Establishing Job Placement Center at Faiz-e-Aam Welfare Trust

BUSINESS PROJECT B – EMBA 2K12
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Abstract

The business project presents the plan of setting-up a training and placement center for individuals of the lower middle class whose services, as drivers, domestic help, governesses and other such domains are a need of the society. It also presents a huge gap and provides an opportunity for entrepreneurs and individuals alike for fulfilling the needs of those in the job market by providing them hired help in different departments.

The plan will be executed through an already established welfare entity, Faiz-e-Aam Trust that is helping the under-privileged people of the society in gaining a footing and making a living for themselves and their families through different means. It is being done through social and educational as well as vocational training programmes. The prospects of training people of the lower social class according to the values and parameters of the upper and lower middle class will be analyzed and placement mechanism for the same will also be discussed. The document will also study and compare the same trends as being practiced in Europe and Turkey.

Introduction

With an increase in the number of working women during the last couple of decades, there is a corresponding increase in the demand for domestic help for upper, middle and even lower middle class families. The situation provides an opportunity for entrepreneurs to establish training centers for all workers, from drivers to household maids and governesses, apt at being able to maintain and work with the value systems and parameters of the particular families in these social classes. For families with both partners contributing to the family income, this arrangement is necessary and important.

For the business entrepreneurs and the social welfare organizations working in the field, this is a huge void in the labour market which can be filled by training individuals from the lower social strata of the society and training them professionally. This business approach is already being implemented with success across the border in India where females are being trained and even facilitated in being placed worldwide. The trend is also widespread in Philippines, Turkey and other countries in Europe and the dynamics of the business design, and the trends that make it successful would be discussed in this business project.

Executive Summary

The Business Project recognizes a huge gap in the labour market of Pakistan which can be addressed through the presented business strategy. A bulk of the lower class of Pakistan faces economic problems and are not able to support their families since the lack the capability and capacity to work at better and stronger wages. At the same time, with the rise in the number of working women, there is an opportunity for the lower class to acquire jobs as house maids, domestic help, caretakers of children and elderly and so on.

Through Faiz-e-Aam Welfare Trust, the opportunity to address this gap is being planned and executed. The document reflects the difficulties that the organization might encounter as it adds a department without being able to add greatly to its workforce. The details of the proposed project including the process of change management, and expected results has also been discussed.

The marketing strategy to promote this idea and to set it up as a business enterprise so as to ensure its long-term sustainability is an important part of the idea, since the donor base on any project is not reliable. As a business endeavor, the project will remain viable and will fund itself so as to help as many people as possible.

Reason and Justification of Project

The rising inflation in Pakistan requires that women take as much of an active part in running the households as men do. Through this document, a business idea will be presented that will work out how the working women in Pakistan, specially Islamabad and adjoining areas can be facilitated by providing them with trained hired help, at the same time ensuring security by

running background checks before providing employment. This will also facilitate the lower class in improving their living standards and being an active part of the economy.

Problem Statement

The Faiz-e-Aam Welfare Trust is providing training to the underprivileged social classes of Pakistan for the past 5 years. However, it was felt that there is a gap in conducting of the trainings, and providing the job opportunities to the trained people. It is more difficult for the employers to find trained hired help especially for managing the household efficiently. It is one of the main concerns of the working women community where running the background check is inevitable to ensure the safety and security of their family while hiring employees.

Main Projects of Faiz-e-Aam Welfare Trust

Faiz-e-Aam Welfare trust is working on number of projects for the benefit and welfare of the underprivileged. These include educational as well as social welfare programs like:

1. Mount Hira Charity School – Edicational program

2. Dastarkhuwaan- Street Lunch Program

3. Iqbal Vocational Training Centre – Skill Development Program

4. Rehman Free Medical Camp – Health Care Program

5. Street Store for the needy – Clothing Program

6. Marriage Support - Orphan Girls

7. Takreem - Program for the transgender (Faiz-e-Aam Welfare Trust, 2016)

Research Methodology

The adopted research methodology for this business project is primary and the data will be gathered through feedback of the stakeholders of the project, be they the implementers or the

beneficiaries of the project. There will also be desk review regarding the same practices and business designs as undertaken in other countries. The key informant interviews (KIIs) also played an important part in this project.

Analysis of the Problem

This project analyzes how a job placement center, incorporated with the organizational goals at Faiz-e-Aam Welfare Trust can help in building a strong rapport for the system along with monitoring effectiveness of trainings and elevating the level of satisfaction of trainees as well as customers. It has been observed that over a period of seven years, since Faiz-e-Aam Welfare Trust was founded, it has trained more than 1000 people with the help of its experienced trainers under different training programs like diploma courses, short courses and vocational training programs. However, there has been a gap between training and providing the job opportunities. The organization will be able to eliminate this gap by adopting the modernistic systems and avoiding archaic practices. The project will focus on devising a mechanism for search of job market for trainees, especially those related to the household care and infant care along with utilizing the most affordable means of marketing and methods of fund generation to ensure the smooth functioning of the organization. We have also talked to some of the trainees of vocational center. They informed us It is difficult for them to present themselves in the market and find good jobs without a proper reference. Similarly, it was an observation that the Trust receives a number of calls and messages about the performance of people who get trainings from Faiz-e-Aam. No matter which side of the coin you're on, finding decent work and workforces is a demanding practice. If we're hiring, one job opening could appeal hundreds of candidates. Filtering them to find a suitable fit is time consuming. On the other hand, a job seeker may feel like he or she is sending resumes into the black hole of the Internet, never to hear a reply. This is to some extent easier for the educated people or for those who have internet

access or are literate enough to make CVs and apply. Unfortunately this formula is not applicable for comparatively low paid jobs and such people are reliant on other people or agencies for getting nice jobs.

There is a great need for household help specially nannies, house-keeping staff and care takers.

Commandment for Establishing the Job Placement Center

It is inevitable to carry out this new operation without devising a checklist mentioning dos and don'ts for guiding in the most optimal way of implementing this change. No guideline fully guarantees success but these commandments if effectively practiced and followed will serve as a reference line and guiding path. It is important to prepare a data bank for initiating the placement center. All the previous trainees need to be contacted. In the main while Faiz-e-Aam Welfare Trust will have to use their Facebook page and official website for the advertisement. It has to be done in such a manner where employers can submit their request online or via phone calls.

Scanning the organizational needs for this change

The trust's current, and future environment must be scanned to ascertain the need for this change at the cost of additional expense. As the trust already has a track record of adopting new ventures, the process has to be more participative and all team members should be involved at every step through extensive communication and explaining the rationale behind the activity. Since this activity is aligned with the organizational goals to enable people to adopt a better life by means of skill development, it will be practicable to create a shared vision in this direction. At this stage, it is useful to examine the potential of the organization by mean of running the SWOT analysis.

SWOT Analysis

SWOT Analysis is a useful technique, originated by Albert S. Humphrey in the 1960s, for understanding your Strengths and Weaknesses, and for recognizing both the Opportunities open to you and the Threats you face. What makes SWOT particularly powerful is that, with a petite thought, it can help you uncover opportunities that you are well-placed to exploit. And by understanding the weaknesses of your business, you can manage and eliminate threats that would otherwise catch you unawares. Moreover, by observing at yourself and your competitors using the SWOT framework, you can start to craft a strategy that helps you distinguish yourself from your competitors, so that you can compete successfully in your market. (SWOT Analysis, n.d.)

	Favourable	Unfavourable
	Strengths	**Weaknesses**
Internal	- Competent trainers - Trust and positive image in society - A considerably huge pool of donors - Reliable social contacts - Availability of volunteers - Registered Trust - Train the needy on skills and educate them on moral values - Own purpose built facility for training - Management of resources and finances by experience and trustworthy members	- Limited access to general public specially where jobs are available - Dearth of knowledge and mechanism for running the back-ground checks - Customer relationship management - Lack of experience in the field of placement compared to the agencies running such operations for some time

	• Highly motivated and dedicated team members • Location of the training center • Accessibility via internet, phone and direct communication • Transportation mechanism		
External	**Opportunities** • Ever increasing demand of trained household employees • Certification under Skill Development Council • People can share their needs so training can be customized as per need of the customers who incur some extra cost • Mechanism for complete background check is manageable with the help of parents of street children school which will act as additional workforce without involved	**Treats** • Competitive agencies can adopt the same strategy so competitive advantage is not sustainable • Hired help is provided at the doorstep • The donors may switch interest at any point in future	

The SWOT Analysis of the organization above highlights the main Strengths and Weaknesses to show the related Opportunities and Threats. On the basis of this analysis, the strategy for

the future expansion in operations will be practicable. The future course of action will consist of the following points:

- More customers will be contacted by mean of using the Facebook page and all the new features of the Trust will be shared with then in real time.

- For sending an employee to a particular customer the background check will be done using the primary source persons like parents of students of Mount Hira. Workers will be registered with Faiz-e-Aam Welfare Trust on reference of some reliable member of the society or any member of the trust with written note of assurance. The customers will have to register themselves with the trust and incase of any unacceptable point the registration will be cancelled.

- Customized training will be provided only on extra payment. The details of the training points will be shared with the customers for each of the following trainings nanny/infant care, baby sitters, household maids mainly kitchen cooking and cleaning staff as well as janitors with their skill sets.

- Other than the trainees of Iqbal Vocational Center skilled workers like gardeners, drivers will be registered at the Job Placement Office.

- The person selected for the desk job who will interact with the customers will be trained on Customer Relationship Management. Hiring an experienced staff members will be inevitable.

- The workers will only be sent after receiving the payment in advance from the employers. The workers will receive the payments from the Faiz-e-Aam to avoid any insecurity from any party. The trust will deduct a small portion as part of service charges.

The SWOT Analysis depicts that the establishment of the Job Placement Center is doable under the given circumstances taking the above mentioned steps and precautions. The external

challenges will be faced from time to time. However, it is inevitable to not consider the significance of the forces acting against and those working in favour of this change of adding a new department. It requires proper planning to prepare the current workforce for this change as it will increase the workload on all the team members as well as increase their level of responsibility. They need to be made to understand that the Trust is working with a vision i.e.

"To create lasting solution to poverty, hunger, ignorance and illness"

(Faiz-e-Aam Welfare Trust, 2016)

The trust cannot achieve its first target unless it is willing to extend its operations and becoming the means for finding a job can play an important part in achieving the goals. The more current employee of the trust will feel the significance of this change, the better will be the results in the long run.

Force Field Analysis

Force Field analysis is a change management technique originally conceived by *Kurt Lewin*. It shows and analyses the forces driving movement towards a goal (helping forces) or restraining movement toward the goal (hindering forces). It can be used for two purposes: to decide whether to go forward with the change and to increase chances of accomplishment by strengthening the forces supporting change and weakening those against it.

Equilibrium is reached when sum of driving forces equals the sum of restraining forces. In order for any change to occur, the driving forces must exceed the restraining forces, thus shifting the equilibrium.

The Force Field Analysis Diagram in the context of this project and organization is depicted below showing major Driving and Restraining forces to the change process:

Forces Restraining towards achieving the goal:

1. Absence of trained desk officer for efficiently handling of customer issues

2. Huge task to collect data and gather information about trained workers

3. Staff's doubts about increase in workload

4. Shortage of funds reqired for new set-up

5. Requirement for marketing personal

Forces Driving towards achieving the goal:

1. Belief in the vision

2. Active trainers involved in achieving the goals

3. Effective training modules in place

4. Management Support

5. Noteworthy pool of volunteers

Numerous efforts are to be made to overcome the preventive forces:

- The motive and benefits of the change process to be well articulated in front of management and their active involvement on every step to be ensured.

- Extensive communication to cover the gaps and clarify the ambiguities so that the doubts in the mind of employees can be illuminated. It will also be done with the primary stakeholders like donors to build-up their level of trust.

The details of tools, techniques and methods adopted to overcome resistance are stated in subsequent sections.

> *"It must be considered that there is nothing more difficult to carry out nor more doubtful of success nor more dangerous to handle, than to initiate new order of things."*

We believe John Kotter's Eight Step Model for Leading Change is a viable approach here.

1. Creating a Sense of Urgency

Significant organizational change cannot occur without the collaboration of the related stakeholders. As a product, creating a sense of urgency for a required change is the first step senior leaders must take to increase the support of employees and lower level managers. Creating a sense of urgency signals the organization that change must happen and it initiates the groundwork for change. It must be done well for a change effort to have an eloquent organizational impact.

Senior leaders create a sense of urgency through a number of ways like selling the value of a future state to organizational stakeholders and making the status quo a risky place for the stakeholders to remain in. In effect, senior leaders create a persuasive narrative that tells stakeholders why it is not in their best interest for the organization to stay in its current state.

This is usually done through open discussions about the existing market and competitive realities, and customer data, and discussing opportunities and crises facing the organization. Communication is critical and the communications about the urgent need for change must be honest. A manufactured sense of urgency will soon be seen for what it is and this will doom a change effort to mediocrity (Tanner, 2017).

2. Create a Guiding Coalition

Once senior leaders have created a sense of urgency in the organization, the following step is for management is to create a guiding coalition (change oversight team). Senior leadership sanctions this coalition with sufficient organizational power to lead the change initiatives and keep it on target through its several phases. The success of a change effort mainly relies on the quality of the guiding coalition and the thoughtfulness senior leadership gives to its composition.

The significance of this step is diminished at times and this frequently leads to unsuccessful organizational change initiatives (Robert Tanner, 2017).

3. Develop a changed vision and strategy

Vision is based on the idea that "what you fore see, you can achieve." Visioning gives the organization a greater sense of purpose and allows individuals to personalize the purpose. Thereby increasing the likelihood of success, it serves as a signal for pointing the way for all who need to understand what organization is and where it intend to go". By providing a vision not only describes an organization's direction or goal, but also the means of accomplishing it. In the current scenario, if a job placement office is set it will help people to find all kind of jobs, from temporary to full-time, in a few focused categories. An employer whether a family or a company needs a nanny, janitor, home-cook, gardener, carpenter or a guard, the placement office can find the right employee. In this manner they will be fulfilling the actual need of people by providing the right kind of skilled workers and simultaneously the worker will get a fair chance of employment. It is the core idea behind all the activities of Faiz-e-Aam Welfare Trust to enable the people so that they can get a chance to live a better life. It is believed that leader's efforts to develop a shared vision are the shared set of values and commitment that bond the leaders and followers together in a common cause to meet a common goal (Senge).

> *"The practice of shared vision involves the skills of unearthing shared 'pictures of the future' that foster genuine commitment and enrolment rather than compliance. In mastering this discipline, leaders learn the counter-productiveness of trying to dictate a vision, no matter how heartfelt."*

The change in vision and strategy gives the organization a picture of what the future looks like after the change is executed. It expresses to organizational stakeholders why they should let

go of the past, and work hard and smart in the present, and follow senior leadership into the future. It generates a workable and engaging portrait of the future, and it provides direction for organizational decision-making.

Managers and employees especially will need to know that the anticipated change is feasible and necessary. If either is omitted, they will not embrace the change. It is not in the managers and employees greatest interests to make the necessary sacrifices now for a future that is worse than the present. Senior leadership and the guiding coalition must cultivate a persuasive message that will communicate to managers and employees that *the future is a desirable place to go*. (Robert Tanner, 2017)

4.   Communicating the changed Vision

When senior leaders and management communicate the change vision effectively, they and the guiding coalition endorse organizational understanding and it creates a base for gaining the assurance from employees and lower managers to embrace this new direction.   They commendably capture both the minds and hearts of the employees and managers that are needed for the change. Through effective communication, these imperative stakeholders not only understand the motives for the change but they also agree with it and are committed to making it happen (Robert Tanner, 2017).

Establishment of the Job Placement Center

Pre-planning

Due to budget constraints only a limited number of women can be trained as nannies. Therefore, We will be using the vicinity of Mount Hira School as a Model day care where these women will be trained to look after the babies.

Analyzing the working of existing organizations

As we have already discussed that the most of the employees and people associated with the trust are working voluntarily. That is the reason they have flexible timings other than the duration of any particular training. The facility used for the training sessions of the vocational center is the purpose built campus of Mount Hira School which is another independent operation of Faiz-e-Aam Welfare Trust. The timing of the school is from 2:00 to 5:00, therefore these training sessions will be scheduled in the morning hours mainly other than the weekend programs.

Devising a Plan

Finalized trainings

We can only work with few training programs which will be incorporated with the job placement office. There are limited resources and the training facility is only available during the morning hours other than the weekends. As the students who study in the school work in different homes or workshops to help their parents to make the both ends meet. These are mixed age group students who, after doing their matriculation can earn a respectable living. The main trainings finalized from the pool are nanny, household maids, drivers, gardeners and security guards. However, the female staff members and members of executive boards voted on initiating from nanny and household maids.

Developing Enabling structures

The need for a proper enabling mechanism to work in the new dimension is inevitable. These mechanisms can be a part of the existing structure. Enabling structures designed to change to facilitate the change process can be described as follows:

- Training program conducted for a small group of people mainly mothers of students to develop the new skillset required to work in the modern household set-up.

- Setting up pilot tests and dry-run for the initial period so that staff gets familiarized with the process and the software.

- Up-grade the internet facility and improve the communication system by use of back-up numbers to avoid redundant errors and communication blocks.

- Post-assessment of the reliability of the process through reporting, auditing and analysis.

Institutionalizing the Change

The factors predominantly imperative in institutionalizing change in corporate culture is a conscious endeavor to show people how the innovative approaches, behaviors, and attitudes have helped improve performance. When people are left on their own to make the connections, they occasionally fashion very inaccurate links. Assisting people see the right connections entails communication. This was achieved in multiple ways:

- Through weekly communication and handling of customer complaints and dropping performance errors

- The initial model was kept open for changes and revision for further improvement. This flexibility was kept so as to accommodate changes as per customer demand, organizational needs, and for further evolving the process.

- Customer Care acknowledged the effectiveness of new system in terms of efficient response to requests for employments and better complaints handling

Assigning the initial task to a permanent staff

In order to get a hold of the situation at hand, the initial task of collecting the data was managed by the permanent staff members who know the Trust inside out and are associated with it since the beginning. They can later prove extremely beneficial as they will be aware of all the issues

and concerns faced at the initial stage. This strategy will help devising a mechanism build up on number of Standard Operating Procedures (SOPs).

Advertisement for the position

The advertisement for the position of front desk manager will be done on newspaper, Facebook page of Faiz-e-Aam Welfare Trust and by word of mouth. Once the complete profile is clear and well-elaborated with the expectation, role and responsibilities openly will be jotted down to fit the organizational needs.

Training and placement plan

1.   Development of Training modules

The training module will mainly be composed of four sections composed of

1. Importance of Cleanliness and personal hygiene

2. Impact of Trust, Integrity and Reliability and basic work ethics

3. Significance of Communication and time management

4. Emotional intelligence

5. Child care, health and hygiene/

6. Use of child related appliances/

7. Kitchen and other home appliance/ house hold care

8. Elderly Care/Senior Care Giver

The first 4 modules will be compulsory for all the trainees whereas they can to choose to get training on any one or all of the four modules as per their personal interest and level of competencies.

2.   Training programs

There will be short duration (2-3 days) training program as well as long duration (2-3 weeks) courses. The focus will be on provision of house-keeping staff like janitors, nannies, laundry ladies in stage one; later it will be extended to other challenging jobs but the above areas need to be the trade mark of the workers of the training center. The 2-3 days course will only give them the demos and lectures whereas the 2 to 3 weeks course will include working in real life scenarios in some volunteer day care facility arranged in offices or schools, homes and offices and old-age homes. The trainers will be graded on the bases of the feedback of their work received after completion of 2 weeks of time by their supervisors. They will be placed on top of the job placement list on the level of competencies, dedication, smart and hard work and moral values and basic work ethics.

3.   Hiring and placement

The hiring process of the front desk manager and data collection and authentication officer will be done by mean of walk-in-interviews to avoid delay and saving the time to go through number of applications. This also filter the applicants who lack the self-motivation, activeness and vigilance leaving behind a pool of suitable candidates. Each of the suitable candidate will be tested on competencies like computer literacy, effective problem solving, communication skills, public handling etc

4.   Collection of data

The data collection will be tedious task in the early stages. The data-collection and authentication officer will have to update his record on daily basis so that we may not mistakenly provide any employee with a criminal or dubious profile. The interview of the neighbours and guarantee deed will be a basic part of profile of individuals

5.   Marketing campaign

Marketing Campaign for the training will be spread via word of mouth utilizing the Mount Hira School as the main channel. Whereas the advertisement for he hired help will be run on Facebook. The family and friends' network as well as the previous customers and trainers will be encouraged to take part in spreading the word about the trained hired help.

Marketing Mix

The 4Ps of marketing is a model for augmenting the components of your 'marketing mix' – the way in which you take a new product or service to market. It helps you to define your marketing options in terms of price, product, promotion, and place so that your offering meets a specific customer need or demand.

In regard to the job placement center and the trained hired help, we are creating a service option that a particular group of people want, it needs to be put on sale some place where those people visit regularly who value the significance of the quality of the service, and the price has to be at the level which matches the value they feel they get out of it, most importantly at the time when that service is needed the most, only then you nail it. "Marketing mix" is a general phrase that we used to describe the number of choices an organization makes in order to bring their service or product to market. The 4Ps is one of the best ways of defining the marketing mix, given by E. J. McCarthy in 1960. (team, n.d.)

The 4Ps are:

- Product (or Service)
- Place
- Price
- Promotion

While bringing this kind of hired help marketing mix has to be just adequate.

Product

The main idea is to provide a service to the customer which satisfies some of their needs, the service must have some features which meet those needs, what difference will it make in their lives and how is it differentiated from the services provided by the competitors. So placing an employee in the market who is not only skillful but ethically strong and professionally sound along with a reference and background check.

Price

The price is determined by the value of the service to the buyer. There are few established price points for the service in every area or region. The customers are assessed if they are price sensitive or not on the basis of general behavior and preferences. If the decrease in the price in comparison to the competitors helps you gain more market or small increase helps you gain more profit. In Islamabad the price sensitivity varies from sectors to sector. There is a huge market for trained employees who will be placed at a bit higher price than the market average.

Place

The expectations of a buyer in the service is determined by the area where the product is placed. In Islamabad the minimum charges vary from sector to sector so Faiz-e-Aam is aiming to send the trained employees there they can earn the most.

Promotion

The channels used to send the message across to target market must be selected wisely. The kind of promotions can meet your needs must be timed well for the market launch. The placement of the product in this case by mean of publicizing the service on Facebook

determines that customers to be techno-savy and the Trust has to dedicate time to keep the Facebook page updated while observing the similar pages for innovative ideas.

Competitive Job Placement Centers in the market

The brief observation of the similar job placement agencies will be beneficial in designing a proper market mix for our own business.

- ### Maids in Islamabad

Islamabad gave an overwhelming response and showed trust on this service more than any other maid service. The service states a few points that hold critical importance for its mark in the market and for its clients.

1. They DO NOT facilitate hiring of underage kids, and have a strong stance on this.

2. The minimum salary for full time maids/house helps should be reasonable enough that they can run their household on or at least part of it. This refer to the minimum wage standards that are laid by the Government of Pakistan

3. They are conscious and cautious about the maids/house help provided to the clients in regard to the behaviour, salary and character, same is applied on the employer as well. They reserve the right to accept or reject a home for the house help if he/she is not comfortable with the provided arrangements.

They provide trustworthy house help. Therefore, expect cooperation & reasonable demands only.

- ### Maid Service Pakistan

Maid service Pakistan provides all kind of workers including chefs, cleaners, guards, gate-keepers, nannies, gardener to the domestic clients mainly. They are building up repo in the

market. The workers register with them they provide them with job opportunities and thus deduct a small portion of the salary in lieu of service charges from the clients.

- ## 4-Cares Pakistan

4-CARES (4Cs) Pakistan, a prominent HR Company providing the state of art cares to the households, their families, their homes and their businesses. Their quality services, efficient respond, responsible attitude set them apart from the crowd. They believe in a simple but powerful rule: always give people more than what they expect to get. They are committed to offer their clients the finest of service and support whenever they require. They provide a complete range of the HOME SERVANTS, fully VERIFIED, Well TRAINED, Highly EXPERIENCED and are available on 24X7 bases as well as for MORNING to EVENING duties in some areas in Lahore only. People can hire hassle free servants under given categories;

•   Home Care Servants; housemaids, housekeepers, helpers, chefs, regular cooks, kitchen helpers, drivers, domestic couples

•   Child Care Professional; Permanent or occasional babysitters, nannies, governess, new born specialist, mother helpers

•   Elder care Professional; Elder's companions, Senior's caretakers

They do not compromise on the price and quality but the service is currently only catering the people of Lahore.

Future scope and recommendations;

As the market trend displays, the initiative like job placement centers at a welfare trust will change the complete landscape of the job market. The policies can be revised with the changing

trends however, the need of hired help in Pakistan will keep on growing. Even at the later stages

the basic language courses can be done to help these people to explore the job market abroad.

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