

# A New eGuide for Job Brokers & Tourism Employers

## Supporting Inclusive Recruitment, Skills Matching and Sustainable Employment

As Europe faces new labour-market realities — from skills shortages in tourism to the integration of Ukrainian refugees — a new digital resource is helping employment professionals respond effectively.

The **MAAS eGuide**, now available online, supports **job brokers, career counsellors, and tourism employers** with practical insights, tools, and learning materials to **match, attach, and sustain employment pathways** for refugees and other job seekers.

Developed through collaboration across **seven European countries**, the eGuide brings together expertise in:

- employment and job-brokerage services,
- refugee inclusion, with a strong focus on Ukrainians,
- tourism and hospitality workforce development, and
- digital learning and guidance innovation.

At its core is the **MAAS method — Match, Attach and Sustain** — a framework that helps professionals move beyond traditional counselling towards a **dynamic, partnership-driven model of employment brokerage**, linking individuals, employers, and training opportunities in sustainable ways. The eGuide also presents current challenges in the field while enabling **cross-country exchange of experiences and good practices**.

*“The eGuide is not a static manual,” explains **Rinova Málaga**, Spanish project partner. “It’s a living resource that reflects the voices and expertise of professionals across Europe — from job brokers and educators to tourism employers and refugee-support organisations.”*

The content was co-created through the project’s **Community of Practice (CoP)** and includes:

- Expert video presentations
- Interactive tools and presentations
- Curated resources and further reading
- Short quizzes and practical case studies

Structured around the **Match–Attach–Sustain** model, the eGuide helps users:

- match refugees’ skills with real labour-market needs,
- attach candidates to supported employment pathways, and
- sustain long-term integration and professional development in tourism and beyond.



The **MAAS eGuide** is **freely accessible online** and open to job brokers, employers, researchers, and policymakers interested in inclusive employment and labour-market innovation.

**Explore the MAAS eGuide:** <https://www.maas-project.eu/eguide/>

The MAAS consortium brings together partners from **seven European countries**, including **Trim Tab and Folkuniversitetet (SE)**, **Rinova Málaga and Sextaplanta (ES)**, **VMST (IS)**, **Larnaka Tourism Board (CY)**, **DIMITRA Education (GR)**, **WULS (PL)**, and **VITE SUTE (UA)**.



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