to measurement, particularly in relation to defining economic inactivity.

According to the EU, NEETs should not have taken part in any activity relative to education or training in the last four weeks before the Eurostat survey in which their status was recorded.

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

NEETs statistics

In Romania in 2020, one in six of people aged 20-34 was classified as NEET (the rate was 17.8%.) This is the ninth highest rate in the EU, with Turkey, Montenegro, North Macedonia, Italy, Greece, Serbia, Bulgaria and Spain having higher rates.
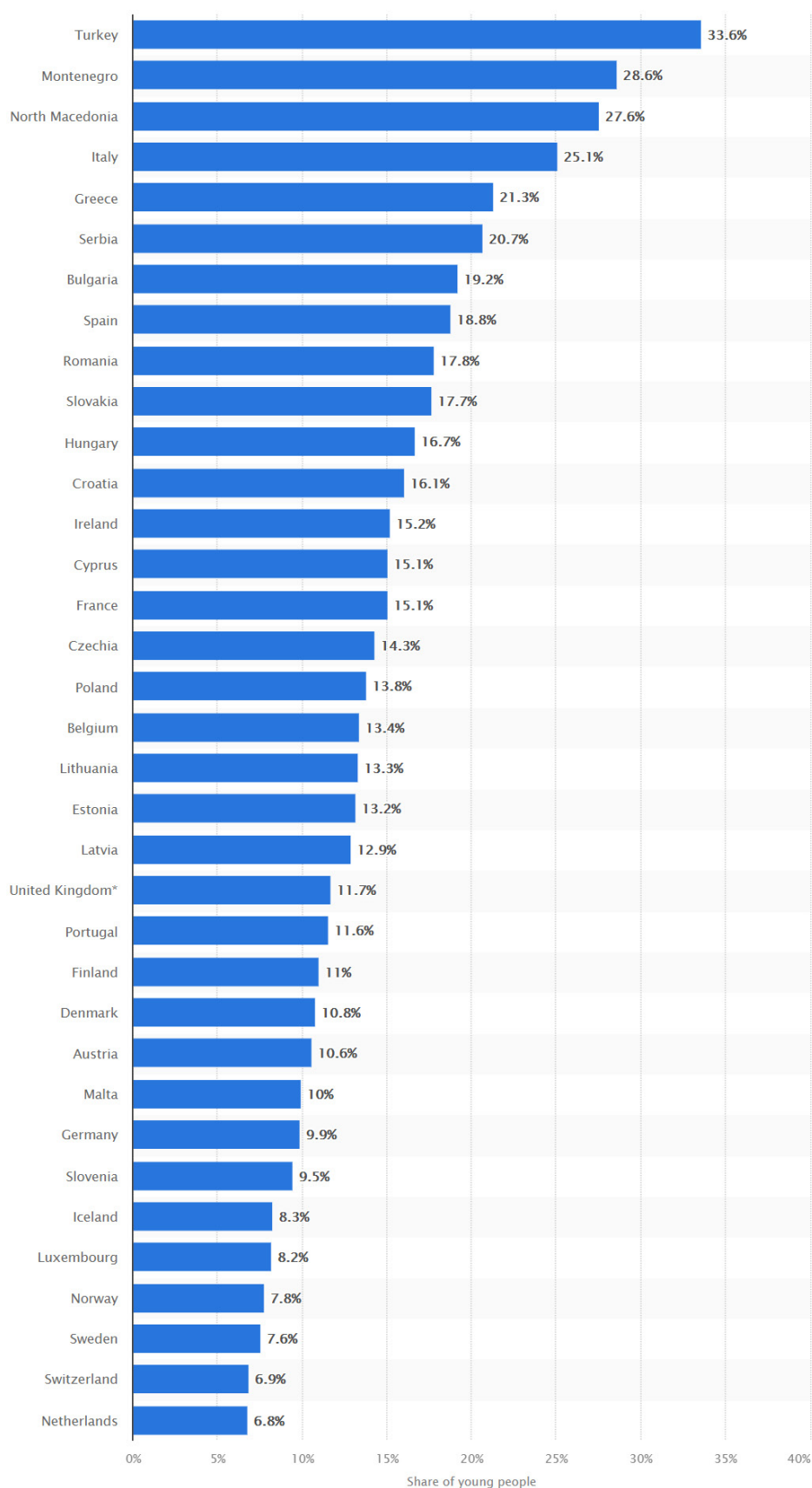
In all EU countries the share of the female population classified as NEET is much higher than the share of the male population.

In Greece, 21,3%, of young people (aged 20-34) were not in education, employment or training in 2020. The share of young people neither in employment nor in education and training in 2020 in Spain was 18,8%, while in Ireland was 15.2%. Lithuania ranked lower, around 13,3% and Latvia rated for 12.9% share of NEET young people.

Malta's share for NEETs score in 2020 was 10%, ranking among the lowest of the EU countries.

See below the tendencies of NEET women across European contries in 2020:

Country	Share
Turkey	33.6%
Montenegro	28.6%
North Macedonia	27.6%
Italy	25.1%
Greece	21.3%
Serbia	20.7%
Bulgaria	19.2%
Spain	18.8%
Romania	17.8%
Slovakia	17.7%
Hungary	16.7%
Croatia	16.1%
Ireland	15.2%
Cyprus	15.1%
France	15.1%
Czechia	14.3%
Poland	13.8%
Belgium	13.4%
Lithuania	13.3%
Estonia	13.2%
Latvia	12.9%
United Kingdom*	11.7%
Portugal	11.6%
Finland	11%
Denmark	10.8%
Austria	10.6%
Malta	10%
Germany	9.9%
Slovenia	9.5%
Iceland	8.3%
Luxembourg	8.2%
Norway	7.8%
Sweden	7.6%
Switzerland	6.9%
Netherlands	6.8%

Share of young people

FINDING - Where can I find NEET young women?

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

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

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

For the hardest-to-reach categories, like young NEET women, there are some other approaches which have proved effective, namely using mobile units, street workers or community facilitators, cooperation with youth clubs, NGOs and all stakeholders and institutions that are in contact with (specific groups of) young people and who 'speak their language'.

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

The public sector

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

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

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

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

We strongly advise you to contact public local or regional .

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

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

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

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

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

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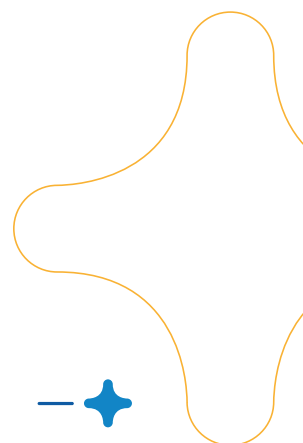
The NGO sector

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

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

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

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

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

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

ENGAGING (contacting NEET young women)

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

Some of the ways a project such as **Women4IT** may help you engage young women into the digital sector are:

To identify
potential candidates by performing consultations with universities and public employment services

To profile
candidates using a specially created online profiling tool

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

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

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

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

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

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

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

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

Talk to your local partners

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

Share with the public employment

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

Get involved in the life of your local community.

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

Challenges when working with NEETs:

✕ NEETs are not a homogeneous group and knowledge about them remains limited – understanding the profile of the NEET cohort and providing services to meet their varying needs is key

✕ Significant proportion of NEETs are not registered and are hard to reach

✕ Insufficient linkages to broader frameworks on youth employment and social inclusion

✕ Outreach is labour intensive and time consuming

✕ Lack of cooperation among education, employment, social services and youth stakeholders

✕ Some young people mistrust authorities and institutions

✕ Lack of effective communication measures to inform young people about services available to them

✕ In some cases, NEETs don't have work related experience

Success factors in working with NEETs:

✓ Proactive outreach work and mobile units have proven successful in widening reach of NEETs

✓ Cooperation and clear responsibilities between employers, education, employment, social services and NGOs

✓ Partnerships bringing together all the organisations that are involved in young people's lives from a local perspective

✓ Active involvement of employers with NGOs and/or youth organisations since they have in-depth knowledge and specialist skills to engage them as well as established trusting relationship

✓ Flexibility, empathy and mutual respect as well as setting up realistic expectations

✓ Network/Partnership based initiatives with new actors

✓ Using a variety of communication channels but ensuring that the information is well targeted and updated

MY PEOPLE!
## Pathway to employment of NEET women

Pathway to employment once you have a shortlist of potential candidates

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

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

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

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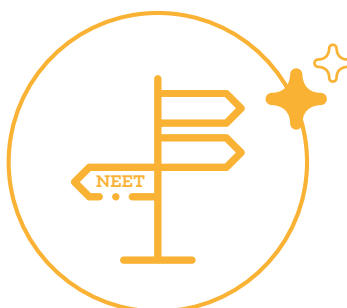
Selection of NEET women

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

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

The stages of the selection process include:

Collection of applications

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

Evaluation of applications

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

Telephone interview

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

Selection interview

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

Evaluation of the technical competences

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

Learners can self-evaluate themselves by using a "digital readiness test"

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

- Finalizing the short list - the short list generally includes 3-5 candidates / position. Each candidature will be presented to the Supervisor of the position, discussing the competences that led to the inclusion of the candidate on the short list.

- Evaluation of the short list (final interviews) - the interviews take place with the Supervisor directly in order to select the candidate that best matches the culture of the team / company.

- Correspondence with candidates - after completing each stage of the process, it is recommended that the rejected candidates be informed, by email or by telephone.

- The employment decision and the offer - The project manager will invite the selected candidate to a meeting in order to negotiate and approve the salary package and to establish all the details regarding the job placement.

- Evaluation after the trial period - is the stage that concludes the selection project. The evaluation must be announced to the candidate immediately after the employment decision. It is also important that the evaluation be done according to established criteria and communicated at the beginning of the employment contract. The employer must offer support and monitoring throughout the trial period in order to evaluate the candidates as objectively as possible.

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

Employee Skills Development

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

Within the NEET group the importance of this programme is even greater if we consider its specificity of this group, which is specifically reflected in the existence of needs such as:
- The need to join a group
- The need for appreciation and the feeling of autonomy

Considering the needs of this group, it is recommended that the induction program should include some requirements that will ensure the fulfilment of the above needs:
- To have a coordinator / mentor to guide the employee in this programme.
- Encourage the expression of opinions by the new employee.
- The tasks that the new employee performs are structured from simple to complex, with permanent appreciative and constructive feedback.
- There should be permanent feedback between the employee and the mentor.

Skills Development (Mentoring & Training)

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

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

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

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

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

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

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

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

The most used ways of training outside the workplace are:

• training
- the most used form of external training, the emphasis being on acquiring competences.

• the workshop
- involves approaching a very specific topic and usually in a narrower setting

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

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

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

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

Digital skills training providers and career accelerators from different EU

IT School Romania
Ventspils Digital centre
Scoala Informala de IT
Solas Ireland
SDAcademy.ro
CodeBerry School

icdl.ie
oaed.gr
education.gr
vilniuscoding.lt
codeacademy.lt
latinsoft.lv

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

ALL DIGITAL   **Digital Europe**

END NOTE

Thanks for reading through this toolkit. We hope you enjoyed it and that you will use what you've learned to start or grow your IT career. Women4IT reserves the right to apply the Creative commons license: