

UK – SCANDINAVIA EXCHANGE PROGRAMME

GUIDELINES



CITY OF COPENHAGEN

RAMBOLL

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The application form for the programme can be downloaded from the Avfall Sverige (www.avfallsverige.se) and DAKOFA (www.dakofa.dk) homepages

Completed application forms should be sent to uk-exchange@ramboll.dk no later than 27th August 2017

1 The programme

This programme is designed to enhance skills exchange for professional & occupational staff working in the waste industry, to gain a better understanding of operational practice and to exchange best practice on health & safety and environmental procedures between the UK, Sweden and Denmark.

This year the scheme will run from 29th October – 11th November 2017 and is planned to run annually at a similar time in subsequent years to 2021. Candidates will be selected on a rolling programme and a maximum of five people will travel to the United Kingdom each year.

The programme will provide:

- placements with receiving UK Waste & Resource Management public and private Companies;
- training before departure on culture and language essentials;
- an agreed training and skills programme tailored to each selected individual;
- training on the UK Waste Industry;
- an opportunity to share best practice learnt in de-brief sessions with all participants and;
- DAKOFA/Avfall Sverige certificates of assignment on completion that can be used as part of continuing professional development (CPD).

The programme is a unique opportunity for Danish and Swedish organisations active in the waste and resource management sector. It will enable the organisations to send employees for on-site experience over a two-week period alongside employees in the waste and resource management industry in the United Kingdom. Exchanging best practice through experiential learning is a cost effective method to challenge our current approach to operational, environmental and health and safety procedures, not in the classroom but through working side by side with colleagues facing similar problems. It offers additional benefits to participants in that it will provide an overview of the UK Waste Industry, and first hand engagement with British language and culture.

Opportunities exist with a wide range of organisations in the UK including both public and private operators ranging from rural to big city municipalities to some of the largest private waste recycling and disposal companies in Europe with expertise in industrial, commercial and municipal waste.

1.1 Organisation

The programme is being managed by a consortium that includes the Avfall Sverige, DAKOFA, the Chartered Institution of Wastes Management, the City of Copenhagen and Ramboll.

The consortium is supported in operating the programme by a programme secretariat currently operated by Ramboll.

2 Applying for the programme

2.1 Who can apply for the programme?

The programme is particularly looking for “front line” employees from the waste and resource management industry who want to gain experience of operational, health, safety and environmental practices in another country to support their job remit. It is helpful but not essential if applicants are part of the Health and Safety Committees for their organisation or they are able to show they aspire to such a role or that they have specific responsibilities for delivering effective operational health and safety practices within the workforce.

Candidates will be expected to be clear on the skills they are seeking to acquire and how they will form part of their CPD programme or competency training and be able to show they will take new skills back into their organisation to enhance approaches to operational, health, safety and environmental management.

Examples of candidates who may wish to apply include:

- operational front line staff who wish to grow their understanding of different ways of working and share their experiences on improving operational, health & safety and environmental approaches;
- staff with health and safety responsibilities;
- front line supervisors; and
- managers.

2.1.1 Criteria that must be fulfilled in order to apply for the programme

In order to be able to apply for the programme, the candidates will need to:

- work within the waste and resource management industry;
- have support from their employer to apply for the programme ;
- have their employers agreement to allow the candidate to take part in the programme as part of the candidates paid employment;
- be at least 18 years old;
- be a legal resident in Denmark or Sweden;
- hold a valid passport for travel to the United Kingdom. If the candidate does not hold a Danish or Swedish passport the candidate will need a visa to visit and work in the UK.

2.2 Submitting an application

Candidates applying for the programme must complete an application form signed by both their employer and the applicant. Application forms can be downloaded from the DAKOFA and Avfall Sverige websites.

The completed application form should be sent by e-mail to uk-exchange@ramboll.dk

For the 2017 round of the programme applications have to be submitted no later than 27th August 2017.

2.3 Application fee

For each application to the programme an application fee, to cover administrative costs, must be paid by the employer of the candidate applying. For 2017 the application fee is 2.300DKK excl. VAT. The fee will be invoiced by Ramboll on behalf of the programme upon receipt of the application form. The application fee must be paid for all candidates applying to the programme regardless of whether the candidate is selected for the programme or not.

2.4 Screening of submitted applications

Upon receipt of an application, the application will be screened by the programme secretariat. If any requested information is missing, unreadable, or requires clarification or requested signatures have not been provided, the programme secretariat will ask the candidate and the candidates employee to revise and resubmit the application form as soon as possible and no later than three days before the next selection committee meeting.

3 Selection of candidates to take part in the programme

The selection of candidates to take part in the programme is done in three steps:

1. Firstly an assessment committee will rank the candidates in order of priority based on the background information contained in the application form.
2. Secondly the top five candidates deemed as the best fit for the programme will be matched to the available placements in the UK.
3. Thirdly, a placement contract will be prepared and issued for signature by the involved parties.

Where agreement cannot be reached between the parties to place any of the top five candidates offers will be made to the next highest ranked candidates, who will be advised from the outset that they have been placed on a reserve list.

3.1 Assessing candidate applications

3.1.1 The assessment committee

The assessment committee consists of waste managers appointed by Avfall Sverige and DAKOFA. Each time the committee convene, three members of the committee will assess the candidates. Committee members are not allowed to assess candidates from the organisation they themselves are working for. The work and outcome of the assessment committee cannot be appealed neither by the candidate nor by the candidate's employer.

3.1.2 Assessment procedure

As part of the assessment process the committee will seek to understand the candidate's current capabilities, understanding and experience of the waste industry in order that the programme can place the right candidate with the right receiving organisation and in the right role.

The committee will, based on the information provided in the application form, assess each candidate according to the following criteria:

1. Strength of evidence of intention to use the knowledge learnt to improve operational health safety & environment performance in their current or future employment.
2. A clear understanding of their current skills in operational, health safety and environment procedures, the knowledge they are looking to attain and an ability to communicate lessons learnt to work colleagues.
3. Evidence of commitment to make the secondment a success.
4. Willingness to absorb new culture and learn new language skills.
5. Strength of support demonstrated by management in the supporting organization.
6. The knowledge they are able to demonstrate about health, safety environment and operational practices relevant to their level in your organization. You should note we are particularly looking for front line employees, supervisors, foremen and more specialized health, safety and environmental staff to take part.

Each criterion will be assessed and scored on scale from 0 to 5. The higher the total score, the higher priority will be given to find and arrange for a programme placement for the candidate.

3.1.2.1 Special preference to candidates working for organisations who took part in the UK based Leonardo Exchange Programme 2013-2016

In the first round of the exchange programme (taking place in the fall 2017) special preference will be given to candidates working for organisations who took part in the UK based Leonardo Exchange Programme 2013-2016 (see list of organisations in Appendix 2). In practice this means that a candidate from one of the Appendix 2 organisations on the discretion of the assessment committee may be prioritised over a non-Appendix 2 candidate with a higher assessment score.

3.1.2.2 Assessment of a candidate's English skills

If the assessment committee is in doubt whether an application has the necessary English skills to successfully participate in the programme, the committee can decide to test the candidate's English skills. A telephone conversation will be organised between the applicant and a person appointed by the programme secretariat with English as their mother tongue. If the candidate's English skills are deemed not to be sufficient to participate in the programme by the programme secretariat the candidate, regardless of the scoring achieved in the application evaluation, will not be offered a placement in the programme until the candidate is able to demonstrate sufficient improvement in his or her English skills.

3.2 Matching candidates with receiving companies

The programme secretariat will seek a placement opportunity for each candidate based on the information provided in the application form. Copies of the application form will be shared with potential receiving companies within the UK.

The choice to accept to receive a candidate for a placement is completely at the discretion of the UK organisation being approached and its decision cannot be appealed neither by the candidate nor by the candidate's employer.

When the programme secretariat has identified potential matches between candidates and receiving organisations the secretariat will contact the candidates for confirmation of interest in the placement. If interest is confirmed, a training and skills programme for the candidate for the placement will be drafted in cooperation with the receiving organisation and the candidate. Once finalised, the training and skills programme will be included as an annex to the placement contract. Candidates will be expected to take an active part in this process to ensure the programme meets their needs and aspirations as changes whilst on assignment are more difficult to achieve.

3.3 Finalising and signing of a placement contract

A contract for the placement will be prepared by the programme secretariat, stating the conditions and obligations of the parties involved. The contract must be signed by the candidate, the candidate's employer, the receiving company and the programme secretariat. The training and skills programme mentioned in section 3.2 will be included as an annex to the placement contract.

3.3.1 Checking that the required insurance cover is in place

Before the contract can be signed, the candidate's employer must provide evidence that insurance cover is in place for the candidate to cover travel, health, third party indemnity and liability insurance for all activities under the programme, preferably by a statement from the insurance issuer(s) confirming that this is the case. If such evidence is not provided the contract cannot be signed and the placement cannot take place.

3.3.2 Payment of participation fee

The employer of successful candidates, for which a placement is agreed, will be required to pay a completion fee. For 2017 the completion fee is 8.500 DKK excl. VAT. The completion fee will be invoiced to the employer of the candidate by Ramboll upon confirmation and signing of the contract for the programme placement. The fee covers all support services provided by the programme during the placement.

4 Pre-placement preparations

4.1 Training session

Before each placement round, a training session will be arranged for all the selected candidates. The training session will cover culture and language essentials as well as practical information about procedures and obligations for the candidate during the placement. Participation in the training session is mandatory for the candidates. The training session will take place in the Greater Copenhagen Region, normally at the Ramboll office in Ørestad in Copenhagen and will last about 4 hours.

The candidate will be expected to participate in the training session as part of the candidates paid employment and here to related subsistence and travel costs are a matter for the candidates' employer.

4.2 Travel and accommodation arrangements for the placement

The candidates' employer will be expected to organise travel and accommodation during and related to the placement. The receiving company and the UK partners of the programme will be available to advise on such issues including the best options for local transport, transfer to and from the airport upon arrival and departure and accessibility to local restaurants, shops and other services. Responsibility for the final decision and arrangements for travel and accommodation lies solely on the candidate and the candidates' employer. It is highly recommended that both seek advice on these matters from the involved UK parties.

5 Activities during the placement

5.1 CIWM Induction

In the beginning of the placement period a joint induction for all the candidates will be provided by the CIWM on the local waste and resources management industry. The induction will take place either in central Birmingham or at the CIWM offices in Northampton. The exact location will depend on the placement location of each of the candidates. The exact location will be announced once candidates have been placed to allow time for travel and accommodation arrangements to be put in place.

5.2 Placement at the receiving organisation

On the placement the candidates are expected to act in a professional manner and share their own experiences of health safety, environment and operational procedures and how effective they are in Denmark and Sweden with their hosts. The candidates will also be required to meet all the standards expected of UK employees in the organisations they join and to act in accordance with the agreed training and skills programme for the placement. Furthermore, the candidates will be required to keep a log/diary in a format provided by the programme during their placements in the UK.

The receiving organisations will provide the candidates with free training and an experiential learning opportunity with their company. The receiving organisations will treat the candidates like new employees and provide induction programmes. An employee of the receiving organisation will mentor the candidate on the placement. The candidates will however be expected to undertake work alongside employees in the receiving company and to match their hours of work and shift patterns in the UK, which may be substantially different from the candidates normal daily routine in Denmark or Sweden.

Emergency contact details will be provided locally and back in Denmark/Sweden to deal with any unexpected events.

The employers of the candidates are obliged to let their candidate/employee to take part in the placement as part of the candidates paid employment and to meet the hereto related subsistence, accommodation and travel costs.

5.3 Social activities

There are as such no beforehand planned and mandatory social activities included in the programme. However, the candidates as well as the receiving organisations and its employees are all strongly encouraged to take part in and plan joint social activities during the placement, since such activities are believed to provide substantial additional value to the placements and the programme. Of-course, no candidate is expected to take part in any social activity that is in conflict with the candidates personal beliefs and preferences, involves criminal or unlawful actions or might cause harm. The nature of such activities is a matter between the candidate and receiving company in the UK.

6 Post-placement activities and obligations

6.1 Preparation of placement report

Upon return from the placement candidates will be expected, within two weeks, to write a short report presenting the candidates experiences and learning from the placement in a format provided by the programme. The log/diary kept during the placement is meant to be used as support for the candidate when writing the report. Both the draft report and copies of the log must be submitted to the secretariat. Candidates are encouraged to add photographic evidence and supporting documents from the placement to the log/diary as a record of their activities. Such material may be used in promotional activities by agreement with the candidates.

Once finalised the report will be shared with the receiving organisation and used for dissemination of the programme in general. The report should be written in English. However, if there is a strong preference from the candidate to write the report in his or her mother-tongue reports written in Danish or Swedish can be accepted, given that the report contains an English summary.

When submitted to the programme secretariat the reports will be screened and commented by the secretariat and the candidates are expected to take the comments provided by the secretariat into consideration when amending and finalising the documents.

Employers are expected to support candidates to finalising the reports within the given time frame.

6.2 Participation in debriefing session

Approximately one month after the placement a debriefing session will be held. Participation in the debriefing session is mandatory for the candidates. At the debriefing session the candidates will share their final reports with the other successful candidates and key lessons learnt will be identified for wider dissemination. Each participant will be expected to make a short presentation about their experience and to share their thoughts on how their experience and learning can and will be used in their organisation as well as in the Scandinavian waste management sector in general. Finally, the candidates are expected to provide feedback on the programme in general and opportunities for dissemination of the results of the programme and promotion of the programme will be discussed.

The duration of the debriefing session will be approximately four hours and take place in the Greater Copenhagen Region, normally at the Ramboll office in Ørestad in Copenhagen.

The candidate has to be able to participate in the debriefing session as part of the candidates paid employment and hereto related subsistence and travel costs are a matter for the candidates employer. Furthermore the employers of the candidates are encouraged

to attend the debriefing session with their candidate in order that they may gain the greatest benefit from the exchange programme.

6.3 Receiving diploma

Upon completion of the programme (hereunder the submission of the finalised placement report and participation in the debriefing session), DAKOFA and Avfall Sverige will issue certificates of assignment that can be used as evidence for the candidates' continuous professional development (CPD).

6.4 Sharing knowledge, experiences and promoting the programme

The candidates are expected to promote lessons learnt in their own organisations and the candidates employers are expected to encourage and support their candidates in doing so.

Furthermore, the candidates as well as the employers of the candidates are expected to promote lessons learnt in your own company and share your experiences at national events arranged by Avfall Sverige and DAKOFA as well with Avfall Sverige and DAKOFA members through other events that may be organised in your local area.

Appendix 1 - Frequently Asked Questions

Q Is there a maximum age for acceptance on the scheme?

A We have not specified a maximum age. The project is principally aimed at people in the industry who are in a position to improve health, safety, environment and operational performance within their companies and who are able to influence colleagues to challenge custom and practice

Q Do I need to be a health, safety & environment expert to join the programme?

A No –whilst the scheme will welcome health safety & environmental experts we want front line staff who are involved in health safety & environment committees or aspire to be, from all levels within the waste and resource management business.

Q Do I need my employee's permission to join the programme?

A Yes your company will be required to support your application and to fund your travel, subsistence and an application and administrative fee to enter the programme.

Q If I have already taken up a placement in another scheme to the United Kingdom, am I still eligible?

A No – only one placement is available for each applicant.

Q If I am a citizen of the United Kingdom am I still eligible for a placement under this programme?

A Yes – citizens of the United Kingdom are eligible for this programme.

Q How are my costs covered under the programme?

A You will need your employer or a sponsor to cover your travel, accommodation subsistence and entry costs to the scheme. Advice will be available on travel and accommodation which you will need to organize through your employer or sponsor along with travel and health insurance. The Exchange partners will provide you with free training and an experiential learning opportunity within their company.

Q Will I have insurance cover whilst working in the United Kingdom?

A Before you will be allowed to travel the project administrator will need to be satisfied that all insurance cover is in place with your own employer to cover travel, health, third party indemnity and liability insurance.

Q What will I be expected to do?

A Attend pre-placement training, agree a training and skills work programme (or development log), work alongside similar colleagues in the United Kingdom for two weeks and attend a de-brief session in Copenhagen. You will also be expected to promote lesson learnt in your own company and share your experiences with other Avfall Sverige and DAKOFA Members through events that may be organized in your local area. On the placement you will be expected to act in a professional manner and share your own experiences of health safety, environment and operational procedures and how effective

they are in Denmark and Sweden with your hosts. You will also be expected to meet all the standards expected of UK employees in the organisations you join.

Q Do I need to speak English?

A Yes – You will receive details of critical words and phrases to help you make the most of your visit but you will need reasonable English to take full advantage of this opportunity.

Q Will I gain recognition for the placement and the work I undertake?

A Yes you will be assisted to put together a EU CV and will gain a skills Europass. You will be able to use the placement hours to meet CPD requirements and will receive a certificate from DAKOFA/Avfall Sverige confirming you have taken part in the placement and that you have met the requirements of your health, safety, environment and operational objectives.

Q How will you ensure I am placed with a company and at a level in that company that reflects my own aspirations and experience?

A If you are selected we will discuss with the potential receiving companies and yourself the right opportunity that matches your skills. We will share your application form with placement companies and both parties will need to agree the placement details.

Q What support will I receive on placement?

A Induction will be provided by the CIWM on the local waste and resources management industry. Placement companies will also treat you like a new employee and provide induction programmes. An employee of the receiving company will mentor you on placement. You will however be expected to undertake a days work alongside employees in the receiving company and to match their hours of work and shift patterns in the UK which may be substantially different from your own. Emergency contact details will be provided locally and back in Denmark/Sweden to deal with any unexpected events.

Q What travel documents will I require?

A You will require a Danish / Swedish passport. If you are citizen from another EU state (excluding Sweden and Denmark) you will require your national passport. If you do not hold a passport from a EU state you will need your national passport and associated entry and work visa authorizing you to enter and work in the United Kingdom. Non-EU citizens must make this clear in the application form in order that appropriate checks can be made and the right advice given.

Appendix 2 – Danish and Swedish organisations with priority preference on the scheme

Sweden

1. SYSAV Industri AB – Swedish Waste Management Company - Based in the 3rd City of Sweden – Malmö.
2. VA SYD Malmö - Based in the 3rd City of Sweden – Malmö.
3. Lunds Renhållningsverk (Lunds Waste Management) – Based in a medium sized Municipality.
4. NSR AB - Based in a medium sized Swedish Municipality Helsingborg.
5. Vaxjö Municipality - Based in a small Swedish Municipality – Vaxjö
6. LSR Landskrona - Based in a small Swedish Municipality - Landskrona
7. Renova Gothenborg – Based in the 2nd City of Sweden Gothenborg.
8. Jonkopings Municipality – Based in a medium sized Swedish Municipality Jonköping
9. Trelleborg - Based in a medium sized Swedish Municipality

Denmark

10. Amagerforbrænding (now ARC) – Based in the city district Amager of Copenhagen.
11. Vestforbrænding – Based in Glostrup suburbs of Copenhagen.
12. HCS - Based in Glostrup suburbs of Copenhagen.
13. City Renovation - Based in Glostrup suburbs of Copenhagen.
14. Norrecco/City Container - - Based in the Copenhagen area.
15. Odense Waste Management A/S - Based in the 3rd City of Denmark - Odense
16. MLarsen Trucking Company A / S - Based in Copenhagen area.
17. City of Copenhagen - Based in Copenhagen.

Appendix 3 - UK organisations expected to offer placements

Nottingham City Council.	Municipality
Wellingborough Norse.	Municipality
Peterborough City Council.	Contracted company (AMEY)
Warwickshire County Council.	Municipality
Charnwood District Council	Municipality
Amey	Private Company
Blaby District Council	Municipality
City of Westminster	Municipality
South Northamptonshire Council	Municipality
Northamptonshire County Council	Municipality
Cherwell District Council	Municipality
FCC Environment	Private Company
SERCO	Private Company
Wolverhampton City Council.	Contracted Company (AMEY)
City of London	Contracted Company (AMEY)
Viridor	Private Company