



## WorkQual project

### Survey results from the Netherland



On the following pages the full result of the survey organized in the Netherlands for the WQ project is presented in English.

The questionnaires were adaptations from the general WQ questionnaire in 2 ways: the participants (targets) in NL were people involved with the activities of Het IDEE. This means that respondents are those who are involved in the re-integration of young unemployed in particular with temporary placement of those clients in businesses. These placements served the purpose of an introduction into working life, getting active, acquiring work- and living rhythm or getting to know a particular sector.

A second adaptation was that we did not just ask for the opinion of the respondents but also asked them to express their experience with the particular aspects. This would then maybe be less important for the WQ project but would also give indications for performance and improvements to be made by Het IDEE.

The survey was made using [www.enquetemaken.be](http://www.enquetemaken.be) and the total of respondents to the survey was 30.

Harderwijk, May 2015,

Bas Timmers, Maarten Reckman

## General respondents data:

### Q 1 : Your Name:

|   |   |  |
|---|---|--|
| <ul style="list-style-type: none"><li>- I.g.t. Reinders</li><li>- Moniek Reckman</li><li>- Dick Kegels</li><li>- Joop</li><li>- Heeres</li><li>- p.w. Derix</li><li>- Andries Greiner</li><li>- Eric Gijbels</li><li>- Henk Vermeer</li><li>- Roger Grootjans</li></ul> | <ul style="list-style-type: none"><li>- Jaap Hofstra</li><li>- Raymond Dijkstra</li><li>- Erik van den Boomen</li><li>- N</li><li>- Herman van de Brug</li><li>- Bob Pels</li><li>- P. Reijnders</li><li>- M. Reckman</li><li>- Ruud Mantingh</li><li>- Fred Westenberg</li></ul> | <ul style="list-style-type: none"><li>- M.J. op den Brouw [ Jan]</li><li>- Joop Huisman</li><li>- Rudi Jagt</li><li>- n.n.</li><li>- Delila dercksen</li><li>- annelies verkerk</li><li>- Remco Schenk</li><li>- jan essenburg</li><li>- Marcel</li><li>- Yvonne van Ravenswaaij</li></ul> |
|---|---|--|

### Q 2 : Employer:

|   |   |  |
|---|---|--|
| <ul style="list-style-type: none"><li>- P.I.M</li><li>- Organisatiewinkel Moniek Reckman</li><li>- zelfstandig</li><li>- De Factor Boshoven</li><li>- Conelgro</li><li>- PDX Services</li><li>- Bedrijfskring Lelystad</li><li>- werkzoekend</li><li>- ReMarkAble communicatie BV</li><li>- Reflekt HRA</li></ul> | <ul style="list-style-type: none"><li>- Sociale Dienst Veluwerand</li><li>- Dijkstra CS Interim Management</li><li>- Van den Boomen Coaching</li><li>- St. Jeugd en Jongerenwerk Midden Holland</li><li>- Provincie Flevoland</li><li>- Windmee BV</li><li>- Het Idee</li><li>- Aequator Groen &amp; Ruimte bv</li><li>- Westenberg Holding</li><li>- Prospectrum Groep</li></ul> | <ul style="list-style-type: none"><li>- GGNet</li><li>- Dercksen executive search</li><li>- advocatenkantoor Oldenburg</li><li>- DoorOntwikkelenEnGroeien (DOEG B.V.)</li><li>- gemeente harderwijk</li><li>- NS</li><li>- Gemeente Amsterdam</li></ul> <p>3 no data</p> |
|---|---|--|

**Q 3 : Your e-mailaddress:**

|  |   |   |
|--|---|---|
| <ul style="list-style-type: none"> <li>- igt.reinders@chello.nl</li> <li>- reckman@organisatiewinkel.nl</li> <li>- dkegels@gmail.com</li> <li>- joop@factorboshoven.nl</li> <li>- eric.heeres@conelgro.nl</li> <li>- info@pdxservices.nl</li> <li>- a.l.greiner@chello.nl</li> <li>- eric.gijbels@gmail.com</li> <li>- h.vermeer@remarkable.nl</li> <li>- roger.grootjans@reflekthra.nl</li> </ul> | <ul style="list-style-type: none"> <li>- raymond.dijkstra@dcsim.nl</li> <li>- info@vandenboomencoaching.nl</li> <li>- hermanvandebrug@stjjmh.nl</li> <li>- bob.pels@flevoland.nl</li> <li>- pieter@reijnders.com</li> <li>- reckman@hetidee.eu</li> <li>- rmantingh@aequator.nl</li> <li>- mail@fredwestenberg.nl</li> <li>- jan@prospectrum.nl</li> <li>- j.huisman@doegbv.nl</li> </ul> | <ul style="list-style-type: none"> <li>- arjagt@upcmail.nl</li> <li>- delila@dercksen-partners.com</li> <li>- aenverkerk@gmail.com</li> <li>- remco.schenk@gmail.com</li> <li>- j.essenburg@harderwijk.nl</li> <li>- Marcel.Vos@ns.nl</li> <li>- Y.van.r63@gmail.com</li> <li>- j.hofstra@socialiedienstveluwerand.nl</li> </ul> <p>2 No data</p> |
|--|---|---|

**Q 4 : Your employment is in which sector?**

| Sector (EN)                                   | %%   | Sector (EN)                   | %%  | Sector (EN)           | %%  |
|---|------|-------------------------------|-----|-----------------------|-----|
| Industry                                      | 6,6  | Transport and storage         | 3,3 | Employers association | 3,3 |
| Public administration                         | 20   | Catering                      | 3,3 | Unemployed            | 3,3 |
| Health and Welfare                            | 13,3 | Wholesale                     | 3,3 | Outplacement office   | 3,3 |
| Other services                                | 16,7 | Information and Communication | 3,3 | Telecommunication     | 3,3 |
| Consultancy, research and commercial services | 10   | Advocacy                      | 3,3 | HRM                   | 3,3 |

**Q. 5 : What is your role in respect to placement?**

|             |        |
|-------------|--------|
| Employer    | 60,00% |
| HRM manager | 6,67%  |
| Teacher     | 3,33%  |
| Job coach   | 26,67% |
| unemployed  | 3,33%  |

**Q 6: With respect to the preparation of a placement (for education or employment); how important do you feel are the following aspects?**  
 (The following Q 7 asks for your experience on the same aspects)

|   | 1     | 2 | 3     | 4     | 5     | 6     | 7     | 8 */  | 9     | 10    | Mean | Variance |
|---|-------|---|-------|-------|-------|-------|-------|-------|-------|-------|------|----------|
| 6.1 Providing information concerning the placement  |       |   |       |       |       |       | 6.67  | 40.00 | 36.67 | 16.67 | 8.63 | 0.70     |
| 6.2 Providing information concerning risks, insurance and compensations   |       |   |       |       | 3.33  | 6.67  | 30.00 | 40.00 | 10.00 | 10.00 | 7.77 | 1.31     |
| 6.3 Design of a matching profile  | 3.33% |   |       | 3.33  |       | 3.33  | 33.33 | 26.67 | 20.00 | 10.00 | 7.63 | 3.10     |
| 6.4 Deciding on the right match between institution/company and candidate   |       |   |       |       |       | 10.00 | 6.67  | 30.00 | 36.67 | 16.67 | 8.43 | 1.31     |
| 6.5 Preparation of general working skills of the candidate  |       |   |       |       | 6.67  | 16.67 | 23.33 | 26.67 | 20.00 | 6.67  | 7.57 | 1.78     |
| 6.6 Knowledge and experience of the candidate in the sector   |       |   |       | 6.67% | 23.33 | 36.67 | 13.33 | 6.67  | 6.67  | 6.67  | 6.37 | 2.43     |
| 6.7 Knowledge and experience of the sector with teacher / job-coach   |       |   |       |       | 6.67  | 20.00 | 20.00 | 30.00 | 16.67 | 6.67  | 7.50 | 1.78     |
| 6.8 Knowledge of entrepreneurship and employership of teacher / job-coach   |       |   |       | 3.33% | 3.33  | 10.00 | 46.67 | 26.67 | 6.67  | 3.33  | 7.23 | 1.31     |
| 6.9 Presence of the teacher / job-coach introduction meeting  |       |   | 3.33% | 3.33% | 23.33 | 10.00 | 3.33  | 26.67 | 23.33 | 6.67  | 7.13 | 3.65     |
| 6.10 A detailed agreement with objectives, operational agreements and ways of support provided by the teacher / job-coach |       |   |       |       | 6.66  | 16.67 | 10.00 | 36.67 | 20.00 | 10.00 | 7.77 | 1.91     |

\*/ Highest score are highlighted.

**Q 7 : With respect to the preparation of a placement (for education or employment); how important do you feel are the following aspects?  
What is your experience on these aspects?**

|   | 1    | 2    | 3    | 4     | 5     | 6     | 7     | 8     | 9     | 10   | Mean | Variance |
|---|------|------|------|-------|-------|-------|-------|-------|-------|------|------|----------|
| 7.1 Providing information concerning the placement  |      |      |      | 16.67 | 16.67 | 10.00 | 16.67 | 23.33 | 13.33 | 3.33 | 6.67 | 3.22     |
| 7.2 Providing information concerning risks, insurance and compensations   | 3.33 | 3.33 | 6.67 | 16.67 | 26.67 | 6.67  | 16.67 | 10.00 | 10.00 |      | 5.57 | 4.18     |
| 7.3 Design of a matching profile  | 6.67 |      | 6.67 | 6.67  | 26.67 | 16.67 | 10.00 | 16.67 | 10.00 |      | 5.80 | 4.43     |
| 7.4 Deciding on the right match between institution/company and candidate   | 3.33 | 3.33 | 3.33 | 6.67  | 23.33 | 16.67 | 10.00 | 20.00 | 10.00 | 3.33 | 6.17 | 4.47     |
| 7.5 Preparation of general working skills of the candidate  |      | 3.33 | 3.33 | 6.67  | 30.00 | 13.33 | 23.33 | 13.33 | 6.67  |      | 6.03 | 2.77     |
| 7.6 Knowledge and experience of the candidate in the sector   |      | 3.33 | 0.00 | 3.33  | 33.33 | 13.33 | 30.00 | 10.00 | 6.67  |      | 6.17 | 2.27     |
| 7.7 Knowledge and experience of the sector with teacher / job-coach   |      |      |      | 13.33 | 33.33 | 6.67  | 30.00 | 13.33 | 3.33  |      | 6.07 | 2.00     |
| 7.8 Knowledge of entrepreneurship and employership of teacher / job-coach   |      | 6.67 |      | 6.67  | 33.33 | 30.00 | 10.00 | 3.33  | 10.00 |      | 5.73 | 2.73     |
| 7.9 Presence of the teacher / job-coach introduction meeting  | 3.33 | 3.33 |      |       | 20.00 | 6.67  | 30.00 | 23.33 | 10.00 | 3.33 | 6.70 | 3.74     |
| 7.10 A detailed agreement with objectives, operational agreements and ways of support provided by the teacher / job-coach |      |      | 3.33 | 6.67  | 16.67 | 20.00 | 30.00 | 16.67 | 6.67  |      | 6.43 | 2.11     |

### Q 6 and 7: Importance vs. Experience.

When asking for importance we are also asking for 'expectations'. In the table below the mean scores of each question for expectation and experience are compared.

|   | Values importance | Values experience |            |
|---|-------------------|-------------------|------------|
|   | Mean              | Mean              | Difference |
| 7.1 Providing information concerning the placement  | 8.63              | 6.67              | 1.96       |
| 7.2 Providing information concerning risks, insurance and compensations   | 7.77              | 5.57              | 2.20       |
| 7.3 Design of a matching profile  | 7.63              | 5.80              | 1.83       |
| 7.4 Deciding on the right match between institution/company and candidate   | 8.43              | 6.17              | 2.26       |
| 7.5 Preparation of general working skills of the candidate  | 7.57              | 6.03              | 1.54       |
| 7.6 Knowledge and experience of the candidate in the sector   | 6.37              | 6.17              | 0.20       |
| 7.7 Knowledge and experience of the sector with teacher / job-coach   | 7.50              | 6.07              | 1.43       |
| 7.8 Knowledge of entrepreneurship and employership of teacher / job-coach   | 7.23              | 5.73              | 1.50       |
| 7.9 Presence of the teacher / job-coach introduction meeting  | 7.13              | 6.70              | 0.43       |
| 7.10 A detailed agreement with objectives, operational agreements and ways of support provided by the teacher / job-coach | 7.77              | 6.43              | 1.34       |

From the significant difference in scores between the importance employers are giving to the various aspects and the scores for their experience on the same aspects it can be concluded that providing more attention to the needs of employers will be welcomed.

**Q 8 : During a placement (for education or employment); how important do you feel are the following aspects?**

(The following Q 9 asks for your experience on the same aspects)

|   | 1    | 2 | 3    | 4     | 5     | 6     | 7     | 8     | 9     | 10    | Mean | Variance |
|---|------|---|------|-------|-------|-------|-------|-------|-------|-------|------|----------|
| 8.1 Appointing a work mentor from the company/institution.            |      |   | 3.33 |       | 3.33  |       | 3.33  | 63.33 | 16.67 | 10.00 | 8.07 | 1.73     |
| 8.2 Training of the work mentor                                       |      |   |      |       | 13.33 | 10.00 | 36.67 | 26.67 | 13.33 |       | 7.17 | 1.41     |
| 8.3 Monthly contact between employer/work mentor and teacher/jobcoach |      |   |      |       |       | 10.00 | 33.33 | 36.67 | 20.00 |       | 7.67 | 0.82     |
| 8.4 Availability by phone of teacher/jobcoach                         |      |   |      |       | 6.67  | 13.33 | 13.33 | 40.00 | 20.00 | 6.67  | 7.73 | 1.66     |
| 8.5 Support by teacher/jobcoach on the work floor at introduction     | 3.33 |   | 3.33 |       | 13.33 | 20.00 | 16.67 | 33.33 | 6.67  | 3.33  | 6.77 | 3.31     |
| 8.6 Support by teacher/jobcoach when called in                        | 3.33 |   |      |       | 6.67  | 6.67  | 26.67 | 30.00 | 13.33 | 13.33 | 7.57 | 3.25     |
| 8.7 Defined placement objectives which will be evaluated              |      |   |      | 3.33% |       | 10.00 | 16.67 | 46.67 | 16.67 | 6.67  | 7.80 | 1.49     |

**Q 9 During a placement (for education or employment); what is your experience with the following aspects?**

|   | 1    | 2    | 3    | 4     | 5     | 6     | 7     | 8     | 9     | 10   | Mean | Variance |
|---|------|------|------|-------|-------|-------|-------|-------|-------|------|------|----------|
| 9.1 Appointing a work mentor from the company/institution.            | 3.33 |      | 3.33 |       | 23.33 | 6.67  | 23.33 | 30.00 | 10.00 |      | 6.63 | 3.30     |
| 9.2 Training of the work mentor                                       | 3.33 | 3.33 | 6.67 | 0.00  | 36.67 | 20.00 | 10.00 | 13.33 | 6.67  |      | 5.70 | 3.48     |
| 9.3 Monthly contact between employer/work mentor and teacher/jobcoach | 3.33 | 3.33 | 3.33 | 10.00 | 20.00 | 10.00 | 20.00 | 20.00 | 6.67  | 3.33 | 6.13 | 4.38     |
| 9.4 Availability by phone of teacher/jobcoach                         | 3.33 | 3.33 | 3.33 |       | 23.33 | 6.67  | 33.33 | 20.00 | 3.33  | 3.33 | 6.33 | 3.76     |
| 9.5 Support by teacher/jobcoach on the work floor at introduction     | 3.33 |      | 6.67 | 3.33  | 26.67 | 13.33 | 30.00 | 13.33 | 3.33  |      | 5.97 | 2.97     |
| 9.6 Support by teacher/jobcoach when called in                        | 3.33 | 3.33 |      |       | 26.67 | 10.00 | 23.33 | 20.00 | 10.00 | 3.33 | 6.50 | 3.85     |
| 9.7 Defined placement objectives which will be evaluated              | 3.33 |      | 3.33 |       | 26.67 | 10.00 | 20.00 | 23.33 | 10.00 | 3.33 | 6.57 | 3.65     |



### Q 8 and 9: Importance vs. Experience.

|   | Values importance | Values experience |            |
|---|-------------------|-------------------|------------|
|   | Mean              | Mean              | Difference |
| 8.1 Appointing a work mentor from the company/institution.            | 8.07              | 6.63              | 1.44       |
| 8.2 Training of the work mentor                                       | 7.17              | 5.70              | 1.47       |
| 8.3 Monthly contact between employer/work mentor and teacher/jobcoach | 7.67              | 6.13              | 1.54       |
| 8.4 Availability by phone of teacher/jobcoach                         | 7.73              | 6.33              | 1.40       |
| 8.5 Support by teacher/jobcoach on the work floor at introduction     | 6.77              | 5.97              | 0.80       |
| 8.6 Support by teacher/jobcoach when called in                        | 7.57              | 6.50              | 0.97       |
| 8.7 Defined placement objectives which will be evaluated              | 7.80              | 6.57              | 1.23       |

The difference in scores between the importance employers are giving to the various aspects and the scores for their experience on the same aspects are less than in the case of Q 6 and 7. The means are 1.47 [Q6+7] vs. 1.26 [Q8+9].

Somehow the picture emerges that the requirements for the preparation of placements are quite high while the implementation of a placement usually works out quite well in realistic terms.

**Q 10 : When finalizing a placement, how important are the following aspects?**

(The following Q 11 asks for your experience on the same aspects)

|  | 1    | 2    | 3 | 4    | 5    | 6     | 7     | 8     | 9     | 10    | Mean | Variance |
|--|------|------|---|------|------|-------|-------|-------|-------|-------|------|----------|
| 10.1 Evaluation at end of placement with all parties involved (employer, trainee and teacher/jobcoach) | 3.33 |      |   |      | 6.67 |       | 6.67  | 46.67 | 23.33 | 13.33 | 8.00 | 3.07     |
| 10.2 Support with the application of subsidies of fiscal measures.                                     | 3.33 | 3.33 |   | 3.33 | 6.67 | 6.67  | 20.00 | 20.00 | 23.33 | 13.33 | 7.40 | 4.84     |
| 10.3 Aftercare in the form of contact after final placement at a workplace.                            | 6.67 |      |   | 3.33 | 6.67 | 10.00 | 16.67 | 36.67 | 16.67 | 3.33  | 7.07 | 4.40     |

**Q 11 : When finalizing a placement, what is your experience with the following aspects?**

|  | 1     | 2    | 3    | 4     | 5     | 6     | 7     | 8     | 9    | 10   | Mean | Variance |
|--|-------|------|------|-------|-------|-------|-------|-------|------|------|------|----------|
| 11.1 Evaluation at end of placement with all parties involved (employer, trainee and teacher/jobcoach) | 3.33  | 3.33 |      |       | 23.33 | 10.00 | 13.33 | 33.33 | 3.33 | 6.67 | 6.57 | 4.25     |
| 11.2 Support with the application of subsidies of fiscal measures.                                     | 10.00 | 3.33 | 6.67 | 10.00 | 16.67 | 13.33 | 23.33 | 10.00 | 3.33 | 3.33 | 5.47 | 5.38     |
| 11.3 Aftercare in the form of contact after final placement at a workplace.                            | 6.67  | 3.33 | 3.33 | 13.33 | 16.67 | 16.67 | 20.00 | 13.33 | 3.33 | 3.33 | 5.70 | 4.68     |

**Q 10 and 11: Importance vs. Experience.**

|  | Values importance | Values experience |            |
|--|-------------------|-------------------|------------|
|  | Mean              | Mean              | Difference |
| 10.1 Evaluation at end of placement with all parties involved (employer, trainee and teacher/jobcoach) | 8.00              | 6.57              | 1.43       |
| 10.2 Support with the application of subsidies of fiscal measures.                                     | 7.40              | 5.47              | 1.93       |
| 10.3 Aftercare in the form of contact after final placement at a workplace.                            | 7.07              | 5.70              | 1.37       |

From the significant difference in scores between the importance employers are giving to the various aspects of finishing a placement and the scores for their experience on the same aspects it can be concluded that providing more attention to the needs of employers is needed.

**Q 12 : What, according to you, are the pro's and cons of a placement?**

Some selected answers:

| <b>POSSITIVE</b>  | <b>NEGATIVE</b>   |
|---|---|
| Social responsibility of employers with return on investment                      | When trainees are not motivated it is a waste of time                     |
| Take your responsibility for continuity and future of your sector                 | Mentoring a trainee can take a lot of time                                |
| Training for the labour market is interesting for every employer                  | Mentoring always creates extra work pressure for other employees          |
| Mentoring trainees keeps the mentor sharp   | A trainee could 'hide' a real vacancy                                     |
| Getting to know new ideas and talents   | Work has to be useful; this could be difficult                            |
| Possibility to get to know possible new staff                                     | A good work mentor is essential   |
| Transfer theory to practise, transfer practical knowledge                         | Some organizations misuse possibilities of trainees                       |
| A trainee can show his value without risks (trial period) for himself or employer | A trainee can also demonstrate how vulnerable your organization really is |
| Development of work-skills in trainees  | Growing towards a real position in the company is not always possible.    |
| Improve possibilities labour market   |   |
| Give opportunity to develop confidence and self-value                             |   |

**Q 13 : What, according to you, are the pro's and cons of a placement of an unemployed person in a re-integration program?**

Some selected answers:

| <b>POSSITIVE</b>  | <b>NEGATIVE</b>   |
|---|---|
| Often well motivated employees  | Regulations are often very complex  |
| Could save costs  | New work might also mean: starting at the bottom of the ladder again            |
| A renewed well being, health and capacity to earn a living                          | A vacancy could be [temporarily] hidden   |
| Gaining some work experience in a different sector is useful                        | Often unemployed do not really qualify for our vacancies                        |
| A new challenge might provide new energy and drive                                  | Even with support of job coach mentoring may take a lot of time                 |
| Improved company image by being socially involved                                   | Lots of red tape with adapting a work place                                     |
| Employees get often very loyal to the company when these chances are being offered. | Persons with this kind of background are not easy to fit in our organization... |

**Q 14 :** In your opinion, are there any other aspects important for a successful placement?

Answers collected:

- Motivation of trainee is very important.
- Evaluation should happen at intervals.
- The team where trainee is placed should be hospitable.
- A trainee needs to be a reliable person.
- Support to the home situation should be available.
- In SME's it is often more important 'to fit in' than having all the right credentials.
- Before placement it should be clear if there exists a possibility to acquire a paid job.
- It helps matching a trainee when an employer has set a clear profile.
- Job coaches and work mentors should be experts and well committed.

**Q 15 :** Would you like to add anything?

2 responses only:

Good luck!

There is a lot to be gained still.

## **Conclusions.**

The remark made by 1 respondent at Q 15: "There is a lot to be gained still" has been proven to be valid by the responses of all participants. This is clearly illustrated by the differences in expectations and experiences as scored by the participants in the survey.

When overlooking all scores on the questionnaire the following aspects are seen to be most important:

- Matching between company and trainee should be done very careful, using profiles and a series of interviews involving all parties.
- Attitude and working skills of trainee are seen as needed for a successful placement.
- Clear information regarding conditions (to both parties involved).
- "Speaking the language of the entrepreneur" by the teacher or job coach preparing and supporting the placement.
- Direct availability of teacher or job-coach in case there is an urgent problem arising.

In an even more general way it can be concluded that there are 2 elements needed for a successful training- or re-integration placement:

- the professionalism of the teacher / job-coach  
and
- the quality of the procedures followed.

In other words: there is plenty room for improvement!