

**Promoting Accessible Social Dialogue and Innovative
Training Practices:
Towards an Information Society for All**

SDV-NETJOB

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PROJECT FINAL REPORT

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ANNEX 7

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**WP7
ANNEX 7**

**Evaluation Report
NetJob Transfer**

This report is also available online at
http://www.socialdialogue.net/en/en_results.htm

Abstract:

This report firstly presents the process evaluation of the transfer of the SDV NetJob Vocational Training Scheme from Denmark to Greece, seen from the viewpoint of the participants
The second part presents a review of the SD Vortal (website) validation.

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1 Objectives

The objectives of Workpackage 7, Evaluation are:

To evaluate the usability and usage characteristics of the SDV

To evaluate the usability and usage characteristics of the eLearning model and tools

To evaluate and assist the technology transfer process in the NetJob training transfer scheme

The evaluation of the SDV is presented in a separate report, **Annex A7.1**

The usability studies and content development activities for the eLearning course are incorporated in two separate reports, **Annex 5, Annex 5.1**

The following report presents the results from the evaluation exercise concerning the NetJob transfer, as directed by the Work Research Centre with contributions from partners in the project.

The first part of this report presents the results from the evaluation protocol for the NetJob transfer process, the second part presents feedback from tutors, and experts and third part draws on the findings from Workpackage 4 as they relate to feedback from employers and trainees.

1.1 Part A: Evaluation Protocol For NetJob Transfer Process

The following describes the evaluation protocol for the NetJob transfer process which was used in February 2002. The results are presented later in the section.

2 Introduction

The evaluation protocol for the transfer of the NetJob model from Denmark to Greece was modified to take account of the feedback from all partners affected by the process of transfer. A copy of the Evaluation Protocol is in Appendix 1.

The transfer of the NetJob model from Denmark to Greece is best thought of as a technology transfer process. However, unlike classic technology transfer processes, there is a much larger social element to the project in this case. In particular, two factors are relevant. Firstly, the NetJob model is not a piece of hardware or software, but is an organised social process. In addition, the content matter of the NetJob process deals with issues which in social terms are institutionalised, heavily context dependent and are the subject of strong opinions and attitudes from key stakeholders. All of these factors combine to make the transfer process more difficult than ones which have a smaller social component.

The indicators of the transfer process which are suggested below are largely organised according to the main steps of the NetJob implementation model. They refer both to the model itself and to the transfer process which has taken place.

The evaluation indicators which are proposed are largely focused on the processes involved in transfer and implementation of the NetJob model. In addition, however, there are some indicators of the outcomes of the process, both in terms of the effectiveness of the model and of the transfer process.

2.1 Aims and Structure Of The Evaluation Process

The aim of the evaluation of the transfer of the NetJob model is to develop a process which on the one hand, provides a documentary record of how the transfer process has proceeded, while on the other, it is to provide feedback to the transfer process itself, thereby making it more effective and efficient. This latter aim is important, as the transfer process is new to most, if not all partners, and some critical reflection on how the process is undertaken can prove to be a significant learning process for all involved.

For this aim to be realised, it was important that each of the partners involved in the transfer process played a full role in designing and implementing the evaluation protocol.

It is important to emphasise that the evaluation which took place in relation to the transfer process does not have the aim of judgement. No attempt was made to assess the progress against external criteria, nor was the evaluation to have explicit scientific aims. Instead, the focus was on gathering information about the problems faced and the solutions generated by the Greek and Danish project teams. It was hoped that this emphasis would facilitate mutual learning in an open spirit of communications.

The following aspects of the transfer process were addressed in the evaluation activities:

- Transfer process issues - These referred to the nature and activities of the transfer process

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- Contextual issues – These referred to the background factors (e.g. legislation, welfare systems, attitudes of the stakeholders, infrastructural issues) which set the conditions for the success of the transfer process
- NetJob model issues – these referred to elements of the NetJob process and the efficiency and effectiveness with which they work. This section of the protocol was divided into two – the philosophy underlying the NetJob model and the process of implementing it.

The protocol outlined in Appendix 1 is organised according to this structure.

Finally, an important aim of the process was not to overload the process itself with bureaucratic procedures. Accordingly, the length of the evaluation protocol was kept to a minimum and the proposed schedule of evaluation was minimised.

3 Results From Evaluation Of The Net Job Transfer Process

The following is the evaluation report of the transfer of the NetJob transfer process from Denmark to Greece. It reflects on project experiences up to February 2003.

3.1 Transfer Process Issues

Main Focus is on the Management of the Transfer Process.

In terms of work process factors, respondents were satisfied with teamwork between Danish and Greek partners. In general there was a feeling of both satisfaction and dissatisfaction in terms of communication between Greek and Danish partners. Levels of satisfaction were also expressed for focus on project goals, leadership by both partners and for overall leadership, frequency and quality of meetings. In terms of the procedures and documentation used in the transfer process there were both levels of satisfaction and also dissatisfaction expressed. It was felt that the documentation used in the transfer process was not always adequate and that there was a lack of written knowledge on many details of the NetJob Hellas implementation process. There were no barriers in terms of language, both written and spoke though the translation of concepts and documentation did pose a barrier 'to some extent'.

3.2 Contextual Issues

Contextual Background in Both Greece and Denmark Relating to Disability and the Labour Market.

In terms of social security benefits for people with disabilities it was reported that 'to a large extent' there are important differences in both the philosophy/approach and the levels of benefit for people with disabilities in the Danish and Greek social security systems. Also the existence of 'benefit traps' is different 'to some extent' though this has not caused problems for the NetJob transfer process. However, differences between the two countries on the level of benefits has caused problems 'to a large extent' and the philosophy/approach has caused difficulties though to a lesser degree, i.e. 'to some extent'. The level of discretion on spending or using benefits did not cause any difficulties at all.

On the issue of 'levels of benefit', the problem was that there was no money for the trainees in Greece and no funding for the trainee companies. The concern is that this could create problems for the trainees and the Greek partner in relation to finding trainee companies (although this did not transpire in practice).

There were some differences reported between the Danish and Greek systems of vocational training. For example, access to training and the relationship between training agencies and potential employers is different to some extent. No differences were reported on types of training, flexibility of training and length/duration of training. Although where differences were reported they caused no problem during the transfer process.

Differences between the Danish and Greek systems of social policy background for people with disabilities were experienced to 'some extent' on issues of equality legislation and regulation, training rights for people with disabilities, employment rights for people with disabilities, and policies and guidelines for people with disabilities.

In relation to important differences between the two countries on employer's policies and practices for people with disabilities, the issue of policies and structures of integrating people with disabilities was different 'to a large extent', the issue of awareness of obligations was different 'to some extent', whereas previous experience of employing people with disabilities was no different at all in both countries.

In terms of age and income, there were important differences 'to a large extent' for people with disabilities. Important differences were seen 'to some extent' on issues such as educational qualifications, previous employment history and type of disability whereas there were differences for people with disabilities for gender and motivation.

Other differences, which have a bearing on the transfer process reported as being important 'to some extent' were accessibility issues and supports and labour market demand.

3.3 NetJob Model Issues: Philosophy And Process

The NetJob philosophy has four main elements, as follows:
Flexibility, skill development model, empowerment and workforce integration.

3.3.1 Flexibility

The perception was that the NetJob course was flexible 'to a large extent'.

The method of adjusting training to the needs of students was carried out by incorporating learning from the basic module into the planning of subsequent modules. IT industry needs were identified via the use of a network and formed the basis for the course modules before a course began. During a course needs were identified through contact with trainee companies. The IT industry was open to collaborate with training course designers and the information used to make a decision on the design of the training course was based on trainee company needs and the skills and interest of the trainees. The design of the advanced training course modules is decided on by NetJob (Educational Consultant and Project Manager).

There were some problems encountered in trying to transfer the philosophy of flexibility in terms of a lack of (external) trainers with high skills and knowledge and a lack of money for external trainers with high skills and knowledge.

3.3.2 Skill Development Model

The NetJob course builds on the skills of the trainee to some extent though it largely contributes to the development of new skills. In accessing the course the trainee has to go through 'a thorough interview' to establish the candidates professional skill level, and personal and social skills. This method of measuring a trainees suitability prior to the commencement of a course works very well and has been further enhanced by the Greek partners who test the skills levels of potential trainees.

3.3.3 Empowerment

The NetJob course focuses on the abilities of the trainees to a large extent. The idea of empowerment is accepted by employers, trainers and to a mixed degree by the trainees themselves.

3.3.4 Workforce Integration

The project has had good results in terms of placing trainees in jobs. For example, it has placed trainees in sustainable and viable jobs to a large extent and to some extent it has place trainees in temporary jobs and jobs which are suitable for their skills.

Some of the main barriers to placing trainees in jobs were lack of job opportunities, expectations of trainees, expectations of employers, a lack of work related skills (professional, social and personal), lack of teamwork skills and the state of the labour market. The following did not inhibit placement: attitude of main stakeholders, availability of social welfare payments, lack of transport and workplace accessibility.

3.4 NetJob Implementation Process

The implementation process is divided into eight stages, i.e. establishing the NetJob project organisation, marketing campaign, company involvement and commitment, course planning, recruitment, vocational training, human resources and documentation.

3.4.1 Stage 1: Establishing the NetJob Project Organisation

The availability of suitably qualified managerial staff was identified as a problem to some extent, though the availability of other staff, such as trainers, job coaches and an educational consultant was not an issue. Obtaining appropriate funding and a project schedule have been problematic to a large extent and development of a project plan has also been a problem but to a lesser degree. Many of these problems have since been worked through as a result of restructuring with the project consortium. Obtaining suitable ICT infrastructure was not a problem at all.

3.4.2 Stage 2: Establishing a Marketing Campaign for Trainees

No comment

3.4.3 Stage 3: Involvement and Commitment

No comment

3.4.4 Stage 4: Course Planning

Problems associated with course planning included problems with both the process and staff involvement in the development of the basic training module though the involvement of stakeholders was not a problem. For the advanced module no problems with process, staff involvement or involvement of other stakeholders were reported.

3.4.5 Stage 5: Recruitment

No issues presented problems.

3.4.6 Stage 6: Vocational Training

No issues presented problems. The Greeks have had very few problems finding trainee companies, which was contrary to the situation in Denmark.

3.4.7 Stage 7: Human Resources

No issues presented problems. The Greeks have made interesting changes in relation to HR, such as introducing weekly meetings for the trainees with staff members (psychologists).

3.4.8 Stage 8: Documentation

Of the eight stages in the implementation process, stage eight presented the most problems. For example, there were problems 'to a large extent' with identifying/creating reporting relationships, development of documentation protocols and implementation of

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reporting protocols. However, a lot of what is implemented is actually documented in Greek and unfortunately of these documents have been translated into English.

4 Results From Expert Validation of SD Vortal

The questionnaire (Appendix 2) was circulated to partners in July/August 2003 and respondents volunteered the following comments.

The employer organisations that participated in the exercise were involved in the field of human resources at an operational and strategic level. They were senior Human Resource Managers and their comments were based on their experiences of working in the IT sector and distribution and procurement.

In terms of estimating the demand for using the SDV Net Job Website it was reported that up to a maximum of 10 people would use the site and that the most common theme of interest was Lifelong Learning. The Internet and ICT profile of the respondents was described as either high or average in terms of experience. Respondents only accessed one of the five themes on the Website and found Lifelong Learning to be either 'of some use' or 'very useful'. For the respondent who found the theme to be 'of some interest', she generally didn't find the site to be very suitable to her needs because of the activities of her company. She commented that as she is an average user of the Internet ('doesn't surf much') she was unable to comment on whether the site needed greater functionality or not. For the respondent who found Lifelong Learning 'very useful', she did not feel that the site warranted any improvements to its functionality.

In terms of usability, respondents' comments revealed opposite experiences. Whilst one found using the system very clear the other didn't find it clear because she felt the look and feel to the site was too busy visually. It was not a question of too much content just that there was too much to take in at once. Respondents in general found the site 'quite easy to navigate' and volunteered no suggestions for improving the navigation of the system. In terms of terminology and language, respondents found the material understandable though it could be better tailored to employers' needs. On the level of detail respondents reported that the content was at the right detail level and that it was usable directly not requiring further elaboration or adaptation. The reports were positive in terms of comprehensiveness.

Overall satisfaction with the SDV Net Job Website was mixed. One respondent agreed that they were satisfied with the 'ease of use' of the Website whereas the other respondent was dissatisfied and disagreed. In terms of being satisfied with the amount of time it took to complete tasks on the system, respondents either agreed with the statement or disagreed. This comment reflects the respondents' experience of using technology and the Internet in particular.

Respondents were asked to comment on whether using the SDV Net Job Website was an improvement on previous methods of working and either a moderate or 'no' improvement was recorded and only one respondent felt that using the Website would make for easier working. The usefulness of the site was measured in terms of using content/information to assist in the drafting of summary reports, in providing useful definitions (e.g. CSR) and for examples of best practice information. For one respondent, she felt that the site was/would be of some but limited use given that lifelong learning is only one part of a much larger HR brief.

On saving time, improving collaboration among the group, and improving quality of work outputs, respondents had different experiences and again attributed their replies to the level of their IT and Internet experience (high or average). One respondent felt that using SDV Net Job saved time, improved collaboration and could contribute www.socialdialogue.net

towards the quality of work outputs, whereas it was also felt that the site wasted time (score 6 out of 7 with 7 meaning 'wastes time') but relevant content once found could, in some way, improve collaboration on documents.

The most used components included best practice, links and the themes. Respondents in general had no difficulties in using the Website and had no suggestions for improving it.

The following comments were received from a national training and employment body who was involved in the validation exercise.

Overall the respondent found the site to be reasonably relevant and estimated that over 50 people in the organisation would have definite use for the site. The respondent added it to her favourites and depending on the projects she was working on she anticipated visiting the site a few times a month. The core themes of SDV NetJob were of interest in general but Lifelong Learning again was the most topical and useful. In terms of functionality, she felt that it needed some improvements. For example, some links were broken and spelling on the site map was wrong. The structuring of the interface was considered reasonably clear though the editorial was distracting. She suggested providing a link instead of lots of text. It was quite easy to navigate the system although the glossary needed improving. In terms of terminology, language, detail and comprehensiveness the respondent found it to be pitched correctly for her needs and that of her target group, i.e. people with disabilities seeking training or employment. She was satisfied with the 'ease of use' of the Website but found the site slow to load. Although the site is interesting it doesn't improve or make her way of working easier. It is one of a number of tools she uses in the course of her work. In terms of functionality, it would be useful to have information available on a country by country basis as when she is looking for information on best practice in France, etc., this would be a very easy way of finding it. She felt the search facility provided very few options and was very slow. She didn't consider the system to save her time, improve collaboration among her group or contributing to improvements in the quality of work outputs. So, on the whole, the respondent considered the site reasonably relevant and useful and provided some suggestions for improvements which would assist her and possibly other colleagues within the organisation.

5 Feedback From Trainees and Employers From WP4

5.1 Evaluation Feedback From NetJob Employers of Trainees

Eleven employers participated in the 'on-the-job' training process and up to December 2003 nine employers had participated in the evaluation exercise, though replies are still expected from the remaining two companies. In general, the feedback from employers is mostly positive, i.e. they consider the 'on-the-job' training a worthwhile intervention and argued that it was both successful and useful and almost 78% of companies said that they would have no reservations about encouraging other companies to participate in a similar programme. Following the training, only one out of the nine companies who responded to the questionnaire provided employment. For the other employers it was not possible to either fund a vacant position or find a position suitable to the skill level of the trainee. Others argued that there were gaps in terms of professional, personal and social skills of the trainee which did not facilitate employment. The majority of companies who got involved in the programme were motivated by Corporate Social Responsibility.

5.2 Evaluation Feedback From Trainees

In terms of knowledge acquisition, the majority of trainees had improved their IT knowledge above the level of an average user and two considered their level to be advanced. Five trainees were employed after completion of the course and three had been offered jobs but refused for various reasons, one being transport problems. The training programme also provided the trainees with opportunities to network with people from their own social surrounding and to network with professionals. The majority of trainees commented that their confidence levels in relation to performance also increased.

6 Appendix 1

6.1 Evaluation protocol

6.1.1 Transfer Process Issues

In this section the main issues addressed relate to the transfer process itself. Here the main focus is on the management of the transfer process. The process of adapting and implementing the NetJob model is dealt with in Section 4 of this evaluation protocol.

Work Process Factors

1. How satisfied are you with the following elements of the work process of transferring NetJob from Denmark to Greece ?

| Issue | Very dis-satisfied | Dis-satisfied | Neutral | Satisfied | Very satisfied |
|--|--------------------|---------------|---------|-----------|----------------|
| 1. Teamwork between the Danish partners | | | | | |
| 2. Teamwork between the Greek partners | | | | | |
| 3. Teamwork between the Danish and Greek partners | | | | | |
| 4. Communications between the Danish partners | | | | | |
| 5. Communications between the Greek partners | | | | | |
| 6. Communications between the Danish and Greek partners | | | | | |
| 7. Focus on the goals of the project | | | | | |
| 8. Leadership of the project in Denmark in relation to NetJob transfer | | | | | |
| 9. Leadership of the project in Greece in relation to NetJob transfer | | | | | |
| 10. Overall leadership of the project in relation to NetJob transfer | | | | | |
| 11. The procedures and used in the transfer process | | | | | |
| 12. The documentation used in the transfer process | | | | | |
| 13. The frequency of meetings between the Danish and Greek teams | | | | | |
| 14. The quality of meetings between the Danish and Greek teams | | | | | |
| 15. The frequency of meetings | | | | | |

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|--|--------------------|---------------|---------|-----------|----------------|
| between the Danish team | | | | | |
| 16. The frequency of meetings between the Greek team | | | | | |
| 17. The quality of meetings between the Danish team | | | | | |
| Issue | Very dis-satisfied | Dis-satisfied | Neutral | Satisfied | Very satisfied |
| 18. The quality of meetings between the Greek team | | | | | |
| 19. Other work process issues (Please define): _____ _____ _____ _____ | | | | | |

2. Problems in the work process

In this section, please detail any problems you have had with the following elements of the work process.

| Issue | Problem |
|--|---------|
| 1. Teamwork between the Danish partners | |
| 2. Teamwork between the Greek partners | |
| 3. Teamwork between the Danish and Greek partners | |
| 4. Communications between the Danish partners | |
| 5. Communications between the Greek partners | |
| 6. Communications between the Danish and Greek partners | |
| 7. Focus on the goals of the project | |
| 8. Leadership of the project in Denmark in relation to NetJob transfer | |
| 9. Leadership of the project in Greece in relation to NetJob transfer | |

| Issue | Problem |
|--|---------|
| 10. Overall leadership of the project in relation to NetJob transfer | |
| 11. The procedures and used in the transfer process | |

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|--|--|
| 12. The documentation used in the transfer process | |
| 13. The frequency of meetings between the Danish and Greek teams | |
| 14. The quality of meetings between the Danish and Greek teams | |
| 15. The frequency of meetings between the Danish team | |
| 16. The frequency of meetings between the Greek team | |
| 17. The quality of meetings between the Danish team | |
| 18. The quality of meetings between the Greek team | |
| 19. Other work process issues (Please define): _____ _____ _____ _____ | |

3. To what extent have the following aspects of language been a barrier in undertaking the transfer process?

| Issue | Not at all | To some extent | To a large extent | Completely |
|--|------------|----------------|-------------------|------------|
| Spoken language | | | | |
| Written communications | | | | |
| Translation of concepts | | | | |
| Translation of documents | | | | |
| Other (Please specify) _____ _____ _____ _____ | | | | |

Contextual issues

In this section, the main issues addressed are concerned with the contextual background in both Greece and Denmark relating to disability and the labour market. Also included are some issues concerning the general labour market, specifically as it operates in the ICT sector.

These issues are to be compared by the Greek and Danish project partners with the aim of identifying differences and gaps which need to be filled.

The following questions aim to characterise the Danish and Greek systems in relation to:

- Differences between the systems
- Problems arising for the transfer process arising from these and how serious these problems are
- Solutions adopted to enable the transfer process

It is recognised that there are many differences between the two systems and that it would be possible to spend a lot of time describing these. In order to cut down on the time needed for completion of the questionnaire, you are asked only to give very brief descriptions of these differences. For the more important issues, it will be possible to use other methods to describe them in detail in a second order evaluation activity.

Social Security Benefits for People with Disabilities

1. From your knowledge, to what extent are there important differences between the Danish and Greek systems in relation to social security benefits for people with disabilities ?

| Issue | Not at all | To some extent | To a large extent | Completely |
|--|------------|----------------|-------------------|------------|
| Philosophy or approach | | | | |
| Levels of benefits | | | | |
| Levels of discretion on spending or using benefits | | | | |
| The existence of 'benefits traps'* | | | | |
| Other important issues (Please specify) | | | | |
| _____ | | | | |
| _____ | | | | |
| _____ | | | | |
| _____ | | | | |

* Benefits traps refer to situations where it is more financially beneficial or secure to remain on benefits rather than enter or re-enter the labour market

2. To what extent have these differences caused problems for the NetJob transfer process ?

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| Issue | Not at all | To some extent | To a large extent | Completely |
|--|------------|----------------|-------------------|------------|
| Philosophy or approach | | | | |
| Levels of benefits | | | | |
| Levels of discretion on spending or using benefits | | | | |
| The existence of 'benefits traps' | | | | |
| Other important issues (Please specify) | | | | |
| _____ | | | | |
| _____ | | | | |
| _____ | | | | |
| _____ | | | | |

3. Please describe briefly the nature of the problems you have faced and the solutions which have been adopted?

| Issue | Problem | Solution |
|--|---------|----------|
| Philosophy or approach | | |
| Levels of benefits | | |
| Levels of discretion on spending or using benefits | | |
| The existence of 'benefits traps' | | |
| Other important issues (Please specify) | | |
| _____ | | |
| _____ | | |
| _____ | | |

Vocational Training Systems

4. From your knowledge, to what extent are there important differences between the Danish and Greek systems in relation to vocational training systems for people with disabilities ?

| Issue | Not at all | To some extent | To a large extent | Completely |
|-------------------------|------------|----------------|-------------------|------------|
| Access to training | | | | |
| Types of training | | | | |
| Flexibility of training | | | | |
| Length/duration of | | | | |

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| | | | | |
|--|--|--|--|--|
| training | | | | |
| Relationship between training agencies and potential employers | | | | |
| Other important issues (Please specify) | | | | |
| _____ | | | | |
| _____ | | | | |
| _____ | | | | |

5. To what extent have these differences caused problems for the NetJob transfer process?

| Issue | Not at all | To some extent | To a large extent | Completely |
|--|------------|----------------|-------------------|------------|
| Access to training | | | | |
| Types of training | | | | |
| Flexibility of training | | | | |
| Length/duration of training | | | | |
| Relationship between training agencies and potential employers | | | | |
| Other important issues (Please specify) | | | | |
| _____ | | | | |
| _____ | | | | |
| _____ | | | | |

6. Please describe briefly the nature of the problems you have faced and the solutions which have been adopted?

| Issue | Problem | Solution |
|--|---------|----------|
| Access to training | | |
| Types of training | | |
| Flexibility of training | | |
| Length/duration of training | | |
| Relationship between training agencies and potential employers | | |
| Other important issues (Please specify) | | |
| _____ | | |

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|----------------|--|--|
| _____ _____ | | |
|----------------|--|--|

Attitudes of the Major Stakeholders

7. From your knowledge, to what extent are there important differences between the Danish and Greek systems in relation to the attitudes of the major stakeholders in the integration process?

| Issue | Not at all | To some extent | To a large extent | Completely |
|--|------------|----------------|-------------------|------------|
| Attitudes of employers | | | | |
| Attitudes of employees | | | | |
| Attitudes of trade unions | | | | |
| Attitudes of people with disabilities | | | | |
| Attitudes of training agencies | | | | |
| Attitudes of rehabilitation agencies | | | | |
| Attitudes of other stakeholders (Please specify) | | | | |
| _____ | | | | |
| _____ | | | | |
| _____ | | | | |

8. To what extent have these differences caused problems for the NetJob transfer process?

| Issue | Not at all | To some extent | To a large extent | Completely |
|--|------------|----------------|-------------------|------------|
| Attitudes of employers | | | | |
| Attitudes of employees | | | | |
| Attitudes of trade unions | | | | |
| Attitudes of people with disabilities | | | | |
| Attitudes of training agencies | | | | |
| Attitudes of rehabilitation agencies | | | | |
| Attitudes of other stakeholders (Please specify) | | | | |
| _____ | | | | |

| | | | | |
|--|--|--|--|--|
| | | | | |
| | | | | |

9. Please describe briefly the nature of the problems you have faced and the solutions which have been adopted?

| Issue | Problem | Solution |
|--|---------|----------|
| Attitudes of employers | | |
| Attitudes of employees | | |
| Attitudes of trade unions | | |
| Attitudes of people with disabilities | | |
| Attitudes of training agencies | | |
| Attitudes of rehabilitation agencies | | |
| Attitudes of other stakeholders (Please specify) | | |
| _____ | | |
| _____ | | |
| _____ | | |

Policy Background

10. From your knowledge, to what extent are there important differences between the Danish and Greek systems in relation to the social policy background for people with disabilities (as this effects the NetJob transfer process)?

| Issue | Not at all | To some extent | To a large extent | Completely |
|--|------------|----------------|-------------------|------------|
| Equality legislation and regulation | | | | |
| Training rights for people with disabilities | | | | |
| Employment rights for people with disabilities | | | | |

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|---|--|--|--|--|
| Policies and regulations for people with disabilities | | | | |
| Other important policy issues (Please specify) | | | | |
| _____ | | | | |
| _____ | | | | |

11. To what extent have these differences caused problems for the NetJob transfer process?

| Issue | Not at all | To some extent | To a large extent | Completely |
|---|------------|----------------|-------------------|------------|
| Equality legislation and regulation | | | | |
| Training rights for people with disabilities | | | | |
| Employment rights for people with disabilities | | | | |
| Policies and regulations for people with disabilities | | | | |
| Other important policy issues (Please specify) | | | | |
| _____ | | | | |
| _____ | | | | |
| _____ | | | | |

12. Please describe briefly the nature of the problems you have faced and the solutions which have been adopted?

| Issue | Problem | Solution |
|---|---------|----------|
| Equality legislation and regulation | | |
| Training rights for people with disabilities | | |
| Employment rights for people with disabilities | | |
| Policies and regulations for people with disabilities | | |
| Other important policy issues (Please specify) | | |
| _____ | | |
| _____ | | |
| _____ | | |

Employers Policies and Practices

13. From your knowledge, to what extent are there important differences between the Danish and Greek systems in relation to employers policies and practices for people with disabilities ?

| Issue | Not at all | To some extent | To a large extent | Completely |
|--|------------|----------------|-------------------|------------|
| Awareness of obligations | | | | |
| Awareness of opportunities | | | | |
| Previous experience of employing people with disabilities | | | | |
| Policies and structures for integrating people with disabilities | | | | |
| Other important issues (Please specify) | | | | |
| _____ | | | | |
| _____ | | | | |
| _____ | | | | |
| _____ | | | | |

14. To what extent have these differences caused problems for the NetJob transfer process ?

| Issue | Not at all | To some extent | To a large extent | Completely |
|--|------------|----------------|-------------------|------------|
| Awareness of obligations | | | | |
| Awareness of opportunities | | | | |
| Previous experience of employing people with disabilities | | | | |
| Policies and structures for integrating people with disabilities | | | | |
| Other important issues (Please specify) | | | | |
| _____ | | | | |
| _____ | | | | |
| _____ | | | | |
| _____ | | | | |

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| | | | | |
|--|--|--|--|--|
| | | | | |
|--|--|--|--|--|

15. Please describe briefly the nature of the problems you have faced and the solutions which have been adopted ?

| Issue | Problem | Solution |
|--|---------|----------|
| Awareness of obligations | | |
| Awareness of opportunities | | |
| Previous experience of employing people with disabilities | | |
| Policies and structures for integrating people with disabilities | | |
| Other important issues (Please specify) | | |
| _____ | | |
| _____ | | |
| _____ | | |

The Client Group

16. From your knowledge, to what extent are there important differences between the Danish and Greek client groups (i.e. people with disabilities)?

| Issue | Not at all | To some extent | To a large extent | Completely |
|---|------------|----------------|-------------------|------------|
| Age | | | | |
| Gender | | | | |
| Educational qualifications | | | | |
| Previous employment history | | | | |
| Motivation | | | | |
| Type of disability | | | | |
| Income | | | | |
| Other important issues (Please specify) | | | | |
| _____ | | | | |
| _____ | | | | |
| _____ | | | | |

17. To what extent have these differences caused problems for the NetJob transfer process?

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| Issue | Not at all | To some extent | To a large extent | Completely |
|--|------------|----------------|-------------------|------------|
| Age | | | | |
| Gender | | | | |
| Educational qualifications | | | | |
| Previous employment history | | | | |
| Motivation | | | | |
| Type of disability | | | | |
| Income | | | | |
| Other important issues (Please specify) | | | | |
| _____ | | | | |
| _____ | | | | |
| _____ | | | | |

18. Please describe briefly the nature of the problems you have faced and the solutions which have been adopted ?

| Issue | Problem | Solution |
|--|---------|----------|
| Age | | |
| Gender | | |
| Educational qualifications | | |
| Previous employment history | | |
| Motivation | | |
| Type of disability | | |
| Income | | |
| Other important issues (Please specify) | | |
| _____ | | |
| _____ | | |
| _____ | | |

Other Factors

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19. From your knowledge, to what extent are there important differences between the Danish and Greek systems in relation to the following issues which have a bearing on the transfer process ?

| Issue | Not at all | To some extent | To a large extent | Completely |
|--|------------|----------------|-------------------|------------|
| Accessibility issues and supports | | | | |
| Post training support | | | | |
| Labour market demand | | | | |
| Other important issues (Please specify) | | | | |
| _____ | | | | |
| _____ | | | | |
| _____ | | | | |

20. To what extent have these differences caused problems for the NetJob transfer process?

| Issue | Not at all | To some extent | To a large extent | Completely |
|--|------------|----------------|-------------------|------------|
| Accessibility issues and supports | | | | |
| Post training support | | | | |
| Labour market demand | | | | |
| Other important issues (Please specify) | | | | |
| _____ | | | | |
| _____ | | | | |
| _____ | | | | |

21. Please describe briefly the nature of the problems you have faced and the solutions which have been adopted?

| Issue | Problem | Solution |
|-----------------------------------|---------|----------|
| Accessibility issues and supports | | |
| Post training support | | |
| Labour market demand | | |
| Other important issues | | |

4. How are these translated into training course modules?

5. Are the IT industry willing to co-operate with the training course designers?

6. Who decides on the design of the advanced training course modules?

7. What information is used to decide on training course design?

8. Is this easily available or generated?

9. How is the decision to provide individual training arrived at ?

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10. Who is involved?

11. Are training consultants available? Yes No

12. What kinds of problems have you had in trying to transfer the philosophy of flexibility?

The NetJob philosophy – Skill Development model

| Issue | Not at all | To some extent | To a large extent | Completely |
|--|------------|----------------|-------------------|------------|
| 1. To what extent does the NetJob course build on the skills of the trainee? | | | | |
| 2. To what extent has the trainee developed new skills? | | | | |
| 3. To what extent has the trainee developed relevant skills? | | | | |

4. How are the professional skills of the trainee measured prior to the course?

5. How are the personal skills of the trainee measured prior to the course?

6. How are the social skills of the trainee measured prior to the course?

7. To what extent are these methods transferable to Greece?

8. What kinds of problems have you had in trying to transfer the philosophy skills development?

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The NetJob Philosophy – Empowerment

1. To what extent does the NetJob course focus on the abilities of the trainee ?

Not at all To some extent To a large extent Completely

2. Do the main stakeholders in the process accept the idea of empowerment?

| | | |
|-----------|-----|-------------|
| Employers | Yes | No |
| Trainees | Yes | x No (both) |
| Trainers | Yes | No |

3. What kinds of problems have you had in trying to transfer the philosophy of empowerment?

The NetJob Philosophy – Workforce Integration

| 1. To what extent has the project been successful in placing trainees in jobs ? | Not at all | To some extent | To a large extent | Completely |
|---|------------|----------------|-------------------|------------|
| Sustainable and viable jobs | | | | |
| Temporary jobs | | | | |
| Jobs which are suitable to their skills | | | | |

| 2. What are the main barriers to placing trainees in jobs? | Yes | No |
|---|-----|----|
| Attitudes of the main stakeholders | | |
| Lack of job opportunities | | |
| The availability of social welfare payments (the benefits trap) | | |
| Expectations of trainees | | |
| Expectations of employers | | |
| Lack of work related skills (professional, social, personal) | | |
| Lack of transport | | |
| Workplace accessibility | | |

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| | | |
|--------------------------------|--|--|
| Lack of teamwork skills | | |
| The state of the labour market | | |
| Other issues (Specify) | | |
| | | |

The NetJob process

The NetJob implementation process is divided into 8, sometimes overlapping, stages. These are:

- Establishing the NetJob project organisation
- Marketing campaign
- Company involvement and commitment
- Course planning
- Recruitment
- Vocational training
- Human resources
- Documentation

Each of these stages have a set of activities attached to them, all of which should be the subject of evaluation, as they relate to the intrinsic concepts and structure of the NetJob model. Two kinds of issue are of importance here. Firstly, there is the applicability of the concepts and structure of the NetJob model itself, and secondly there is the process of transferring and adapting the model for implementing the model in Greece. This latter issue is best considered in this section because it is closely related to the model concepts. The other issues relating to the transfer process are dealt with in section 1 of the evaluation protocol.

Establishing the NetJob project organisation

1. In your opinion, to what extent have the following issues been a problem with the project?

| | Not at all | To some extent | To a large extent | Completely |
|---|------------|----------------|-------------------|------------|
| Availability of suitably qualified staff | | | | |
| • Management | | | | |
| • Trainers | | | | |
| • Job coaches | | | | |
| • Educational consultant | | | | |
| • Expert consulting group | | | | |
| Obtaining appropriate funding | | | | |
| Obtaining suitable premises (emphasis on work environment issues) | | | | |
| Obtaining suitable ICT infrastructure | | | | |
| Developing a project plan | | | | |
| Project scheduling | | | | |

2. How have problems in these areas been overcome?

Things quietened down since one member of the WP4 left the SDV-project

Company involvement and commitment

5. In your opinion, to what extent have the following issues been a problem with establishing a marketing campaign for companies?

| | Not at all | To some extent | To a large extent | Completely |
|--|------------|----------------|-------------------|------------|
| Development of a marketing strategy for companies | | | | |
| • Advertising | | | | |
| • Networking | | | | |
| • Personal contacts | | | | |
| • Media | | | | |
| • Others (specify) | | | | |
| Identification of target companies | | | | |
| Identification of target staff within target companies | | | | |
| Development of sales pitch for target companies | | | | |
| Development of contingency plans | | | | |
| Implementation of marketing plan | | | | |
| Monitoring of marketing plan | | | | |

6. How have problems in these areas been overcome?

Course Planning

7. In your opinion, to what extent have the following issues been a problem with undertaking course planning?

| | Not at all | To some extent | To a large extent | Completely |
|--------------------------------------|------------|----------------|-------------------|------------|
| Development of basic training module | | | | |
| • Process | | | | |
| • Staff involvement | | | | |

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| | | | | |
|---|--|--|--|--|
| • Involvement of other stakeholders | | | | |
| Development of advanced training module | | | | |
| • Process | | | | |
| • Staff involvement | | | | |
| • Involvement of other stakeholders | | | | |

8. How have problems in these areas been overcome?

Recruitment

9. In your opinion, to what extent have the following issues been a problem with recruiting trainees?

| | Not at all | To some extent | To a large extent | Completely |
|---|------------|----------------|-------------------|------------|
| Developing selection criteria for trainees | | | | |
| Developing selection criteria for companies | | | | |
| Conducting the recruitment process | | | | |
| Evaluating the recruitment process | | | | |

10. How have problems in these areas been overcome?

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Vocational Training

11. In your opinion, to what extent have the following issues been a problem with implementing the training courses?

| | Not at all | To some extent | To a large extent | Completely |
|---|------------|----------------|-------------------|------------|
| Implementation of basic training module | | | | |
| Basic training course evaluation | | | | |
| Implementation of advanced training module | | | | |
| Advanced training course evaluation | | | | |
| Implementing job-training periods 1, 2 and 3 | | | | |
| Supporting job-training periods 1, 2 and 3 | | | | |
| Monitoring and evaluating job-training periods 1, 2 and 3 | | | | |

12. How have problems in these areas been overcome?

The GR-partners have – luckily – had very few problems regarding finding trainee-companies. Contrary to the situation in DK.

Human Resources

13. In your opinion, to what extent have the following issues been a problem with organising the HR days?

| | Not at all | To some extent | To a large extent | Completely |
|-------------------------------------|------------|----------------|-------------------|------------|
| Development of protocol for HR days | | | | |
| Implementation of HR days | | | | |

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| | | | | |
|--|--|--|--|--|
| Development of protocol for personal development interviews | | | | |
| Implementation of protocol for personal development interviews | | | | |
| Arranging for debriefing meetings | | | | |
| Monitoring and evaluation of human resource interventions | | | | |

14. How have problems in these areas been overcome?

Documentation

15. In your opinion, to what extent have the following issues been a problem with reporting on the implementation of the NetJob transfer?

| | Not at all | To some extent | To a large extent | Completely |
|--|------------|----------------|-------------------|------------|
| Identifying/creating reporting relationships | | | | |
| Development of documentation protocols | | | | |
| Implementation of reporting protocols | | | | |

14. How have problems in these areas been overcome?

Respondent details

Name: _____

Organisation:
www.socialdialogue.net

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Date of completion:

7 Appendix 2

7.1 SDV-Evaluation

Evaluation of the Social Dialogue Vortal www.socialdialogue.com

A1. Contact details

RESPONDENT DETAILS

Name of Respondent: _____
 Role/position: _____
 Telephone: _____
 E-mail: _____

ORGANISATION DETAILS

Name of organisation: _____
 Address: _____

Interviewer, please tick the target group of the expert or organisation:

- Employer
- Trade Union
- Government Ministry
- Research
- Disability Organisation
- University
- EU networks
- European Commission

A2. Organisational profile

3. What are the main activities of your organisation?

4. Can you estimate how many people in the organisation would use the SDV NET JOB Website?

Less than 10 Less than 25 Less than 50 More than 50

5. Which core themes of the SDV NET JOB Website are of most interest to your group?
 Please tick, more than one tick possible

- Information Technology and Social Dialogue
- Corporate Social Responsibility
- Lifelong Learning
- Social Inclusion and Disability Issues
- Economic & Social Change

A3. Respondent Profile

1. What is your experience of using computers and the Internet?

- High
- More than average
- Average
- Less than average
- Low

7.2 Evaluation SDV NET JOB Website

B1. Utility and adequacy of the system

List of themes from the SDV NET JOB Website:

- Information Technology and Social Dialogue
- Corporate Social Responsibility
- Lifelong Learning
- Social Inclusion and Disability Issues
- Economic & Social Change

1. Which themes on the Social Dialogue Website have you tried to access and was the theme useful and adequate for your purpose?

Theme: How useful was the theme?

| Themes | Please circle your choice | | | |
|--|---------------------------|--------------|-------------|---------|
| 1. Information Technology & Social Dialogue | Very Useful | Quite Useful | Of some use | Useless |
| 2. Corporate Social Responsibility | Very Useful | Quite Useful | Of some use | Useless |
| 3. Lifelong Learning | Very Useful | Quite Useful | Of some use | Useless |
| 4. Social Inclusion and Disability Issues | Very Useful | Quite Useful | Of some use | Useless |
| 5. Economic & Social Change | Very Useful | Quite Useful | Of some use | Useless |

2. Generally, how relevant was the Website to your needs?

- Very relevant
 Reasonably relevant
 Not very relevant
 Totally irrelevant

3. If not relevant, why was the Website not relevant?

4. Did you feel you needed greater functionality? Yes No

If yes, can you suggest what kinds of functionality might be added?

B2. Usability - interacting with the system

1. Was the interface clearly structured?

Very clear Reasonably clear Neither clear nor unclear Not clear

If not clear, why was this so?

2. Have you any suggestions for improving the interface?

3. Was it easy to navigate the system?

Very easy to navigate Quite easy to navigate
 Neither easy nor difficult Difficult to navigate

If not easy to navigate, why was this so?

4. Have you any suggestions for improving the navigation of the system?

5. Terminology, language:

Is the material understandable? Yes/No

Is the language sufficiently adapted to the target group you represent? Yes/No

6. Detail Level:

Is the content at the right level of detail? Yes/No

Is it usable directly or does it need further elaboration or adaptation? Yes/No

7. Comprehensiveness:

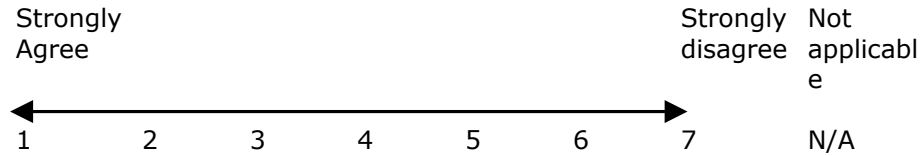
Is the Website comprehensiveness? Yes/No

Are there any aspects of the topics which are not covered or
incompletely covered? Yes/No

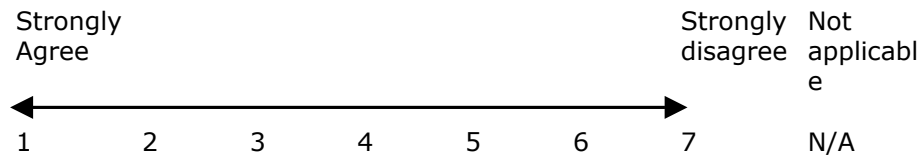
Is there any additional content that you would suggest? Yes/No

If yes, please describe:

8. Overall, I am satisfied with the ease of use of the SDV Net Job Website
Please circle one number per question on the scales below to indicate your choice.



9. Overall, I am satisfied with the amount of time it took to complete tasks on the system.



B3. Perceptions of costs and benefits

1. Is the SDV Net Job Website an improvement on your previous method of working?

- Big improvement Moderate improvement No improvement Dis-improvement

2. Generally, do you feel the SDV Net Job Website makes it easier for you to work ?

- Yes No

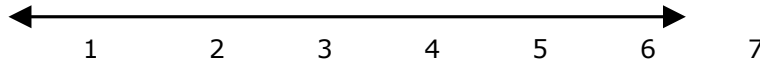
If Yes, what kinds of activity is it useful for ?

If No, what functionality is lacking ?

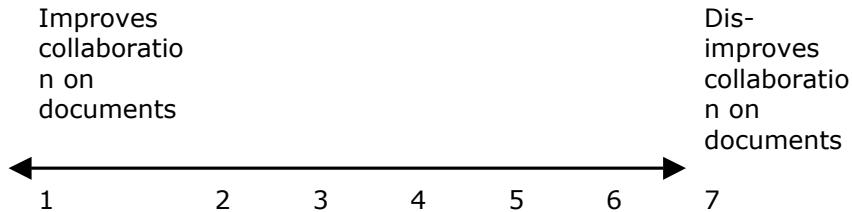
3. How would you rate each of the following features of the new system?

It saves time
Saves
Time

Wastes
time



It improves collaboration among the group



It improves the quality of the work outputs



1. What components of the SDV Net Job Website did you use during this session?

- List (e.g best practice examples, links, themes, etc.)
- Others:

2. Had you any difficulties with the Website?

- Yes No

3. If yes, what kind of difficulties did you have ?

4. Have you any suggestions for improving the Website on the basis of this exercise?

On behalf of the SDV NetJob consortium, I would like to thank you for participating in this evaluation exercise.