



Annex 4A – Tool for Determining Personnel Costs

The **following job positions shall always be classified as direct personnel costs** (“personnel costs”) within this call:

No	Job position
1	Case manager
2	Intercultural worker
3	Community worker
4	Crisis intervention worker
5	Mediator
6	Specialist consultant
7	Peer consultant/assistant from the target group
8	Social services worker
9	Lawyer
10	Psychologist/psychotherapist
11	Social worker
12	Outreach worker
13	Service manager/coordinator
14	Educator/leisure-time pedagogue
15	Coordinator for assistance with the recognition of foreign qualifications

The applicant shall include the above positions under personnel costs, with regard to the specific supported activity in the project, the chosen combination of activities in the project, the type of applicant (or project partner), the size of the project (total eligible expenditure in CZK), and the size and characteristics of the target group. For social services, the applicant shall select the composition of positions in the project in line with the data in the Register of Social Services Providers. The classification of positions will be subject to substantive assessment of the grant application.

To determine the wages/salaries of individual positions, the applicant shall use the **Table of Usual Wages/Salaries, which forms part of the Call**. For positions not listed in the table, the Average Earnings Information System, available at www.ispv.cz, may be used. The lower limit is recommended to be set as the average of the first decile of values reported for the given position in the wage and salary sphere, and the upper limit as the higher average value reported for the given position in the wage and salary sphere.

The applicant shall identify and describe the positions and their use in the various activities of the project in the grant application, and shall duly justify the scope of engagement and its necessity.

The list of positions and job descriptions is intended as guidance for applicants. Some positions may be merged or their job descriptions combined, provided the qualifications for the positions concerned allow this. The team composition will vary depending on the focus of the project, the combination of activities in the project, the size of the project, the characteristics and needs of the target group of participants, and the size of the target group. The team composition, division of competences, and the setting of communication, coordination, and decision-making processes will also differ depending on the applicant and the form of any project partnership.

Other positions, in particular those that are part-time or covered by supplier contracts, may be financed only under the flat rate.

All other project expenditure:

All other personnel expenditure not relating to the positions listed under points 1 to 14, and all other expenditure not falling under personnel costs, will be covered by the 40% flat rate of personnel costs. Such expenditure is therefore not shown separately in the project budget.

Description of individual positions:

Recommendation:

For members of the implementation team who will be working directly with foreign nationals and who do not have at least one year's experience in this field, it is recommended to complete the course "Training for Workers in the Integration of Foreign Nationals" organised by the Ministry of the Interior of the Czech Republic (Department of Asylum and Migration Policy).

1) Case manager

Main activities include:

- creating and coordinating individual support networks and multidisciplinary teams to address the client's situation, based on knowledge of clients' needs;
- assessing the adequacy of the service network, the roles of individual stakeholders, and the effectiveness of cooperation, and, where appropriate, proposing optimisation of the service network in line with the priorities set in the client's individual plan;
- mapping needs, objectives, and support/care plans using a person-centred approach in cooperation with the social worker;
- developing case-management procedures, assessing and reviewing the practical implementation of case management and the activities of multidisciplinary teams;
- monitoring, regularly assessing, and adjusting clients' individual support plans;
- maintaining records in accordance with organisational and professional standards;
- using case conferences to address the client's situation, if appropriate.

Qualifications: Social worker meeting the qualification requirements under Section 110 of Act No 108/2006 on social services, with experience in creating and coordinating support networks, planning, and leading case conferences.

Form of employment: employment contract, agreement for work, agreement to perform a specific task

Expected workload: according to the identified needs of the target group

2) Intercultural worker

Main activities include:

- providing assistance, including interpreting, in dealings between the primary target group and public institutions; supporting coexistence between the majority population and foreign nationals; helping foreign nationals integrate into majority society;
- providing assistance, including community interpreting, in dealings between foreign nationals and public institutions, NGOs;
- providing assistance in addressing social problems;
- mediating communication and helping to overcome language and socio-cultural barriers to ensure understanding among all parties involved;

- providing basic social and legal counselling on residence matters for foreign nationals in Czech and in a foreign language;
- mapping the needs and problems of migrants and the community in the relevant locality;
- facilitating contact between the majority population and migrants;
- promoting friendly coexistence between the majority population and foreign nationals;
- helping to reduce prejudice and negative stereotypes between foreign nationals and the majority population;
- assisting in the prevention and positive resolution of conflicts between foreign nationals and the majority population;
- maintaining appropriate records.

Qualifications: at least upper secondary education; knowledge of working with the target group.

Form of employment: employment contract, agreement for work, agreement to perform a specific task

Expected workload: according to the identified needs of the target group

3) Community worker

Main activities include:

- mapping the community, the primary target group, and their common needs;
- mapping resources, networks, and links;
- developing the community's social network with stakeholders and neighbours;
- activating community members, core groups, and natural leaders according to the community's needs and goals;
- motivating the community in setting objectives; cooperating in formulating community strategies and plans;
- improving interaction between the community and other stakeholders in line with community needs and objectives;
- coordinating work on community needs and issues;
- direct community work with the community/group of people;
- cooperating with municipal social workers and social services in the municipality;
- directing community members from the primary target group to social services or other stakeholders in cases of individual needs.

Qualifications:

- a) at least **two years' experience in community work**;
- b) or **completion of a training course** in community work of at least 50 hours. Training with the following content may be recognised:

General variants of training course content:

- community work methods or social work with communities (keywords: community, community worker, community work, social work with communities);
- participatory methods in the context of social exclusion;
- principles of empowerment, capacity-building, and development of socially excluded persons;
- social work with ethnic groups;
- participatory working methods;
- networking;
- facilitation.

If the community worker does not meet the condition (two years' experience in community work or completion of a training course), they shall carry out community work under the supervision

of another community worker who meets this qualification, and must commence accredited community-work training within six months of joining the project.

Recommendation for further training of a community worker: during the project, complete the course “Social Services Worker” with competence under Section 116 of Act No 108/2006 on social services, as amended.

Form of employment: employment contract, agreement for work, agreement to perform a specific task

Expected workload: depending on the size of the community/group of people and the anticipated needs of the target group

4) Crisis intervention worker

Main activities include:

- providing crisis intervention in particularly difficult life situations of the client.

Qualifications: completion of an accredited course (training) in crisis intervention of at least 150 hours; knowledge of the culture and language of the target group is an advantage

Form of employment: employment contract, agreement for work, agreement to perform a specific task

Expected workload: according to the identified needs of the target group

5) Mediator

Main activities include:

- resolving conflicts/disputes; supporting communication between the persons involved in the conflict;
- out-of-court resolution of conflicts with the assistance of a third party, leading to the conclusion of a mutual agreement/settlement.

Qualifications: at least 50 hours of full mediation training and, in addition, two years of experience or evidence of 20 mediation cases

Form of employment: employment contract, agreement for work, agreement to perform a specific task

Expected workload: according to the identified needs of the target group

6) Specialist consultant

A worker in this position provides expert support or specialist consultations in the relevant field.¹ The consultant’s specialisation depends on the needs of the target group and the design of the individual activities.

The consultant’s position and involvement in the project must be duly justified in relation to the needs of the target group, the focus of activities, and the specifics of the project. Their involvement must be essential for the implementation of the activities.

Main activities include:

- providing expert activities and/or specialist consultations for the project team or for members of the target group;
- focusing on specialist topics not covered by other positions within the project.

Qualifications: appropriate qualifications and experience in providing services in the field

Form of employment: employment contract, agreement for work, agreement to perform a specific task

¹ Possible specialisations of the “specialist consultant” include: psychiatrist, addiction specialist, community nurse, psychiatric nurse, special-needs teacher, social pedagogue, marriage and family counsellor, debt/financial adviser, supervisor, facilitator, mentor, trainer, career counsellor, specialist guarantor, labour-market specialist, and other professionals in various fields (social inclusion, housing, etc.).

Expected workload: according to the identified needs of the target group

7) Peer consultant/assistant from the target group

Main activities include:

- supporting people in similarly difficult situations to those the consultant has experienced, drawing on their own lived experience;
- by agreement with their supervisor (service manager, social worker, etc.), carrying out certain tasks independently;
- “translating” to the team the attitudes and behaviours of participants and suggesting ways to improve cooperation;
- in supporting anti-discrimination efforts and participation, cooperating in the preparation, planning, and implementation of public meetings/joint activities for the target group and the wider public, and gathering feedback from participants in such events.

Qualifications: communication skills; personal experience of a specific adverse life situation; it is recommended during project implementation to complete a course for social services workers

Form of employment: employment contract, agreement for work, agreement to perform a specific task

Expected workload: according to the identified needs of the target group

8) Social services worker

Main activities include:

- direct care for persons in non-residential and residential social service facilities, consisting of practising simple daily activities, assistance with personal hygiene and dressing, handling equipment, aids, and laundry, maintaining cleanliness and personal hygiene, supporting self-sufficiency, strengthening life activation, establishing basic social and community contacts, and meeting psychosocial needs;
- basic non-pedagogical educational activities, consisting of developing and reinforcing basic hygiene and social habits, fostering work habits, manual skills, and work activities, and conducting leisure activities aimed at developing the personality, interests, knowledge, and creative abilities through art, music, and physical education, and providing leisure and cultural activities;
- care activities in the person's home, consisting of tasks involving direct contact with persons with physical and mental difficulties, comprehensive care for their household, provision of social assistance, carrying out social surveys under the supervision of a social worker, providing support in creating social and community contacts and psychological activation, organisational provision and comprehensive coordination of care activities, and providing personal assistance;
- under the supervision of a social worker: activities in basic social counselling, survey activities, educational, training, and activation activities, activities in mediating contact with the social environment, activities in providing support in exercising rights and legitimate interests, and in managing personal affairs.

Qualifications: competence under Section 116 of Act No 108/2006 on social services (primary education or upper secondary education and completion of an accredited qualification course); knowledge of the language and culture of the target group is an advantage

Form of employment: employment contract, agreement for work

Expected workload: according to the identified needs of the target group

9) Lawyer

Main activities include:

- providing legal advice and carrying out other professional legal activities;
- preparing legal opinions;
- representing clients in civil proceedings.

Qualifications: at least a Master's degree in law and legal science

Form of employment: employment contract, agreement for work, agreement to perform a specific task

Expected workload: according to the identified needs of the target group

10) Psychologist/psychotherapist

Main activities include:

- independently carrying out work in psychodiagnostics, providing counselling and psychotherapeutic services;
- providing crisis intervention;
- contact activities aimed at individuals and groups at increased risk of school failure or of problems in personal and social development, conducting individual and group psychological assessments in accordance with established procedures;
- leading training and other programmes for personal development and the prevention of socially pathological phenomena among members of the target group;
- psychological counselling related to the education and upbringing of children, pupils, and students.

Qualifications:

Psychologist – higher education obtained by duly completing a master's degree in single-subject psychology;

Psychotherapist – complete secondary education with school-leaving examination, together with completion of psychotherapy training of at least 400 hours or equivalent comprehensive accredited psychotherapy training

Form of employment: employment contract, agreement for work, agreement to perform a specific task

Expected workload: according to the identified needs of the target group

11) Social worker

Main activities include:

- conducting targeted social assessments of persons in an unfavourable social situation, analysing that situation, and providing follow-up social counselling to resolve it;
- assessing the individual needs of persons, groups, and communities in an unfavourable social situation, preparing proposals for its resolution, and engaging in joint planning and evaluation;
- ensuring social prevention and providing socio-legal counselling, social support, and assistance to persons, groups, families, and children in an unfavourable social situation, or who are socially excluded or at risk of social exclusion, including keeping case records and processing sensitive data;
- addressing the unfavourable social situation of persons, families, groups, or communities, using methods and techniques of social work as a set of professional activities and procedures for solving social problems and creating desirable living conditions for the social functioning of individuals, groups, or communities, while supporting social justice, social cohesion, the promotion of human rights, social change and development, and respect for human dignity;

- ensuring cooperation and mutual information-sharing between social service providers, health service providers, child protection authorities, municipal and regional authorities, the Police of the Czech Republic, municipal police, and public authorities;
- ensuring and carrying out specialised social prevention, assessing the causes of negative phenomena, and proposing and implementing preventive measures;
- ensuring and carrying out social and educational prevention of negative phenomena, and social work with persons, groups, or communities that are socially excluded or at risk of social exclusion;
- independently preparing individual sociotherapy plans and independently carrying out sociotherapy aimed at social rehabilitation and integration;
- independently ensuring and providing professional social counselling and carrying out social work with families, individuals, or groups in crisis situations;
- survey activities focused on the targeted identification of individuals, families, and groups at risk of social exclusion, including providing professional social counselling and mediating social services, and preventing the occurrence of negative social phenomena among such persons;
- conducting comprehensive social assessments in excluded localities or similarly at-risk environments, systemic professional analyses of the social environment based on the provision of professional social counselling, and preparing individual plans within that framework, focusing on a detailed assessment of the person's or persons' unfavourable situation as a basis for determining further steps within the administrative district;
- social work aimed at individuals, families, and groups at increased risk of social exclusion or of problems in personal or social development;
- independently ensuring social diagnosis and therapy, implementing or promoting social measures, specialist work in socialisation and resocialisation, counselling activities, and evaluation of counselling tests;
- carrying out demanding methodological and specialised contact activities aimed at individuals, families, and groups at increased risk of social exclusion or of problems in personal or social development;
- maintaining records in accordance with organisational and professional standards.

Qualifications: social worker meeting the qualification requirements under Section 110 of Act No 108/2006 on social services

Form of employment: employment contract, agreement for work

Expected workload: according to the identified needs of the target group

12) Outreach worker

Main activities include:

- mapping the field, the places where homeless people move about, and recording their numbers in different parts of the municipality, including on the outskirts;
- mapping the needs of, and possibilities for improving the situation of, persons at risk of losing their housing, homeless persons, or persons in the area of health;
- distributing basic health material to persons, educating them, and assisting in practising the use of such material for self-care;
- accompanying persons to health care and linking them to health services;
- supporting persons (clients) in communication within healthcare facilities;
- providing individual education to increase and deepen health literacy, including motivating the target group to take an empowered approach to their health;
- cooperating with a health mediator (if operating in the area);
- cooperating with the relevant municipal department with the aim of mapping the situation and needs of persons at risk of losing their housing and homeless persons in the area of health, and of improving it.

Qualifications: course “Social Services Worker” (completed within 18 months of signing the employment contract) or an accredited qualification course for “Orderly”

Form of employment: employment contract, agreement for work

Expected workload: according to the identified needs of the target group

13) Service manager/coordinator

Main activities include:

- managing and coordinating the activities of all components of the project/the social service concerned/support for community work;
- ensuring compliance with the rules laid down in the project, or the conditions for the provision of social services under Act No 108/2006 on social services (if included in the project);
- responsible for staffing the team and the quality of team meetings;
- monitoring and coordinating the work of project partners (if the project has partners);
- being familiar with sources of additional support in the locality where the activity is implemented/the social service operates, and participating in building partnerships with these organisations;
- developing tools to record key risks and to share information on them, assessing risks threatening the project/social service as a whole (or its sustainability), and taking steps to manage them;
- providing methodological leadership of cooperation among all team members;
- creating and coordinating individual support networks and, where appropriate, multidisciplinary teams, based on knowledge of participants’ needs.

Qualifications: organisational ability, good communication skills; project experience is an advantage

Form of employment: employment contract, agreement for work

Expected workload: according to the identified needs of the target group

14) Educator/leisure-time pedagogue

Main activities include:

- educational and training activities focused on leisure-time education for children and young people, with a professional focus on their overall and specific development.

Qualifications: under Act No 563/2004 on pedagogical staff; knowledge of the language and culture of the target group is an advantage

Form of employment: employment contract, agreement for work, agreement to perform a specific task

Expected workload: according to the identified needs of the target group

15) Coordinator for assistance with the recognition of foreign qualifications

Main activities include:

- providing counselling on the recognition of qualifications;
- accompanying clients to authorities; assisting in obtaining missing documents.

Qualifications: appropriate qualifications and experience; knowledge of the language and culture of the target group is an advantage

Form of employment: employment contract, agreement for work, agreement to perform a specific task

Expected workload: according to the identified needs of the target group