

Equal at Work



The Dublin Employment Pact EQUAL Programme in Dublin

Inclusive Employment Through
Open Human Resource Practices





The EQUAL Programme and the Dublin Employment Pact

Equal at Work is a Dublin-wide initiative under the EU EQUAL Programme. Created and developed through the Dublin Employment Pact, Equal at Work involves 48 partner organisations from the public, private and community & voluntary sectors in a pioneering attempt to develop new and more inclusive models of recruitment and in-work progression. Through this initiative, the partners in the project aim to break entrenched patterns of labour market exclusion and long-term unemployment, and to contribute to the development of an employment culture in Dublin which is open and diverse.

The EQUAL Programme

Equal at Work is one of 21 programmes under the EQUAL Initiative in Ireland. EQUAL is a Europe-wide initiative part-funded by the EU to develop the objectives of the European Employment Strategy. It is intended especially to test new ways of tackling discrimination and inequality in the labour market and of trying out new ideas which could change future policy and practice in human resource development, employment and training. It operates by bringing together the key players in a geographical area or sector, including the public administration, non-governmental organisations, the social partners and the business sector to work in partnership, utilising their different expertise and experience to bring about change.

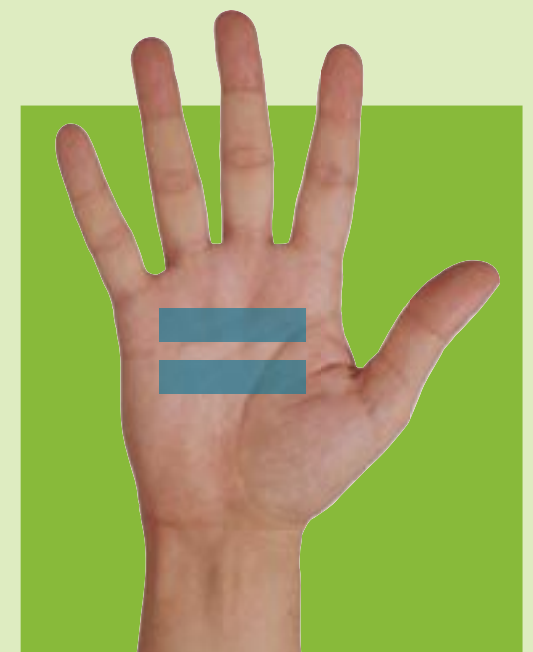
The Department of Enterprise, Trade and Employment is the Managing Authority for the EQUAL Initiative in Ireland and WRC provides the Technical Support Structure. For details of the EQUAL Initiative at the national and EU level, see www.equal-ci.ie

Rationale

The recent economic boom brought to an end the large-scale unemployment which had affected Dublin for over a generation. But there are still well over 30,000 people from disadvantaged communities and groups not captured by the unemployment figures who would like to access work but cannot for a variety of reasons. In addition, there are many people who, under the boom, gained a foothold in the labour market for the first time. But many of these are in low-skill entry-level jobs which easily disappear in an economic downturn. To avoid people in vulnerable employment becoming the long-term unemployed of the future, it is essential that many practices in the labour market be reformed.

An initial analysis of the Dublin labour market by the Dublin Employment Pact (DEP) showed that some restrictive or outdated human resource practices contribute significantly to the exclusion of people from the labour market or from progression beyond low-skill entry-level jobs. In addition, very different recruitment/progression dynamics operate in the three sectors of the Dublin labour market - the private, public, community & voluntary sectors. Equal at Work was developed to alter human resource (hr) practices. It operates across the three sectors of the labour market, with appropriate activities being developed by each sector.

Rather than concentrate on the employability of people who find it difficult to access work or to move beyond vulnerable entry-level jobs, Equal at Work focuses on the barriers to their progression by restrictive recruitment and poor progression practices. In addition, Equal at Work aims to assist the hr systems of the organisations participating in the project to develop more inclusive practices and to promote a culture of equality and diversity in the workplace. The outcomes of the project will include models of good practice in recruitment and progression which, it is hoped, can be replicated across the public, private, community & voluntary sectors in Dublin.



Structure and Delivery

Equal at Work is structured to reflect the three different sectors of the Dublin labour market, whose very different dynamics shape different hr practices. Opening access to entry-level employment and in-work progression means that the learning in each sector is of benefit and may be transferred to other sectors. The project is therefore structured both to develop appropriate models within each sector and to share that learning across all three sectors.

All partners in the project form the Development Partnership (DP), which meets several times a year to review progress of the project and develop mainstreaming opportunities and other common strategies. Given the large number of partners, the DP established a representative Management Committee to oversee implementation of the project.

There are four local action sites where the innovative elements of the project are developed and tested on the ground; special inter-site working groups on themes such as equality and diversity training, a Dublin-Belfast Working Group and a Transnational Steering Group.

The Partners

There are 48 organisations and groups from the public, private, community & voluntary sectors involved in this project. Each of these partners is actively involved both in the overall DP as well as in one or other of its local sites, which focus on the three different sectors of the labour market. The members of the DP of Equal at Work are as follows.

Dublin Employment Pact

Philip O'Connor (Director, DEP)
Caroline Creamer (Manager, Equal at Work)
Gráinne Healy (Project Development Consultant)

Local authorities and Statutory Agencies

Mary MacSweeney (Dublin City Council)
Willie Sheils (St. Dublin County Council)
Orla Reck (LGMSB)
Paddy Hughes (Dept. Social and Family Affairs)

Trade Unions

Barbara Keogh (ICTU)
Tom Brady (IMPACT)
Michael Hayes (SIPTU)

Employers & Employer Organisations

Jennifer Hayes (Small Firms Association)
Peter Byrne (Sth. Dublin Chamber Commerce)
Niamh Byrne (Gandon Enterprises)
George Ryan (Northside Employers Network/FIT)
Eileen Spratt (Dublin Port Company)
Mairead Shields (Tallaght Hospital)

Community Organisations

Brid O'Brien (Pavee Point)
Eric Conroy (INOUE)
Peter Kearns (Forum of People with Disabilities)
Paddy Richardson (Linkage Programme)
Alice Davis (SICCDA)
Robert Beggs (Fingal Community Forum)
Jean-Pierre Eyanga (Integrating Ireland)
Marie-Price Bolger (Tallaght Welfare Society)
Jean Dempsey (Focus Ireland)

Local Development Agencies

Gerry Macken (Dublin City Enterprise Board)
Jeanne Deegan (Rural Dublin LEADER)
Linda Curran (Co-operation Fingal)

Training Organisations and NGOs

Jane Forman (NTDI)
Michele Ryan (NCI)
Tom O'Brien (EVE)
Niamh Randal (Merchants Quay Ireland)
Fergus Barry (Irish Management Institute)
Helen Campbell (Exchange House)
Tony Clear (Partas Ltd.)
Ursula Galvin (Recruitment Ireland)
Declan Naughton (LANPAG)
Chris O'Malley (DCU)
Frank Walsh (FÁS)

Partnership Companies and LES

Anna Lee (Tallaght Partnership)
Fiona Nolan (Northside Partnership)
Declan Dunne (Clondalkin Partnership)
Emer Coveney (Dub. Inner City Partnership)
David Connolly (Dublin Employment Pact)
David Orford (Finglas-Cabra Partnership)
Terry Mc Cabe (Blanchardstown Partnership)
Paul Crinion (KWCD Partnership)
Mick Creedon (Ballymun Job Centre)
Mary Mc Nutt (Southside Partnership)
Fiona Burke (Southside LES)
Jackie Johnson (Tallaght LES)



To foster a culture
of equality and
diversity

The Local Sites

Dublin City Public Sector Site

Aim To foster a culture of equality and diversity in Dublin City Council and public sector partner organisations by devising and delivering equality and diversity awareness programmes for staff and strengthening the development of a culture of lifelong learning.

Actions

- 1 Developing an equality and diversity training module for staff
- 2 Developing an open skills-assessment based recruitment and progression system
- 3 Developing and piloting a training-the-trainers course to create and deliver lifelong learning modules including mentoring and coaching.

Partners Dublin City Council, Local Government Management Services Board, Dublin Port Company, Finglas-Cabra Partnership, Blanchardstown Partnership, Ballymun Job Centre, St Michael's House Inclusive Recruitment, Eastern Vocational Enterprises, IMPACT, SIPTU, LANPAG, Gandon Enterprises, FÁS

South Dublin Public Sector Site

Aim To identify and develop new hr systems and policies to facilitate equality of access to public sector entry-level jobs and overcome progression barriers for those in Community Employment (CE) and Job Initiative (JI).

Actions

- 1 Developing flexible systems of recruitment and progression in South Dublin County Council and Tallaght Hospital.
- 2 Developing open entry-level recruitment practices and progression paths, especially for people currently involved in the CE and JI programmes.
- 3 Developing an equality and diversity training module for sector staff.

Partners Tallaght Partnership, PARTAS, South Dublin County Council, Tallaght LES, Tallaght Welfare Society, National Training and Development Institute, Eastern Vocational Enterprises, IMPACT, Tallaght Hospital, FÁS, SIPTU

Dublin Private Sector Site

Aim To pilot a job-rotation model in private companies with an emphasis on human resource training and development and explore means of creating new bridges into further/higher education.

Actions

- 1 Developing a job-rotation model promoting recruitment, training, and progression in a private sector company;
- 2 Developing accredited paths of further/higher education or training in Dublin City University for graduates of the Fastrack into Technology (FIT) training.
- 3 Developing an equality and diversity training module for private sector staff.

Partners Northside Partnership, FÁS, Small Firms Association, Dublin City University, Clondalkin Partnership, Blanchardstown Partnership, Co-operation Fingal, Rural Dublin LEADER Company, Fastrack into Technology, National Training and Development Institute, Northside Business Network, Dept. of Social, Community and Family Affairs, Northside Partnership Employers' Network, SIPTU

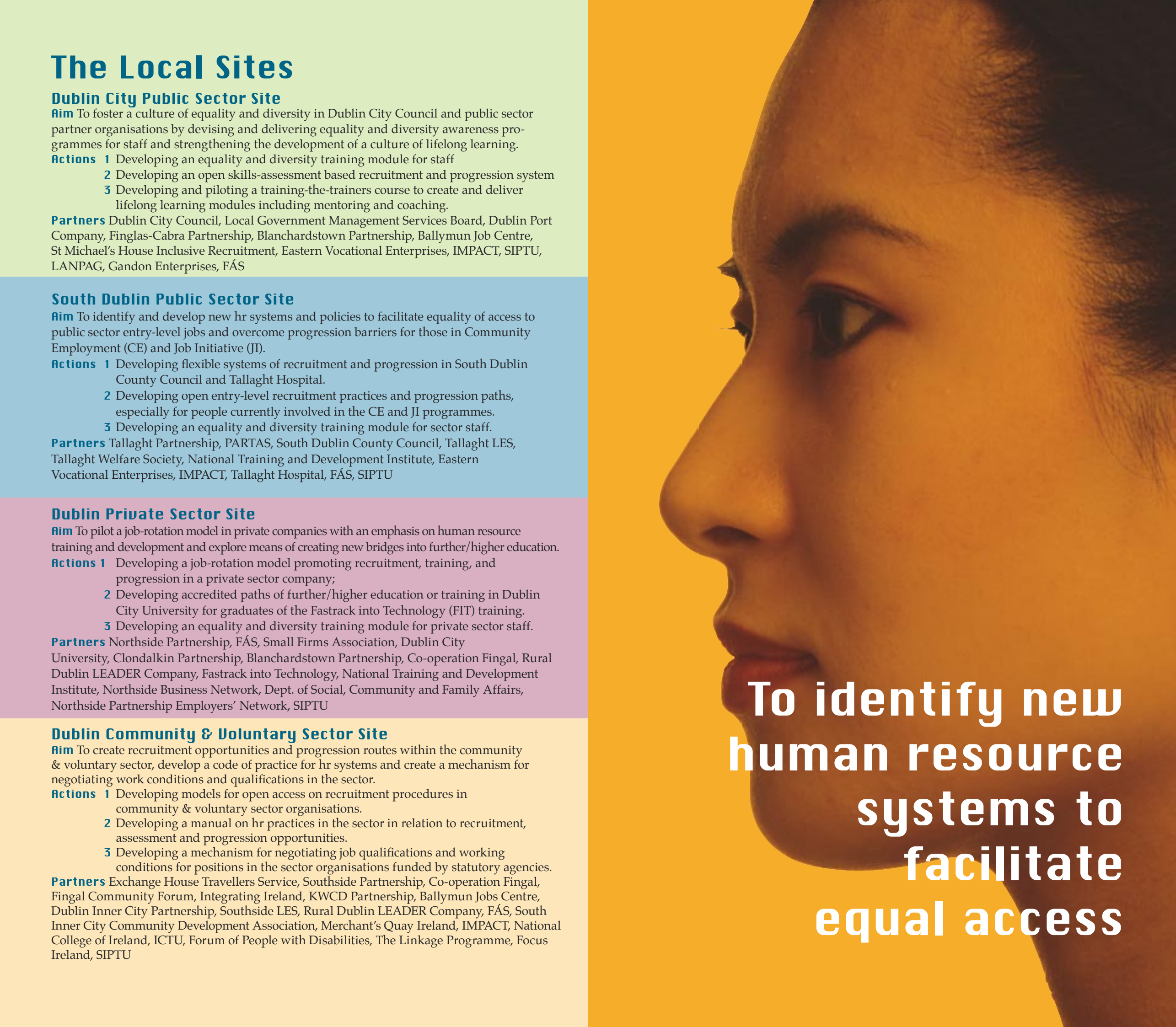
Dublin Community & Voluntary Sector Site

Aim To create recruitment opportunities and progression routes within the community & voluntary sector, develop a code of practice for hr systems and create a mechanism for negotiating work conditions and qualifications in the sector.

Actions

- 1 Developing models for open access on recruitment procedures in community & voluntary sector organisations.
- 2 Developing a manual on hr practices in the sector in relation to recruitment, assessment and progression opportunities.
- 3 Developing a mechanism for negotiating job qualifications and working conditions for positions in the sector organisations funded by statutory agencies.

Partners Exchange House Travellers Service, Southside Partnership, Co-operation Fingal, Fingal Community Forum, Integrating Ireland, KWCD Partnership, Ballymun Jobs Centre, Dublin Inner City Partnership, Southside LES, Rural Dublin LEADER Company, FÁS, South Inner City Community Development Association, Merchant's Quay Ireland, IMPACT, National College of Ireland, ICTU, Forum of People with Disabilities, The Linkage Programme, Focus Ireland, SIPTU



To identify new
human resource
systems to
facilitate
equal access



Creating new bridges to higher and further education

Added Value Elements

Inter Site Working Groups

In addition to their work within their local project sites, partners in each of the local sites also meet to develop joint initiatives. Inter-Site Working Groups (ISWG) have been established to develop codes of best practice and modules for delivery in relation to Equality and Diversity Training (chaired by the Equality Authority) along with common strategies for application in the different sectors of the labour market.

The Learning Site

The Learning Site of Equal at Work brings together the learning from the individual sites of the project and promotes the mainstreaming of good practice across the sectors at the regional, national and, in some instances, European level.

Mainstreaming involves encouraging organisations and agencies to adopt policies and practices identified through Equal at Work. This will include the publication of codes of good practice and expert reports on different aspects and learning from the project, the hosting of conferences, the project evaluation process, the development and implementation of training modules in equality and diversity training, and participation in thematic networks of the EQUAL Programme at national and European level. Many members of the DP are themselves mainstreaming target bodies (in the local authorities, the educational and training institutions, employers) and these will play a decisive role in adopting good models from the project and applying them throughout all three sectors of the Dublin labour market.

European Partner Projects

Equal at Work has established a transnational partnership with other EQUAL projects in the cities of Munich, Bordeaux and Naples, and with an associated project in Brno in the Czech Republic. Through this network, interesting and innovative ideas, models and practices applied in the different cities are compared and some common analysis and exchange are jointly undertaken. The partner projects of Equal at Work in other European cities are as follows:

Dublin *'Equal at Work – Inclusive Employment through Open Human Resource Practices'*
(Partnership managed by the Dublin Employment Pact)

Munich *'Labour Market Development in the Greater Munich Area'*
(Partnership managed by the Dept. of Labour and Economic Development, City of Munich)

Bordeaux *'SINAPSE'*
(Partnership managed by Dept. Aquitaine and Maison de la Promotion Sociale)

Naples *'FIT – Non-traditional Recruitment for the IT Industry'*
(Partnership managed by Dept. Labour and Social Affairs, City of Naples)

Brno *'Regional Adult Education and Training Network'*
(Partnership managed by IMPS Educational Institute, Brno)

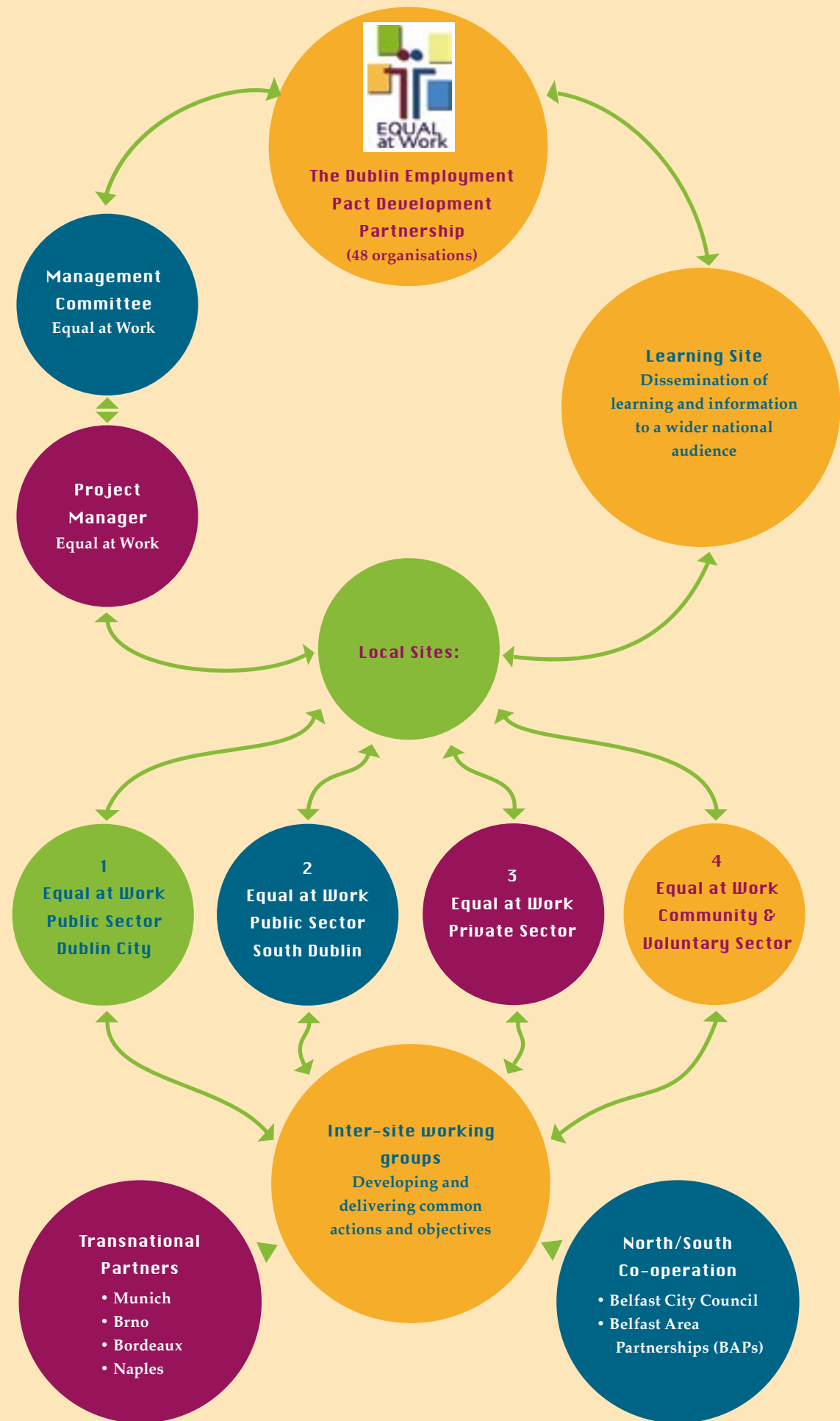
Dublin-Belfast Links

Equal at Work has developed a Dublin-Belfast Working Group to foster links and exchanges between similar organisations and agencies in the cities of Dublin and Belfast. These links are being developed through joint work with the Belfast Area Partnerships (BAPs) and Belfast City Council.

Other National and European Networks

Equal at Work is also involved in networks of other Equal projects in Ireland, especially around the theme of system change and adaptability. Through the Technical Support Agency WRC, meetings, exchanges and joint policy initiatives are being developed across the adaptability pillar at Irish and European levels.

To develop models for open recruitment opportunities within the community & voluntary sector



The Dublin Employment Pact

The Dublin Employment Pact was established in 1998 to tackle employment and development issues in the Dublin region. It facilitates a wide range of organisations - including the Dublin local authorities, the local development and community sector, the social partners, and relevant government departments and statutory agencies - in tackling employment issues and piloting and developing innovative and sustainable solutions.

The Pact is a non-profit company funded through ADM Ltd. under the Local Development and Social Inclusion Programme of the National Development Plan and is registered in Dublin No. 340167

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