



EQUAL



## 4WORK -Development Partnership:

### Good Practice Guide

2005

Jyväskylä



[www.equaltortona.al.it](http://www.equaltortona.al.it)



[www.crea.es](http://www.crea.es)



[www.hwk-trier.de](http://www.hwk-trier.de)



[www.kyt.st](http://www.kyt.st)

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# INTRODUCTION

One of the richness of the EU is: diversity, diversity of cultures, diversity of languages and diversity of methods, in that context the current work presents data on eighteen practices which have been collected so far in four countries (Finland, Italy Germany and Spain) but beyond that, there are four Equal projects with one aim: tackling discrimination and inequality experienced by those in work and those looking for a job.

The 18 examples of good practice have been identified according the following criteria: the usefulness assessed in comparison to the aims assigned to the practice, the problem that the practice is designed to overcome, the transferability of the solution proposed, and the learning dimension. A description is provided for each "good practice" along with sources of further information, particularly relating to the working groups where was debated, and the internet sites of the organisation concerned.

We strongly believe that these examples are of interest and provide a useful tool to promote new means of combating all forms of discrimination and inequalities in connection with the labor market through transnational cooperation

Learning from each other, adapting each other's solutions with a view to improving existing measures is an excellent way to build a better European labour market.

# PRESENTATION OF 4WORK PARTNERSHIP:

The 4WORK partnership consists of four partners, which are:

## Italy:

Tortona for Work: Training and Counselling for Unemployed

(Tortona per il lavoro [www.equaltortona.it](http://www.equaltortona.it))

Administrative organization:

Municipality of Tortona

([www.comune.tortona.al.it](http://www.comune.tortona.al.it))

## Spain:

Aunaza (D.P. Cesaraugusta)

Administrative organization:

CREA, Confederación de Empresarios de Aragón ([www.crea.es](http://www.crea.es))

## Germany:

Improvement of Employment of Problem Groups in the Crafts

Administrative organization:

Handwerkskammer Trier ([www.hwk-trier.de](http://www.hwk-trier.de))

## Finland:

Kuriiri – Network of Four Housing Areas

Administrative organization:

Keski-Suomen Yhteisöjen Tuki ([www.kyt.st/kuriiri](http://www.kyt.st/kuriiri))

The TCA, Transnational Cooperation Agreement, was written in the first meeting in Trier on 26.3.2002.

## The Aim of the Partnership is to:

- Exchange information on and share experiences about relevant issues concerning employment and support mechanisms of disadvantaged groups
- Examine and study different approaches, models and methods of supporting the entrance of disadvantaged people into the labour market. Find solutions to existing problems.
- Collect and present good practises of all partner projects and create a "Good Practise Guide".
- Bring added value to all national partner projects and partner countries, for example by introducing new ideas, challenging currently accepted practices, improving methods and systems to be adopted.

## Activities of 4WORK partnership:

The activities agreed on together include:

- Group work under three themes, including examining good practises.
- Study tours/visits.
- Dissemination (seminars, publications, reports).
- Communication and working through intranet.
- Management.
- Evaluation.

Evaluation process is carried out by Johann Wolfgang Goethe-Universität, Institut für Polytechnik und Arbeitslehre.

## Organization of the partnership:

The partnership is led by a management group, in which all partners have a representative. The chairmanship of the management group is taken care of by the Finnish partner, who also is the secretariat of the partnership. The leadership of the working groups is divided between the other partners.

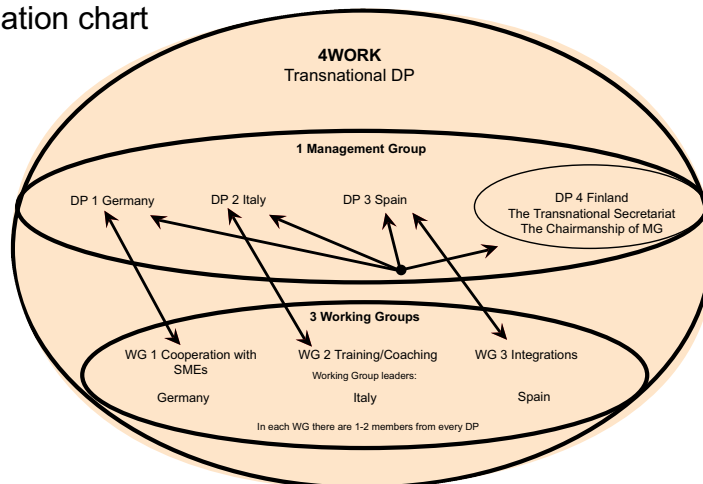
There are three working groups all concentrating on a specified theme. These groups (and their themes) were chosen together at the beginning of the project, and they have been working throughout the project. All national DPs have named 1-2 members to these groups.

The themes and the leader-partners of the working groups (WGs) are:

1. Cooperation with SMEs (small and medium-sized enterprises) – German partner
2. Training/Coaching - Italian partner
3. Integration – Spanish partner

The groups' main target is to examine methods, problems and solutions concerning their theme, and thus to contribute to the Good Practise Guide publication.

### Organization chart



## Results

### Publications:

- Good Practise Guide in English in pdf-format to be published in the Internet.
- Good Practise Guide translated to partner languages and published nationally.
- Evaluation Report.

### Theme work group meetings, the management group meetings and seminars :

- Zaragoza: September 2002 (start)
- Tortona: May 2003
- Zaragoza: October 2003 (with semi-public seminar)
- Trier: May 2004 (with semi-public seminar)
- Alessandria: October 2004 (with semi-public seminar)
- Closing Seminar in Jyväskylä, Finland: March 2005

### Study visits:

- All partners in Italy (Oct 2004)
- Italian partner in Finland (March 2004)
- Spanish partner in Finland (Nov 2004)
- Finnish partner in: Germany (Sep 2003, Jan 2004), Italy (May 2004), Spain (Sep 2004)

The transnational Web-site  
Intranet as a project management tool.

# WORKING GROUP 1: SME involvement

## Introduction

There are four partners in work group 1 – Cooperation with small and medium size enterprises (SME); Italy, Germany, Spain and Finland.

Each project has different ways helping unemployed people and at the same time each partner needs to attract enterprises to co-operate. That has been the common base for the working group one (cooperation with SME). Our starting point for this work was finding the critical questions and answering them:

1. What kind of benefit the enterprises have by taking part in the EQUAL-programme?
2. What are the ways to reach the enterprises and how to motivate them to participate in EQUAL-programme?
3. What are the ways to enable an open dialog between the enterprises (entrepreneur and employees) and the target group?

Our work started by understanding each others situation of SMEs and the labour market. Learning to know each others context and project has been the necessity for the successful exchange. Communication and identification of a common language has been an important element of our work and has helped the working group to reach the objectives in a friendly and productive climate.

We have identified common points, which are:

- Communication with SMEs has to be face to face.
- The used language must consider the point of view of SME.
- Economical situation of SMEs have to be considered.
- The involvement must start from knowledge of needs of SMEs in order to provide solutions.
- Time between knowledge of needs and provision of solutions must be as short as possible and bureaucracy must be simplified.
- Referring to SMEs the proposal of involvement must include comprehensible and evident advantages, which may vary a lot as one can see in the good practises.
- Transferability of different proposals, working methods and experiences are one of the most valuable elements of our work. This is making all national projects able to enrich each others and to disseminate the experiences in EU.

## Spain:

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- Census of Solidarity Enterprises: a group of enterprises and institutions that voluntarily agree with this initiative to defend and promote equality in the labour market.
- Integration Companies: companies for people who have difficulties becoming integrated into the labour market and promoted by non-profit entities.

## Germany:

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- The Advisory Centre provides advice, assistance and qualification. Considering the existing qualification the advice seekers must be qualified as quickly and efficiently as possible.
- Specialist in Mechatronics: Unemployed people from mechanical and electrical engineering with qualification are helped to facilitate the entrance into the Job.

## Finland:

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- Training project personnel for entrepreneurial co-operation: The aim of the training is, with an external consultant, to give to the project personnel more knowledge, skills and experience in encountering entrepreneurs and more particularly to increase ability to recognize and practice forms of co-operation.

## Italy:

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- "Tortona per il lavoro": describes the approach used in order to deeply involve SMEs in activities regarding the qualification of low level adult unemployed. The project idea starts from the analysis of SMEs' needs in order to create opportunities of qualification and employment.



# Spain:

## Census of solidarity enterprises

### Introduction.

Aunaza is the EQUAL Project for Zaragoza, and one of its main objectives is to develop an integrated approach to discrimination problems in labour fields.

For that reason, Aunaza involves a wide range of local organisations in order to combine their knowledge and experience: Public Administrations, Social Entities, Trade Unions and Employer Confederations.

### Description of needs.

Labour integration projects require company and worker involvement.

Social integration initiatives are usually developed by social entities, and they are mainly directed at people exposed to discrimination due to inequalities.

The problem is that there is a lack of information for employers, and there is a need to sensitise them about inequality in the field of employment.

### Description of the solution.

The Aunaza project has no difficulty involving enterprises, thereby considering that CREA (Confederation of Employers of Aragón) is a partner in the Development Partnership.

#### Main principles:

- The promotion of new methods in the fight against discrimination and social exclusion in the labour market.
- To successfully integrate people into the labour market who are at risk of being excluded from or discriminated against in the same.

#### What is the Census of Solidarity Enterprises?

It is a group of enterprises and institutions that voluntarily agree with this initiative to defend and promote equality in the labour market.

- Campaign elements.
- Informative seminars.
- Personalised visits to enterprises and associations.
- Informative materials: Brochures, posters.
- Promotional materials: Key rings, sunshades.
- Identifying materials: Plates.

## Objectives

### Objective 1: Sensitise

To improve the awareness of employers so that they are willing to hire people with difficulties, thereby obtaining concrete results.

### Objective 2: Exemplify

Identify enterprises that can receive people from underprivileged groups.

Field-work: Search for enterprises and good practices.

### Objective 3: Promote

- Personalised visits.
- Questionnaire for measuring satisfaction.
- Analysis of difficulties.
- Evaluation of future potential involvement.

### Objective 4: Publicise

- Publication of informative materials.
- Publication of the enterprises registered in the Census of Solidarity Enterprises.
- Publication of Good Practices in Zaragoza.

## Impacts and results

Sensitisation is a special kind of action, and therefore it is quite difficult to determine its impact and results.

To date, we have distributed the project to 600 enterprises, and more than 50 are included in the Census of Solidarity Enterprises.

For now, we consider this to be a good result, but we are more ambitious and our objective is to involve more enterprises and increase their involvement.

## Benefits

For workers:

- Improvement of the working atmosphere.
- A productive exchange is facilitated.

For employers:

- Improvement of the working conditions at the company.
- Reinforcement of the image presented to society.

We have designed a set of Rules that includes the main points for companies with human resource policies, and it is the following:

## Decalogue for Membership in the Zaragoza Equal Project

- Activities aimed at designing a positive action plan at the enterprise or entity, such that all the workers know the plan and feel that they are a part of it.
- Development of an equal opportunity policy related to hiring, promotion and training.
- Sensitising all people at a company about the benefits of equality through a re-examination of our attitudes and behaviours at our work place.
- Raising the equal opportunity awareness of managers and all persons related to hiring, selecting and training workers.
- Recognise the important contributions by all our human resources to social and economic development, without exception.
- Promote a greater awareness and integration of equality matters through support in designing and implementing proper guidelines, policies and programmes.
- Use positive language and images to create a favourable atmosphere for integration and equality.
- Take on all obstacles in order to achieve this equality in the daily business activity of a company.
- Recognise that integration generates better efficiency, thereby achieving one of the common objectives of all companies.
- The promotion of information, research, studies and other actions aimed at increasing knowledge and the promotion of positive attitudes toward equality.

I, Mr/Mrs \_\_\_\_\_, herein representing \_\_\_\_\_, do hereby pledge to assume the principles of these Rules, to apply all necessary measures and to agree with the Equal Community Initiative.

In proof of conformity whereof, I sign in \_\_\_\_\_ (place), on \_\_\_\_ (day) \_\_\_\_\_ (month) \_\_\_\_\_ (year)

Signature: \_\_\_\_\_

### Other considerations: Transferability

Business involvement is so important in integration processes that we are sure this idea is going to become a basic part of integration projects.

We hope that it will be transferred to current employment policies and to other international projects and initiatives.

# Spain: Integration companies

Sensitisation Campaign to demonstrate the Social Activity of Socio-Labour Integration Companies.

## Introduction

The Aragonese Association of Integration Companies (AREI) is a business association that was established in May 1999, and it is comprised of twelve integration companies

AREI is aligned with 150 other companies that create approximately 3000 jobs. These companies are almost everywhere in Spain, and they belong to the Spanish Federation of Integration Enterprise Entities (FEEDEI).

In spite of the economic aims of enterprises, it was necessary for social, non-profit organisations to become owners of integration companies.

These integration companies actually exist in all regions. They are being used by all Social Services, although they are still not legally regulated.

## These companies are commercial entities that

- Provide production or industrial services or perform a commercial activity.
- Participate regularly in the market, thereby selling their products and services, incorporating added value, etc.
- Offer their workers or partners labour conditions in accordance with legislation in force. They hire their workers according to existing contract models and respecting current labour agreements.
- Develop a process of personal and social integration.
- Assign their profits to social objectives or investments in the company structure.

## All the companies have two characteristics in common

1. They are promoted by a non-profit entity.
2. They are integration companies for people who have difficulties becoming integrated into the labour market.

Our aim is to get our companies to serve the people who need to recover their personal independence. They thus acquire a way to be economically independent, to maintain their families and to leave the situations that may have driven them to exclusion. At our companies, we make the opportunities possible that each person needs.

The action consists of a publicity and sensitisation campaign in order to demonstrate the objectives of AREI to the community and the general public.

The users of this action will be all the companies associated with AREI, and the beneficiaries are around two hundred workers from protected communities who are part of the labour force of the companies.

## Description of needs

We live in the Information Society. We need to publicise the managerial and social actions of the AREI member companies. We need society to be aware of the existence of these companies and to know their social objectives. Ignorance is an important barrier to overcome in order for our companies to have access to potential customers. We have to compete with free market companies. We must present ourselves to and sensitise society. We created the problem, and we must solve it.

## Description of solutions

Through meetings and general assemblies, we have made common goals out of the different company proposals, and we have decided to allocate the funds of the action to a social image/sensitisation campaign with the final objective of promoting the existence of these kinds of companies.

We want to transmit an "optimistic" and "positive" message to society. We want to promote our companies for their know-how and their human character. We want them to no longer be considered "assistance" companies.

There is constant talk of those who are "excluded," and we want them to become "included." We are unconcerned about the cause of the exclusion, but we are concerned about achieving non-discrimination in every community.

This project is innovative, because this is the first time that it has been decided to run a publicity/image campaign.

An image campaign is a basic way of advertising a product. In our campaign, the main objective is to sell the common product that we have at all our companies: the human value of people. This image campaign is completely new in the field of the integration companies.

## Impacts and results

We have used two types of resources: human and financial.

It has been a joint effort by all the people of AREI to define how we wanted to run the campaign, to define what we had to show and to define how we wanted to show it.

Total workers in arei's companies: 260

Total workers who had integration difficulties: 190

## Other considerations: Transferability

The results are still in the making. There will undoubtedly be an effective social impact, given that most people are unaware of the existence of these companies.

# Germany:

## Setting up an advisory centre

### Introduction

The Handwerkskammer Koblenz, Chamber of Skilled Crafts (HwK), is a self governing body under public law and partner of approximately 17,500 enterprises in the northern Rhineland-Palatinate. The HwK campaigns in all questions of economic situation, regional development, vocational training policy, future technologies, environment and the European market for the interests of the skilled crafts. As service centre the support of their enterprises stands in the centre of actions.

### Counselling.

The experts of the Handwerkskammer carry out active support on the way to independent business, for instance with their advisory service to enterprises, which advises competently and in most cases free of charge in the fields marketing and management as well as business start-up. Beyond that, the Handwerkskammer supports its enterprises, in concerns of legal questions, quality management, environmental control, industrial safety, initial and further training, export, new technologies, EDP, as well as organization and care and preservation of monuments.

### Public Relations for Skilled Crafts.

The Handwerkskammer promotes the economy in the northern Rhineland-Palatinate in the public for the achievements of Skilled Crafts in training, production and services. By a close co-operation with press, broadcast and television, the magazines "Handwerk Spezial" and "Handwerk in den vier Jahreszeiten" (craft in the four seasons), as well as by numerous events the Handwerk (skilled crafts) joins its customers.

### Initial and Further Training

The Handwerkskammer itself is a competence centre in vocational qualification. Experienced staff instruct in the modern Metal and Technology Centre comprising the technical institutes for welding and the laser centre, in the Building and Construction Centre and in the Academy of Craft in Koblenz. In the region, the Handwerkskammer the local partner of their enterprises in five further vocational training centres in Bad Kreuznach, Herrstein and Rheinbrohl. Here one finds the proper offer for re-training or further training.

Skilled Crafts have a demand for a skilled work force. The workers on the job need to be qualified. Jobless workers of all EQUAL target groups have to be qualified to get back into work again.

In Skilled Crafts, working places are also available for people who accomplish their work more by manual labour. Art and crafts have a century old tradition and are today carried out under spe-

cial aspects of the latest working skills and design but also foster the old skills in restorations. The skilled work force needs regular training. Information technologies, computer skills such as computer aided design, machining and manufacturing (CAD, CAM) are part of the training programme.

The HwK offers vocational training in seven vocational training centres (3000 places). The competence available in the institution as well as in the centres, offers possibilities for the firms and their workers. The Koblenz Chamber of Skilled Crafts offers advice and qualification in the fields of technology, economy, design, environment, and occupational safety to improve the chances of the unemployed, the working force, and employers in the working environment. Together with the job seekers, experts in vocational education of the HwK individual qualification strategies are developed with respect of the personal qualification. The vocational training programmes are devised according to the future requirements of the market and meet the demand of the firms.

There is a future for all in skilled crafts. The HwK's contacts to its 17,500 member firms are important opportunities especially for job seekers to supplement the qualification modules with internships.

## Innovation

Considering the existing qualifications of the equal target groups, the advice seekers must be qualified as quickly and efficiently as possible. Bureaucracy barriers must be surmounted. Advice and assistance by contacts with authorities are provided, to get a recognized qualification by additional training or to get an official recognition for the existing qualification. The focus is on the support for young immigrants without a professional qualification, or with foreign, or partial qualification. The Advisory Centre is an interlocutor to make all these services of the HwK available according to the thematic areas of Equal.

## Description of needs

The underlying problem is a lack of a coherent and co-ordinated support system for the target groups. To access the labour market, job seekers have to overcome many barriers and need support managing these difficulties. These major difficulties include; a lack of knowledge of opportunities both for the client and for the employer; lack of awareness of need; as well as negative attitudes and prejudices towards disadvantaged groups.

Unlike verbal abilities and mainly theory based learning processes, practice and action are the basics of the Handwerk. Training and qualification are based on the demand of small and medium sized enterprises (SME). Skilled Crafts are a chance for the target groups.

An interlocutor is needed to provide direct access to the qualification possibilities, to the consultancy of the different departments of the Handwerkskammer, to institutions like the labour agency and municipality.

The costs for training, especially for technical courses are high and can normally not be paid by the disadvantaged. To get a job, however a certain qualification is needed. To get financial support a firm must agree to employ the trainee after successful training. It is very difficult to brake this circle. Under consideration of all possibilities, solutions have to be found.

## Description of the solution

First of all, information is needed. By gathering information about institutions, craft firms, qualification programmes and the target groups in the region, the resources of the Handwerkskammer can be used. There are contacts to 17,500 connected craft firms. The infrastructure of local craft associations, labour agencies, council for further education of the local authorities and other institutions form a network in which the advisory centre is implemented. The available networks are the key to utilize synergy effects.

If necessary other networks, the EQUAL partners are involved in, can be used.

To make all the possibilities available to the target groups, the advisory centre has been established to arbitrate between the institutions, the enterprises, the workforce, and the job seekers.

Individual qualification is the key to the success. Because economical qualification in groups seems not to be possible any more, individual qualification in similar existing training measures should be used. The advancement of the advice seekers must be individually tailored and synchronized with applicable institutions like work agency, municipality with social security office, foreigners' advisory council and the institution for further training.

## Impacts and results

Use of the existing networks:

The equal development partnership on the national level includes 14 regional partners.

### Chambers of Skilled Crafts: Trier, Mainz and Koblenz (HwK)

- Foreign Department of the City of Trier.
- Labour Agency Trier.
- Social Security Office Trier.
- Social Security Office of the county administration Trier-Saarburg.
- The vice president of the HwK Trier, general manager of his own cabinet maker enterprise, Herr Rudolf Müller.
- Association for Handicapped People.
- registered association Lokale Agenda 21 of Trier.
- Association for Women and Youth.
- Rhineland-Palatinate Authorities for Social Affairs, Youth and Welfare.
- Ministry of Social Affairs.
- Evaluation Institution IWAK.
- Regular meetings ascertain the information interchange. The Internet and e-mail are useful instruments for communication. The information about gender mainstreaming and sustainability are consolidated by members of the network.



## The transnational partnership

The partners from Finland, Italy and Spain and Germany meet in the following the work groups:

- WG1 Cooperation with small and medium enterprises SME's
- WG2 Training Coaching
- WG3 Integration
- WG4 Management Group

The exchange of experience on a trans-national level supports the execution of the national projects by learning from each other (conference language English).

The objectives are good practice and transferability.

## Use of further existing networks:

RWBZ is the regional centre for further education and advice connected to the advisory committee for continuing training of the administrative district Neuwied. They are also responsible for the organisation of the "Neuwieder Lernfest", (learning fair). The advisory centre is involved by giving information as well as fostering the contacts for further actions.

The "Task Force School and Economy" is an initiative of school and economics.

It is a voluntary union of teachers of all school types and experienced people from the economy. It is supported by the union of trade associations Rhineland-Palatinate (LVU) and by the Ministry for Education, Women and Youth, Mainz as well as the Ministry of Economic Affairs Rhineland-Palatinate. It is also responsible for the Regional Information Day (RITA). The advisory centre accomplishes the organisation and most of the performance. Every second year over 20 exhibitors from administration, industries, skilled crafts, schools and the University of Applied Science present their information about training and qualification possibilities to nearly 1000 visitors.

## Exhibitions

The focus is on presenting the work and getting contacts to firms and advice seekers on the Skilled Crafts Fair, "Messe am Rhein", the special exhibition "Jobs und Fachkräfte" and other local exhibitions.

## Qualification by using training modules

The vocational training centres of the Chamber of Skilled Crafts, Rheinbrohl, Metal- and Technology Centre, Building and Construction Centre, Master Academy of Skilled Crafts, have the facilities to qualify the target groups in addition to the existing qualification or to get a recognized qualification.

## Public relations

The PR department of the Handwerkskammer (HwK) provides regular press releases about events to the local press, supplements in the daily newspaper, TV-specials, internet sides [www.hwk-koblenz.de](http://www.hwk-koblenz.de) "Qualifizierung" [www.handwerkequal.de](http://www.handwerkequal.de).

## Association to the consultancy of the HwK

The consultancies of the Chamber of Skilled Crafts in vocational training, management, technology and legal advice in managing the firm-, environmental control- and, occupational safety counselling are contacted if special advice is needed.

## The qualification advisor

To use the infrastructure mentioned above for the EQUAL programme, the advisor is needed to build up the links for the benefit of the job seekers, the SME, and the working force.

## Establishment of an advisory centre.

The objectives are consultation to job seekers and employees.

Special services for job seekers:

- Profiling.
- Personality test, vocational guidance test.
- Career plan, information on the firms profiles.
- Support with job application.
- Support to master bureaucracy.
- Coaching, support to get practical training in firms, inter –firm training.
- Development of competences.
- Support with training of communication.
- Decision on the sort of job.
- Sources of information, skilled crafts fair "Jobs und Fachkräfte", Internet activity.
- Self-check.
- Finding out what is available and what "they" are looking for.
- The application itself.
- Principal rules and requirements, the full application letter, curriculum vitae.
- Personal details, education, vocational training and experience, other interests, presentation.

Advice: to get a recognized qualification,

development of individual qualification strategies considering the personal qualification with experts in vocational education of the HwK.

Development of vocational training and information concepts, conversion of the HwK advanced training programme, implementation of qualification modules in further education, eg. expert in mechatronics, skilled master of crafts in mechatronics.

## Focus on young immigrants

The programme offers support for young immigrants without a professional qualification, with partial qualification or foreign qualification. It offers advice to get a recognized qualification and assistance with contacts to authorities.

## Associated Consultancy

The Koblenz Chamber of Skilled Crafts creates possibilities of direct advice and qualification for the target groups within the EQUAL programme. Personal advice is given to everybody who gets in contact with the advisory centre in Rheinbrohl or the associated consultancy of the HwK.

Participants	2002	2003	2004
Advisory Centre**	162	186	209
Women	31 (19%)	39 (21%)	38 (18%)*
Continuing training courses	5397	5918	2720
Courses to become a master of skilled crafts	1433	1386	1480

\* regional conference of businesswoman 14th of April 2004, introduction of the Equal programme, advisory centre.

\*\* participants from 24 countries: former Soviet Union, Poland, former Yugoslavia, Macedonia, Czechoslovakia, Turkey, Greece, Holland, Luxemburg, Spain, Austria, Portugal, Lebanon, Iran, Ethiopia, Tunisia, Algeria, Ivory Coast, Congo, Madagascar, Dominican Republic, Ecuador, Paraguay, USA.

## Other considerations: Transferability

An advisory centre is associated to the consultancy of other institutions can be successfully established if the responsible person knows about the contacts of the institutions and firms to the advantage of the advice seekers.

Contacts of the institutions in the existing networks are very useful.

The existence of the advisory centre has to be introduced to a broader public, the target groups and SME's.

To get in contact with SME's a "carrier" is needed. The need of skilled work force and of special information about business or technology are reasons for SME's to contact the advisory centre.

## Consultation

Together with the job seekers an application strategy must be developed. The necessary qualification modules are offered, if further qualification is needed. The advisor helps to surmount "bureaucratic barriers" by using the contacts in the network. Assistance is provided to write the application considering the circumstances to apply successful for a job.

## Transferability

The objectives are: advice, assistance and qualification in order to get into or to exist in the working world.

Nearly every institution in contact with the target groups is able to fulfil the advice and assist-

ance and search for possibilities to qualify.

The municipality in Tortona as well as the CREA in Zaragoza are institutions with connections and experience in this field.

Even if the partners do not have their own vocational training centres "guided training" could be arranged like in the Tortona example.

The experience from the Advisory Centre can be used, to develop new strategies to qualify job seekers considering the demand of the firms.

## Germany:

### Further Qualification: Specialist in Mechatronics

### "Mechatronikfachkraft"

#### Introduction

At the start of the project this qualifying measure was not intended. Together with the work agency Linz was the idea realized to aid young unemployed people from mechanical- and electrical engineering with qualification, to facilitate the entrance into the job. In addition to the qualification, the participants got support to develop the key qualifications. Their working attitude should improve and the application formalities optimised.

After the final examination, a one month internship is performed in the firms to improve the skills with respect to get a permanent employment.

#### Description of needs

Skilled workers are needed in the field of mechanical and electrical engineering. Unemployed over a longer period of time, skilled workers loose the connection to technology, and long times of unemployment lead to unfavourable gaps in the CV.

#### Description of the solution

The existing qualification should be supplemented by additional qualifications, which are of considerable interest for electricians and mechanics as well.

The skilled mechatronic is a promising possibility for both professions.

In addition to the qualification, the participants get advice and the possibility for further qualification to get their application checked by the pedagogic team in Rheinbrohl. The participants receive support with their job applications. The application documents, addresses of enterprises, in-

ternet inquiries and life consultation are further offers by the qualification consultation. For all participants, an internship in a firm is arranged with the aim of getting a permanent working place. During the time of qualification, the participants were supported by the instructors and the qualification advisor. The planning and execution of the training are provided by the qualification advisor. The advisory activities are accomplished in the vocational training centre Rheinbrohl.

The participants received unemployment pay and travel costs for the period of training and the internship. 10 participants successfully passed the training and began their internship participated.

## Impacts and results

The enterprises have indicated to us that the qualification actually represents an appropriate wide spread qualification measure and is a versatile experience for the participants. Due to the economic situation, the attitude of the enterprises is however rather reserved and/or cautious.

## Other considerations: Transferability

Against expectations, a relatively large group wanted to be qualified. Thus, the organization and execution were possible. However the experience in further training shows that single qualifications become necessary more frequently. This is confirmed by colleagues from the further training. In individual cases, qualifying measures are promoted by the work agency

There is no financial support from an Equal Project. Split into modules of individual measures (modules), qualification is faster and more effectively as the individual existing qualification can be taken into account.

For applicable participants, a qualification plan is provided. The participants join the current courses full time or partial time. After the training, they receive a certificate of the Chamber of Skilled Crafts and participate in a recognized advanced training examination (fee).

During the qualification, they are particularly cared for by the instructor and qualification advisor. If necessarily and possible, an internship will be arranged together with the work agency aiming at an offer for a continuous job.

# Finland:

## Training project personnel for entrepreneurial co-operation

### Introduction

#### Key concept and objective

Courier (Kuriiri) is a development project for residential areas with high unemployment rate. It aims at improving employability and quality of life of those residents, who are unemployed or otherwise live in poor social circumstances. The main purpose of Courier is to develop a framework for co-operation between the public sector, the third sector and the corporate sector, which aims at enhancing empowerment and employability of residents at a disadvantage in the current labour market situation. The project seeks for an overall approval of the suggested framework, and then aims at disseminating it to other cities.

The objectives of the co-operation include developing entrepreneurial networks, increasing the social responsibility of the entrepreneurs and supporting entrepreneurs in their efforts at employing the participants of the project. The significance of entrepreneurial co-operation has increased towards the end of the project. In January 2004 Courier launched a program for internal mentoring of entrepreneurial co-operation, aiming at preparing the project personnel for co-operation with entrepreneurs. It has become evident that the project personnel, many of whom have been educated in social sciences and social work (or similar fields), often lack knowledge, skills and experience in encountering entrepreneurs. More particularly, the problem has lain in the personnel's inability to recognize forms of co-operation that both parties would find interesting. Therefore, assisted by an external consultant, Courier currently aims at creating a more accurate conception of the products and services a particular subproject can offer to enterprises, and at finding out how best to approach the entrepreneurs. The forms of training the mentoring of entrepreneurial co-operation have included a preliminary seminar on the topic in Jyväskylä (20. - 22.1.04), a visit to Trier Handwerks-kammer in Germany (27.- 31.1.04), visits by the mentor to the teams of various subprojects, as well as visits by the mentor and the head of the project to various enterprises in the target cities.

### Description of needs

The project personnel (and often also other people working for the project) has little or no experience of corporate world, its culture and discourses. Therefore the employees have had difficulties in planning and carrying out co-operation. Problems arise already on the level of definitions - it has been difficult to define the main purpose of the co-operation - to find the reason, why it would be worth the effort for an enterprise to collaborate with the Courier project. Thus, to be able to offer its services to the right enterprises in an appropriate manner it is necessary for the project to clarify, what it offers.

## Description of the solution

As a solution to the perceived lack of required of experience and know-how Courier has developed a particular action framework, namely that of turning to an expert, who knows the corporate world, for help. Together with the expert the project figures out, what entrepreneurial co-operation means in terms of Courier and its subprojects, and how to carry it out with suitable enterprises.

### Actions:

- Defining the goals and the means for training the personnel for entrepreneurial co-operation.
- Selecting an expert, who knows the corporate world and is skilled at training.
- Selecting the employees to be trained.
- The selected expert plans and organizes the training for the selected employees. The first part of the training is aimed at everybody involved, followed by more focused training aimed at particular subprojects.
- During training the project personnel search for information on other organizations and projects in the area that co-operate with enterprises. The purpose of this mapping is to avoid possible overlapping in creating contacts with enterprises, in order to avoid disturbing the already existing forms of collaboration.
- Together with the expert the project personnel select enterprises to be contacted.
- The expert and the project personnel contemplate together - in advance - on the services the project can offer to the selected enterprises, and on the procedures of contacting the enterprise and meeting with its representatives.
- The project personnel, either alone or together with the expert, organize meetings with enterprises.
  - At first, the expert is in charge of negotiating and the representative of the project merely audits the negotiations.
  - After a few meetings, the expert and the representative of the project switch roles so that the representative of the project negotiates with the representative of the enterprise and the expert merely audits.
  - Every meeting is evaluated afterwards.
  - The representative of the project will continue the negotiations with the enterprises. When necessary, s/he can be supported by the expert.
- The expert and the project personnel have meetings, in which they evaluate the action and the personnel can then participate in further training.

## Impacts and results

Long-term effects can be seen in the increase of the know-how capital of the project personnel as well as in the increase of the amount of information the corporate world has on the projects (particularly when it comes to employing). Short-term effects can immediately be detected in the action of the project.

During the first part of the training the personnel participated in making preliminary plans for entrepreneurial co-operation for all subprojects. This included going through the definitions of the

employers' services and their benefits together. Several goals were set, among them learning from/ gaining experience in working with the collaborative partners and actions that had been carried out, in addition to which one of the aims was to create new collaborative relationships and find new collaborative partners. As a result, Courier provides us with new information on expectations the employers have concerning employment, and gives us feedback on the current methods of employment from the employers' point of view. One of our aims is to offer a possibility for a lasting partnership between the project and the entrepreneurs. More detailed plans for actions were carried out later in subprojects in their respective target areas. The credibility of the project and its partners as a collaborative partner for entrepreneurs and employers was set as a shared goal.

## EkoKuriiri

In the EkoKuriiri-project the goal of the entrepreneurial co-operation has been to find work from the entrepreneurs of the area to the unemployed of the area. The activity has been carried out together with the Employment training- and recycling centre EkoKuopio. Our aim is to transfer the activity to them after the project. EkoKuopio's range of activities is the whole city of Kuopio, and it employs approximately 120 people monthly.

After the entrepreneurial co-operation – training had been given to the whole staff of Kuriiri, the EkoKuriiri staff started to ponder on putting these theories into practise in their own area of activities in Neulamäki, Kuopio. It was organized a training event concerning the issue, and in that event the possibilities of entrepreneurial co-operation were explored, an overall view for this co-operation was created and a plan of action was made. A part-time employee was hired to be in charge of the entrepreneurial co-operation. His task was to map out the entrepreneurs of the area, have contact to them and to evaluate their need of employees. His task was also to create a solid foundation for promoting the entrepreneurial co-operation. 400 entrepreneurs were found from the area of the EkoKuriiri-project.  $\frac{1}{4}$  of these entrepreneurs were medium-sized and  $\frac{1}{2}$  were small entrepreneurs.

To support the entrepreneurial co-operation, the normal work training periods of the EkoKuriiri-project were developed further to better meet the demands of the entrepreneurs. The goal of this was to give the trainees better prerequisites to gain access to the entrepreneurs and to get employed there. One part of the training was normal issues of mapping out the unemployed applicants individual episodes of life and reinforcing their work applying skills. Another part of the training was issues concerning the entrepreneurial co-operation that were tailor-made for the applicants. Part of this process we also seek an entrepreneur for the trainee in whom he/she carries out his/her work training and learning period. The employer gets a knowledge package about providing a job, fulltime support for guidance and a motivated employee. This model had also been used to find new jobs from households.

## Canal Courier (Kanava Kuriiri)

Two persons from Canal Courier participated in the training on entrepreneurial co-operation, namely the project manager and one project employee. The credibility of the project and its partners as a collaborative party for the entrepreneurs and employers was set as the goal for the actions of



the entrepreneurial co-operation. This kind of action was considered an excellent way of gaining experience and information on collaboration, as well as an opportunity to build new relationships, and receive feedback on the project.

In Lappeenranta, the target group of Canal Courier consists mostly of long-term unemployed who have problems with intoxicants. After careful consideration and discussion the personnel came to the conclusion that entrepreneurial collaboration would not lead to meeting the set goals, because of the target group's problems and lack of motivation. Canal Courier is an example of "low threshold" action, which aims at empowering the participants and increasing their control over their own lives, and in this way at enhancing their employability. For the customers, therefore, becoming employed is not the primary goal along their road of making progress. The project personnel discussed the matter with the expert and the project management, and stated their wish to withdraw from the entrepreneurial collaboration project. Thus, Canal Courier will not proceed according to action framework aiming at systematic entrepreneurial collaboration, but creates contacts to employers on the basis of individual needs and the customers' own wishes.

## The Grip Courier (Koura-Kuriiri)



In the first part of the training for entrepreneurial co-operation Grip Courier was represented by its project manager alone, due to the changes in the personnel of instruction for individuals and services. When the actual field work begins, the new employee will work as the contact person for enterprises.

Enterprises profited from the entrepreneurial collaboration with the Grip Courier; they had the possibility to participate in the project as collaborative parties, and to benefit from the local action of the project. This subproject mediates information on the need for labor force and supports the employment process by providing all parties with necessary information on the methods of assisted employment. The main goal of the project is to engage enterprises into socially significant collaboration, which complements the narrative preparation process developed for the unemployed with the enterprises' and entrepreneurs' visions of and opinions on the advancement of employability, as well as with a possibility for a face to face conversation with active applicants.

Adding the entrepreneurs' narratives to those of the unemployed, using a peer perspective, was selected as a method of action. This action framework aimed at bringing together the unemployed applicants and the employers to discuss matters related to applying for a job and performing the required tasks. The action framework was launched by the subproject, through contacting the participants and the potential collaborative enterprises. Two groups were formed, one of them consisting of the unemployed participants, who during this action themselves actively engaged in applying for a job. They were given opportunities for narrative moments, during which the goals of the action were discussed, and they were motivated to encounter the collaborative entrepreneurs. During the second meeting themes given by the entrepreneurs were brought under discussion.

The second group consisted of entrepreneurs, who were actively contacted by members of the project. The entrepreneurs were organized a meeting, in which they had a chance to exchange their ideas on employment. The meeting also gave them an opportunity to experience how peer group support works.

These actions have led to a decision to organize a seminar, in which the applicants meet the en-

trepreneurs in October 2004. The seminar is meant for open discussion based on selected themes, and for creating new processes for employment. After the seminar, the group of applicants will meet as a narrative group, which discusses and contemplates on the new information on employment together. This meeting will be followed by individual service guidance processes within the project. These guidance processes include contacting the collaborative enterprises, and they aim at employing individual applicants.

## Courier of the Hills (Kukkuloiden kuriiri)

The project manager and the employment advisor of the Courier of the Hills participated in the training for mentoring entrepreneurial collaboration. The training began with brainstorming, during which different ideas were thrown in the air. First ideas that came up in this context included: a paper on enterprising, a contract between employee trainees and employers (this service can include recruiting, mapping employees, searching for "hidden" jobs, individual guidance in jobs etc) as well as developing initiation with narrative activities. Later, the narrative actions were excluded and replaced by direct phone call enquires to entrepreneurs within the target area. The phone call enquiries were used to collect information on services the project could offer to entrepreneurs (for example copying services).

Entrepreneurial collaboration has been carried out, for example, with Mustankorkea and Tapiola. They participated, among other things, in the local event organized by the project, and have participated in the production of the local newspaper. In addition, there have been altogether eight visits / contacts to the entrepreneurs and the employers. The aim of these visits has been, among other things, to gain information on the employers' vision on matters related to employment. In addition, an entrepreneurial breakfast was organized for the discussion of local collaboration. This form of action will be continued. Enterprises have also been invited to take part into a local forum for discussion, to be held in November 2004.

Future plans include two separate studies on enterprises, which will be carried out by interviewing suitable personnel of the enterprise and the employers. One of the studies aims at outlining local service enterprises' interest in collaboration with other agents within the area (eg. associations for residents) to enhance the concept and practice of "coping together". These discussions will be followed by a mapping of needs, and possibly even a new project plan related to entrepreneurial collaboration. The aim of the other study is to outline the following matters concerning enterprises within the Jyväskylä region:

- how do enterprises feel about the unemployed and about employing them
- what aspects do they pay attention to when employing people (eg. job application, interview)
- what, in their opinion, should a long term unemployed applicant do before applying for a job?

These studies will produce real information on the way the enterprises feel about employing the unemployed, and this information can be used as a material for training applicants for applying for jobs and preparing themselves for job interviews.

## Other considerations: Transferability

Practical transferability into another context

In general Finnish projects seem to have difficulties in creating genuine collaboration with enterprises. There may well be many reasons for this, but no doubt, one of the factors is the project personnel's lack of experience in the corporate world as such. Even a short-term training with an expert in this field increases the personnel's knowledge and confidence in themselves. This, in turn, will surely make it easier to succeed in the actual collaboration.

## Italy:

# How to involve small and medium enterprises

### Introduction - Description of needs

In the eastern Piedmontese town of Tortona (North West Italy, 62.000 inhabitants) there is a demand for workers in the metal local enterprises. On the other hand there is an elevated percentage of unemployed which has been increasing over the past year, but the skills of this group are limited and do not respond to the type of skills that enterprises need.

Dialogue between enterprises and training institutes has always been limited or even non-existing. Previous attempts to fill this gap by analysing enterprises' employment and training needs have been based on conventional methods - questionnaires that have given limited feedback and have taken so long time to elaborate that resulting information has quickly become outdated, in a context where economic and productive changes are so rapid.

It is necessary to consider that the amount of trust that enterprises have in traditional training is extremely low, and often a lack of coordination between training and the enterprises' real needs is responsible for difficulties in matching labour demand and offer.

A basic collaboration has begun, training courses must include work experience in enterprises, and students spend a percentage of their training 'hands-on-the-job'. Unfortunately enterprises consider this initiative as a sort of 'people parking', the skills of these students are totally or partially a long way from the actual needs of, and often of the characteristics of the enterprise.

Our project idea supposes that enterprises can be involved in the training initiatives and take on responsibility for training the target group (unemployed low-education adults)

It is therefore necessary to set up dialogue with local enterprises that will enable them to understand the innovative elements of the project idea that have the following important elements:

- The work/training experience is based on the enterprise's needs and characteristics.
- The enterprise can participate in the preliminary project planning for training.
- Enterprises are directly responsible for the training carried out in their establishment.
- Costs for training are taken into consideration.
- Involvement of enterprises means their older workers have a chance to get used to passing

on their know-how directly, by doing so getting ready to face rapid generational changes and production emergencies.

## Description of the solution

There are two winning solutions for this project:

- The first is the setting up of a strong network which directly involves local partners that have been working individually to resolve the unemployment problem but have never been involved together as a group to develop a common strategy to increase occupation of unemployed and firm's development.
- The second is involving the enterprises directly in training to reduce to a minimum time between defining employment and training needs and having skilled workers.

**Each partner has a specific role in the project:**

Planning:

Municipality of Tortona – Economical development office (1 person 50% - 1 person 30% - 1 person 15%)

Screening – orientation – selection – assistance during the training: labour office

Training:

IAL training agency – API training agency – ITIIS Marconi technical high school

Contact with SME's and selection of SME's involved: unione industriale – api – cna – confartigianato – pst: scientific technological and for telecoms park

Assistance after training and for employment: labour office in cooperation with local crafts and firms associations.

Although we did not renounce to conventional media and initiatives for informing and promoting on the territory (stands in local trade fairs and exhibitions, press articles in specialized magazines and the official publications of the partner associations) that had the aim of making the project known from the point of view of the idea and mission and the recognition of a logo this was not sufficient for targeting the potential enterprises in the project. Enterprises that, given previous results, were not so eager to work with the local training institutes or with the difficult target group. This is where the involvement of the associations was a winning strategy. Associations that are considered by the enterprises as operating to safeguard their interests.

**The action of contacting the enterprises**

**can be summed up as follows:**

After an initial discussion between the partners and direct information about the occupational situation (Local employment office) and enterprises (Enterprise Associations and PST) similar productive sectors are analysed. The choice of limiting to sectors was to avoid an overabundance of professional profiles and to reduce to a minimum time passing between the analysis of enterprises needs and their availability to take part in the training process and the beginning of the training phase in the enterprise. The speed and efficiency of the process is considered extremely important by the enterprises.

When the productive sector has been chosen a member of the DP who is already known by the enterprises and is trusted sends informative materials by post, E-mail if available or fax. After sending informative materials, no longer than two weeks later, we telephoned to make an appointment for a visit from an operator.

During this visit PST the operator provides a first presentation of the project and if all goes well completes a questionnaire to collect information about the firm and the type of workforce needed. If the firm has a need for training and presents employment opportunities we ask if they are interested in taking part in training actions of the project. If there is interest the operators begin to build up a relationship with the enterprise, this means further contacts for a detailed definition of the necessary professional profiles and the preparation of a training plan paying particular attention to the contents of the training phase which will need to be carried out prior to training in the enterprise. When the enterprise agrees to take part in the project after considering the innovative issues as well as critical issues (eventual lack of unemployed persons with compatible characteristics) an agreement to participate is defined.

The next step is the matching phase, information from the enterprise is analysed, and in the meantime the initial training phase of 4 weeks' at the training institutes has begun. This means that the tutors have gained basic knowledge about the students and can make a potential match student-enterprise. Two weeks before the start of work/training experience the chosen student is presented to the enterprise to undergo an interview. This step is not always positive, when students see in detail what the work entails they think it is not for them (remember we are working with a rather difficult group of long-term low-educated unemployed adults), on the other hand also the enterprise may get the impression that the potential student will not be suitable for them. Another attempt to match may be made; all of these steps are to ensure as much as possible that when the actual work/training experience starts it will be successful.

Right from the moment that the enterprises adhere to the project they are assured that there are several persons they can count on for obtaining further information of all the aspects of participation in the project (planning and managing the training phase, practical aspects about training, administrative and bureaucratic aspects)

All documents relative to the project are made available. The professional figures present in this project for supporting the enterprises during participation of the project are the following:

- Local Employment Centre Tutor
- Training Institute Tutor
- Administrative Consultant (more information about them in WG 3)
- Representative of the Association is a strong point of reference for liaison between the enterprise and the project. He starts up participation and guarantees support to the firm during the initiative. He finds out the firm's point of view about the initiative as regards strong points and weak points and refers this information to the steering committee (executive body of the project).

We would like to point out the following recommendations that are fundamental for successful involvement of the enterprises:

- Just sending the Questionnaire and hoping to get it back gives no results – it must be used as part of a personal contact
- Communication must be “face to face”

- Communication carrier must be a person able to give confidence and represents an organization recognized by the firm as reliable
- Communication must point around advantages that project/idea gives to the firm
- Firm and entrepreneur must have the opportunity to take part in the planning of the activities that regard him and his enterprise
- Too much time passing between contacts and activities is negative
- If an enterprises asks for any kind of support this must be given immediately
- Any difficulties during the work/training experience must be resolved immediately
- The enterprise must be convinced that time/human resource is worth the investment for getting valid results

## Impacts and results

At the moment project results are only partial but, as far as involving firms is concerned the project has already produced significant results both as regards quantity (number of firms willing to take part) and quality (how efficacious the work/training experience is as regards training results and opportunities for employment). To date involvement of firms has been adequate for all three training cycles so far completed.

The operative phase of the project began in May 2003 with the start of the first of five courses, the only course which has completely finished and for which final data is available. The course relative to the field of metal work named "Costruzioni al banco con ausilio macchine utensili" began on 12th May and ended on 3rd October. The first course has been successful, 65,21 %, of the students who completed the course are now employed.

The second course began on 13th October 2003 in the same field, 16 students began the course and at the moment 7 of these are still carrying out training/work experience.

The third course "Addetto lavorazione materie plastiche" (plastic moulds operator) began on 19th January; it started with 22 students mostly females, 18 of which are now in work/training experience in local enterprises.

Results will be monitored on medium-term and long-term basis.

## Other considerations: Transferability

Going beyond the specific aims (training and integration into employment for adults with low or no qualifications) the project aims to set up an operative model that is a new experience. Although this experience has its limits and difficulties it can be of interest to policy makers and bodies responsible for training and employment policies as it has set up innovative methods for integrating the weakest subjects (older unemployed group with little or no qualifications)

Given the size and limited time period of our project, and the total experimental characteristic, we do not pretend to have set up a fully structured model but through mainstreaming we intend to make our idea available to further concrete innovation in this field. As regards transferability we think there is no particular problem to this regard.

# WORKING GROUP 2: Training

## Introduction

There are four partners in Workgroup 2 – Training: Finland, Germany, Italy and Spain. Each national project has different ways for helping unemployed people and at the same time each partner needs to organize training or coaching initiatives. This has been the common base for our working group. Our starting point for this work was defining the critical questions in our field and trying to answer them:

1. How do you motivate the unemployed to take part in training?
2. How do you achieve training that responds to the real needs of employers and the unemployed?
3. How might training facilitate the transnational mobility of workers?

Our group started by understanding each other's local projects and labour market situation relating to the groups of disadvantaged unemployed target which were so different from each other. Only the first two listed issues have been addressed during work carried out together both in meetings and discussions on the project intranet. Learning to know and understand each other's contexts and projects has been the base for successful exchange. Communication and identification of common language has been an important element of our work and has helped the working group to reach its aims in a friendly and productive climate.

We have identified common points regarding training for disadvantaged groups, which are:

- It is necessary to prepare training programmes which respond to the needs of the particular target group i.e. adapt the training to the trainee and not the trainee to the training.
- Training programmes need to be flexible.
- Networking is important (enterprises, responsible bodies, social workers).
- Training should be as practical as possible (learning by doing) with the support of coaching, mentoring.
- Students must be encouraged to take responsibility for their training process.
- Programmes need to undergo continuous evaluation, are we doing well, can we improve?

# Short description GPs

## Spain

- Adapted Training: modelling programmes which are task based, rather than time based; they are designed in the form of flexible and interchangeable modules which allow for flexibility in entry and exit points, flexibility in scheduling learning activities, learner control and choice regarding the content, sequence, time, place and ways of learning.
- Measures complementary to adapted training: there are many personal situations we have to pay attention to (social work services people need) and coordinate efforts to reach the main objective: labour and social integration. These measures take place during the training programmes and, after that, continue until getting a job, offering a point of reference for people along the whole process.

## Germany:

- Measure of qualification in Chambers of Craft: the aim is a participant-related qualification especially developed for each target group taking into consideration the principles of Lifelong learning in order to integrate the participants into the Labour market.

## Finland:

- Narrative Groupwork: an innovative, empowering group work method for unemployed people where narratives are used to strengthen the sense of belonging to a small community, enhancing motivation, connections and mutual aid. Narratives are connected to everyday experiences. Individual counselling and case management connected to narrative group is giving access to welfare services, training, education and labour markets.

## Italy:

- New training practice with SMEs involvement: a new approach to the unemployment emergency that faces the problem from the productivity point of view – enterprises – by programming and testing a new way of training, flexible and closely related to skills and competencies required by the enterprises.



# Spain: Adapted Training

## Introduction

The entities that comprise this Development Partnership, which covers the geographic area of the city of Zaragoza, are the key social and economic players in the city. They are public authorities, social agents, non-profit organisations and NGO's that work with collectives excluded from the labour market, especially the more disadvantaged collectives such as mentally and physically disabled people, immigrants, non-qualified youth, people with social problems, etc., and there is special attention on the circumstances of women as a global objective of the project.

All partners will participate actively in this project, in an integrated and co-ordinated way. One of the objectives is to experiment with methods and a model aimed at the labour integration of the most excluded collectives, and the objective includes the desire to provide continuity to the methodology and models.

### Objectives:

- Develop new ways to fight against the discrimination and inequality experienced by disadvantaged groups in order to facilitate their access or re-incorporation into the labour market, thereby taking into account the employment possibilities related to the socio-economic situation of the city.
- The establishment, mobilisation and co-operation of labour access networks, thereby optimising and co-ordinating existing resources regarding specific problems of the city and using methods already tested and proven to be effective with groups in other areas, as well as the creation of instruments adapted to new needs, whether through social integration strategies or through ordinary employment.
- Create a common working strategy to guarantee that the activities are maintained and that they can be transferred to future policy planning through the co-ordination of the various agents and methods of socio-labour integration.
- Promote activities that incorporate aspects related to the social and labour integration of women who have difficulties accessing the employment market in urban areas.

## Description of needs

Social entities have previous training experience with people who have special difficulties and integration problems in social and labour fields.

They know about their needs and characteristics, and they have professional people with the required qualifications and experience.

They usually work with people who are unable to take part in the usual training processes due to their special situation.

For example, ex-drug addicts and prisoners have to leave training when dictated by their spe-

cial programmes (rehabilitation, parolees, family demands...), and typical training does not allow them to return to courses. It is subsequently impossible for them to have the necessary qualifications to get a job.

This is why a new training method has to be developed, which allows them to finish training programmes individually.

## Description of the solution

- Adapted training combines flexible elements that are adapted to the various kinds of beneficiaries. It incorporates new elements to typical job training.
- Training activities develop comprehensive projects of integration itineraries for all kinds of Equal beneficiaries. A summary is drawn up every six months, and the programmes and responsible entity are defined.
- These training actions respect the regulations of the Aragonese Public Employment Institution for training programmes.
- In spite of being pre-defined, this training has the necessary flexibility in content, scheduling and development in order to take into account the needs and problems of the beneficiaries (modular organisation, accessibility, lifetime compatibility).
- Moreover, this adapted training is complemented by accompanying measures designed especially for adapted training requirements.

### Target groups:

- Disabled people with mental problems.
- Underprivileged people.
- Immigrants.
- Women with integration problems.
- Ex-drug addicts.
- Ex-offenders.
- Trainers and agents who have to work with the above groups.

## Impact and results

### Goals:

- Identification of the necessary training in order to achieve the social and labour integration of people who belong to certain groups at risk of exclusion.
- Improving the methodology in order to adapt training to the specific abilities of target groups.
- Training of trainers and all other agents involved in this integration process.
- Improving access to the various training programmes and increasing the probability of becoming qualified.

## Types of courses offered:

- Red Aragonesa de Entidades Sociales para la Inclusión (Aragonese Network of Social Entities for Integration).
- Building maintenance.
- Industrial tailoring.
- Aluminium carpentry.
- Personal care of dependant persons.
- Industrial handling assistant.
- Building maintenance and renovation.
- Comité Español de Representantes de Minusválido (Spanish Council of Representatives of Disabled Persons).
- Specific job-position training for the mentally handicapped.
- Electronic and telecommunications operator.
- Specialist in Spanish Language.
- Basic training for employment.
- The main achievement is having attained a high number of complete training procedures. Therefore, this could be considered an efficient method adapted to the beneficiaries' needs.
- At the same time, this training is the most suitable for beneficiaries and labour market demands (business sectors that require these qualifications).
- It would be more beneficial to increase the number of ways to access to these training courses in order to achieve 100% of the integration itineraries.
- Adapted training is an innovative training method, and it is aimed at eradicating situations of inequality in labour integration procedures.

## Other considerations: Transferability

Proposals have been developed out of adapted training in order to change the current training legislation. It is possible to create more individual training procedures, thereby taking into account that training is a main element in everyone's individual integration itinerary.

Currently, the Aragonese Institute of Employment is trying to include the adapted training methodology in its official training programmes and legal regulations.

# Spain:

## Measures complementary to adapted training

### Introduction & Description of needs

(common to Adapted Training)

### Description of the solution

#### Goals:

- To introduce people to labour market knowledge and other matters about employment.
- To assist in the complete development of people with labour integration problems.
- To consolidate a person's status as a worker in the labour market.
- To co-ordinate the social resources of the various entities in the training programme in order to ensure that beneficiaries have access.

#### Measures:

- Labour guide and integration actions.
- People development actions.
- Information accessibility.
- Job mediation.
- Reinforcement of the job position.
- Social workers for co-ordinating resources and assisting beneficiaries (Mentoring, tutoring).

#### Description

These measures require specialised personnel in labour integration fields. They have to develop activities and complementary measures regarding the job search, labour integration and follow-up.

These measures are related to training objectives, and they are divided into two different areas:

1. People with specific needs who require special training to make the most of it.
2. People who take part in Equal training and other people with special difficulties so that they can be integrated with others, in typical fields when possible. In such situations, a detailed analysis of the training needs of each beneficiary and of the labour market needs is necessary.

When training activities are designed, we define which complementary measures are needed (adapted materials, advice for trainers, interpreter for sign language, mentoring). This is a way to improve so that the beneficiaries can get the maximum benefit from training.

In this regard, it is possible to cover all the needs of people with social and labour integration

problems, given that they could receive special training. Their integration is the main goal.

In the two aforementioned areas, beneficiaries receive individual guidance so that they go to training with prior knowledge. After training, they can receive additional guidance during their labour integration process.

This thus guarantees a continuous integration itinerary, and the beneficiary has a point of reference at all times.

## Impacts and results

The activities and measures during the guidance and training stages and after labour integration, when necessary, are the following:

### Guidance and labour integration activities:

- Job search workshops.
- Knowledge of labour regulations.

### Activities aimed at personal development:

Individual actions:

- Interviews and meetings.
- Support for growth in various areas.
- Mentoring/tutoring by social workers.

### Group actions (small and short-term groups):

- Social skills and relationship workshops.
- Workshops for adaptability skills.
- Reading and writing workshops.
- Self-esteem workshops.

### Others:

Spanish Sign Language Interpreting:

- Training activities.
- Other activities.

### Adapted materials:

(Spanish language for easy readers and visual materials):

- Writing documents.

### Training materials:

- Information and documents via icons and images.

### Follow-up:

- Maintain contact with businesses.
- Analyse the necessary labour adaptation.
- Mediation with businesses.
- Actions at businesses (colleagues, middle management).

## Subsequent follow-up:

- Monitoring of the labour adaptation.
- Preventing and solving behavioural problems when needed.
- Training and adaptation to new paces and tasks.
- And any proposal that guarantees the development of the integration itinerary.

## Other considerations: Transferability

### Summary:

The need for complementary measures in the integration itineraries of disadvantaged people should be one of the elements to receive the greatest development in EQUAL II.

The experience acquired through the joint development of these actions can help us with future plans that will allow people at a high risk of discrimination to have access to the labour market through adapted training, from a professional and personal point of view. These measures should receive in-depth analysis in EQUAL II, not only as complementary measures to training but also as complementary measures to an individual integration itinerary, through the creation of "complementary teams" that provide greater dedication and broader objectives.

This accompaniment would begin upon receiving a beneficiary and would include follow-up and mediation at a company once the labour integration has been achieved.

Training for self-employment includes many aspects, not only business concepts but also attitudes, habits and personal development. In fact, this is one way to achieve social and economic integration at the same time. Personalised training for each project increases its practical value.

Considering the labour integration of people who have problems accessing the labour market as an objective of EQUAL II, we think that the modules developed in this action will be required for skill training for normalisation in the labour market.

# Germany: Measures of qualification in Chambers of Craft in Rhineland-Palatinate

## Introduction

Since June 2002 the Chambers of crafts in Rhineland-Palatinate participate in the European joint initiative EQUAL for "improvement of employment abilities of problem groups in crafts".

Within the bounds of this project the Chambers of Crafts carry out different measures of qualification, that are financially supported by the German Federal Ministry for Economics and Labour affairs, by finances taken from the European Social Fund and means of the Ministry for Labour, Social, Family and Health Affairs of Rhineland-Palatinate.

The offer is directed to members of the EQUAL- target group: male and female persons returning to profession, recipients of social assistants, single parents, unemployed as well as other disadvantaged people.

The aim is a participant-related qualification purposefully developed for each target group taking into consideration the principles of Lifelong learning in order to integrate the participants in the Labour market.

## Description of needs

The requirements for a successful concept of further education are as varied as the different target groups, for which the programme has been developed. Women or men, wanting to return back to profession after their maternity leave, long-term unemployed unskilled workers, young people without a finished professional education, or migrants with poor knowledge of German – what is important for all of these groups is a purposeful way of proceeding in view to the respective group with orientation towards the requirements of each single participant.

## The Conception of Further Education of the Chambers of Crafts has been worked out as follows:

### A) Definition of qualification requirements and the respective target group:

- In the run-up to each measure of qualification a detailed analysis has to be done dealing with the following questions:
- What problems we know in the district of our Chamber of crafts, in our region? (Analysis of demand)
- Which of the target groups have a special demand for qualification? Are there other local providers of qualification measures working with this target group? (Analysis of offers)
- What are the target groups we want to reach?
- For which of the target groups we can offer special possibilities – due to our model - other providers cannot supply? (Analysis of model)
- Which are the target groups we can gain for our measures of qualification? (Market analysis)
- What is the benefit these target groups should have when taking part in our measures of qualification?

### B) Defining the aims and the content of the measure of qualification:

After defining the respective target groups, the persons responsible for the measures of qualification work on the planning of the measures fulfilling the demands of the target groups. Planning of the measures is based on the following questions:

- What is the exact aim of our measure of qualification? (target orientation)
- In what fields our target groups have special demand of further education? (Participant orientation)
- What are the strong points to be building up and what are the points of weakness to be compensated?(Empowerment)
- What are the adequate subjects for our target group?(subject orientation)
- What kind of final certificate our target group can achieve (certificate, attendance certificate, diploma)? (Final qualification)
- What content is important besides cognitive knowledge, computer knowledge, language knowledge, basic knowledge of business management, communication training etc. (Teaching methodology).
- What are the appropriate means for passing on the content? (Methodology)
- What possibilities the group has to have a say in defining the aim of the measure of qualification and to design the process of further education actively? (Integration)
- Do men and women have equal chances for taking part in this measure of qualification? Are the aims and contents relevant for both sexes? (Gender- Mainstreaming)



### C) Selection of the experts:

The quality of a qualification concept is based on the selection of suitable teachers/instructors.

The following factors have to be taken into consideration:

What are the Qualifications we expect the instructors to have?

(Knowledge concerning didactics and methodology, experience in working with the respective target group, media competences, social competences, etc.(Qualificationprofile) Before starting the measure of qualification the teachers get detailed information about the target group concerning aims and problems, in order to reach successful learning in the respect of the Chamber of Crafts.(Briefing of teachers)

### D) Organizational basic conditions / Infrastructure

Before the measure of qualification starts the organizational basic conditions like venue, technical equipment, as well as the demand of Material and documents have to be set.

The Chambers of Crafts in Rhineland-Palatinate try to find – with respect to the equality of chances of women, men, handicapped people and other groups - venues that can easily be reached.

In the run-up to a measure of qualification all equipment is checked with regard to its suitability for the participants and the methods of training (up-to-date and complete equipment).

### E) Factors of time

As most of the measures of qualification of the Chamber of Crafts have been planned as long-term measures with a duration of several months, the way of dealing with time is of special importance. In the run-up the following questions have to be answered: Is the target group in the position to take part in our measure of qualifications to the fixed times? (Time management) The lessons must be fixed in such way that women with children know that their children are at school / in the kindergarten while she is attending the course. It is also very important that a period without lessons is guaranteed during school holidays so that this is not an obstacle for women with children to take part in the measure of qualification. It is possible to work on the content and subjects in the given time-frames taking into consideration the needs of the different groups? (expenditure of time)

### F) Partners to the cooperation

With regard to a successful process of learning the integration of external organizations, enterprises and local authorities is of special importance for an optimized network in favour of the targetgroup. In the run-up of the planning of a qualification concept the Chambers of Crafts have established contact with potential employers, social and therapeutical service bureaus, language schools, social security offices and job agencies in order to guarantee comprehensive care for each single participant.

## Description of the solution

### A) Carrying out measures of qualification:

The Chambers of Crafts in Rhineland-Palatinate have carried out corresponding measures of qualification for different target groups:

- Managementassistant.
- Graduate in business management of crafts.
- Mechatronicexpert.
- Integrational, job-related language course for foreigners
- Expert in office communication (women with finished professional education wanting to return to profession).
- Customer consultant in crafts (people in the age of 50 and more).
- Integration course for unemployed with lower qualification (without finished professional education).

Due to the conception orientated towards aims and participants and the integration of external expert services, potential employers the measures offered by the Chambers of Crafts can be considered as efficient strategy for integration on the Labour market.

### B) Evaluation by the participants:

The Evaluation of the carried out measures of qualification by surveys held among the participants revealed: The demand of the target group for further education in the field of Information and communication technology is very high and could have been considerably improved by the offers of the Chambers of Crafts. The participants categorized just as important the communicating of basic knowledge in the field of business management.

Coaching, communication and application training have been accepted by the participants in very different ways. Some participants had difficulties with the open analysis of their strong and weak points; others said that these training aspects had been elementary crucial experiences for their professional future. An important aspect for this is the methodology and experienced competence of the teachers. Just as differently the services of the integration and technical agencies of the Chambers of Crafts have been accepted. Some participants have continuously taken part in individual personal interviews, others strictly avoided these programmes.

The reasons for this behaviour is based on the background of experiences of each single participant concerning social and charitable institutions and their willingness to accept aid and to enlist to the services of advice service institutions. Experiences in all EQUAL- Projects revealed that there is also a minority of people who only take part in measures of qualification because they do not see other perspectives of their life and just want to bridge a period of time of disorientation or discouragement.

The combination of theory and practical deepening of the contents in periods of practical training has been a special experience for the participants. Learning under realis-

tic conditions is an ideal basis for working life. In the periods of practical training the participants had the chance to get in contact with potential employers and some of the participants have been employed. Very important for the finding of places for practical training and job opportunities is the close contact between the Chambers of Crafts and the SME's. The process of learning in a permanent group was a very important experience for the participants. Unemployed and single parents often suffer from isolation and exclusion. By being together with people of like-minds in heterogeneous groups they learned about the basic chances and risks of working in a team, Assertiveness and sense of community are equally improved.

Many participants met each other also outside the course – they built self-organized learning groups, talked about their experiences and spent their leisure time together. These experiences will have a lasting influence on the social, economical and professional environment of the participants.

### C) Evaluation in the Chambers of Crafts:

An evaluation within the Chambers of Crafts revealed that the Sensitization for the target group of the EQUAL- project and the respective subjects caused a change of views among the employees. Concerning their attitude towards "disadvantaged people" as well as the way of giving advice, the way of organizing training measures, the application of methodology and the way of finding solutions a constructive discussion of the EQUAL project has taken place throughout all departments of the Chambers of Crafts, which will also in future change the acting of the employees.

Whether at concrete work on the spot, the planning of projects, the presentation in committees or whether during discussions with politicians, the subject of „Integration in the Labour Market" will play an elementary role in future, to which the Chambers of Crafts will pay attention to also after conclusion of the EQUAL- Project. Topics like "Gender Mainstreaming", "Diversity Management"and "Lifelong learning"are no longer just theoretical aspects since the carrying out of the EQUAL- measures of qualification because in the period of practical work with the target groups of the EQUAL projects the chances and risks of these theories turned into something living.

### D) Evaluation by the teachers

The Evaluation by the teachers revealed that the target groups of the EQUAL-project- different from groups in former measures of qualification carried out by the job agencies - have been very motivated and therefore have been taken part actively in these measures of qualification because the participants had been bound to their group during the long period of qualification with positive influence on the group members. The teachers / instructors had the chance to test new and innovative methods of passing on knowledge, something that would not have been possible in short-term measures of qualification with constantly changing participants. In instructors' meetings the teachers talked about the practical experience with the target groups. In the team of instructors the new starting points in further education had been fixed in writing in order to give future work with "disadvantaged people" the possibility to gain a profit from the wide background of experiences of the teachers.

## Impacts and results

According to the economic situation of the region concerned and the composition of the target groups it has been possible to find a job for an average of  $\frac{3}{4}$  of the participants in measures of qualification carried out by the Chambers of Crafts.

On closer examination it revealed however that it has been rarely possible to find jobs based on a secured employment with monthly salary and full-time work for the participants. The vast majority of the employment relationships were part-time jobs, jobs with limited duration and small jobs. The reason for this is the fear of the SMEs to make long-term contracts with an employee in a period of economical crises. Especially against the setting of mass redundancies at large groups of enterprises like: Opel, Karstadt, Schott, IBM, it probably would be a mistake to expect that the participants of the EQUAL- project as disadvantaged group would have better chances on the labour market than highly qualified, flexible and not handicapped employees.

The participants who did not find a job wanted to continue in further education in order to make up for the still missing qualifications– due to the positive experiences they made within the bounds of the measure of qualification they just had finished. This can also be some kind of therapeutical aid in the fields of psychology or health. Some of the participants recognized that they would have to work on their „personal problems“ first before they will be able to work. A small number of participants had to break off the measure of qualification because of sincere illness. For these participants the question rises whether they will be able to work again at all in future.

## Other considerations: Transferability

The measures of qualification – depending on the target group and aims of the measure - are applicable to other regions of Germany and Europe. There already exists a common federal certification of the measure of qualification „Graduate in business management in Crafts“.

An exact transfer without changes of the concept is not recommendable. An additional offer / measure at the spot should be developed regarding the group of participants. We consider it especially recommendable to intend an integral care for the participants of the measure of qualification by advice in the integration service bureaus of the Chambers of Crafts and by offering Coaching and Mentoring, that should be carried out in an innovative way for the target group. It would be possible, for example, to integrate the biographical work of the Finnish EQUAL- Partners in the concept of qualification of the Chambers of Crafts. From our Spanish and Italian EQUAL- Partners we could take over the concept of modular further education.

# Finland: Narrative Groupwork

– Unemployed people putting together the jigsaw puzzles of their lives

## Introduction

Problems in the day-to-day lives of the long-term unemployed call for innovative work models. Narrative groupwork responds to this challenge by helping unemployed people find empowerment and link their life situations to a larger context. The approach combines narratives, empowerment and groupwork and is suitable for those who are going through life transitions such as a prolonged period of unemployment.

Unemployed people have a very complex life situation in general. On the one hand, they may engage in maladaptive action; on the other, they have strengths in their everyday lives. Local welfare organisations should recognise the needs of the invisible clients within them and offer individual paths and models to unemployed clients. For instance, this would mean producing more local knowledge, recognising personal strengths, developing social policy locally, and increasing networking and multiprofessional cooperation. It was within such a broad framework that narrative groupwork was used in the Koura-Kuriiri Project carried out in Rovaniemi, Finland.

## Description of needs

In everyday life, unemployed people use their energy for dealing with needs related to food, money, welfare services and human relationships. Most of them are continuously in contact with welfare organisations such as the employment office, the social and health office, the healthcare centre and the Social Insurance Institution. The welfare services can provide a minimum level of income, but there is still need for organisations such as the Church, which offers free food.

Tables 1, 2 and 3 provides background information of the project's 77 participants. All of them are unemployed; most are between 25 and 49 years of age, have no vocational education and belong to a social risk group. The lack of education or the need to upgrade it is the basic reason why the participants are not able to find work. It is worth noting that 24 of the participants face no particular social risk but only the transitions that all people encounter in the course of their lives.

## Description of the solution.

The goal of narrative groupwork is to make empowerment possible. It is a creative and social form of groupwork. Participants gain self-respect and become more aware of new possibilities in their lives. Everyday experiences are at the heart of narrative groupwork and participants give meaning to them by telling stories. Shared storytelling gives room for better stories. The assumption is

	Under 25	25-39	40-49	Over 50	Total
Men	4	11	10	8	33
Women	6	12	18	8	44
Total	10	23	28	16	77

Table 1. Age and gender of participants

No vocational education, 32 participants	42%
Technology, transportation and communications, 15 participants	19%
Tourism, catering and hotel services, 12 participants	16%
Business, 9 participants	12%
Social and health, 8 participants	10%
Other, 1 participant	1%
	100%

Table 3. The educational background of participants  
(Source: Koura-Kuriiri Project, Soile Saastamoinen, 12.2.2004)

that people have alternative stories in their lives and that these are usually hidden because the stories that have been told are based only on certain experiences and events. The discovery of a better life story makes people more hopeful and able to look for new opportunities (activities or work) in their future.

Each group works for three months and meetings are held twice a week for two hours at a time. The groups are instructed by a trainer and an assistant, who is particularly important when the size of the group increases. Workers must have a very neutral attitude, because if they think that they know something about a participant's situation before even meeting him or her, the group-work might not be as successful as it would be otherwise.

	Men	Women
Drug problem Drug addiction. Drugs affect many areas of life.	8	8
Poor work qualifications Not enough work experience, motivation, concentration, interactional skills or initiative. Health problems.	3	1
Many social risks together Poverty, health problems, difficulties in relationships, drug abuse or life crises.	3	4
Mental health problems Need for long-term rehabilitation. Work qualifications decreasing.	2	2
Uncertainly on life Low spirits, occasional depression, high dependence on the social service system, an overall negative trend, poor self-esteem or long- term unemployment.	5	7
Language problems Immigrants	1	1
Loneliness Not enough human relationships, subjective experiences of the partici- pant.	1	1
Health problems Physical health	0	6
Total	23	30

Table 2. Social risks faced by the participants (Source: Koura-Kuriiri Project, Juhani Louhela and Soile Saastamoinen 12.02.2004)

The group programme is structured such that the past, present and near future are connected to narrative themes and shared storytelling. For every meeting the participants prepare stories with the help of the Taskbook. The trainer gives instructions for every theme to be taken up in the narratives and discusses it with the participants. Between group meetings, participants prepare to tell a story in the group. In the group, one person then tells her/his story and others listen, ask questions and discuss it. Group members are supposed to think about the story and see how it compares with their own experiences.

The narrative themes are divided into four steps, which can be understood as focusing on:

- the participant's strengths
- the needs of the participant
- the main barriers and searching for solutions
- continuity and the future

The main phases of narrative groupwork are summarised in Table 4 and described more concretely in conjunction with the brief stories.

	Name of the phase	Content of phase
First phase	Formation of the group	Planning, recruiting, beginning and engagement
Second phase	Participants' self-motivated action	Mutual aid and removing barriers Time and room for subjects important to the participants
Last phase	Termination	Strengthening the future story, evaluation and final ceremony

Table 4. Main phases of narrative groupwork

## Formation of the group

Before the first phase begins, it is important to determine the size, duration, focus, participants, format, authority, intensiveness and blending of the group. Participants are found more easily if network organisations are mobilised to point potential persons towards the project. In the first phase, participants name their group, agree on a common set of rules, get to know each other, understand the purpose of the empowerment group and recognise their own empowerment goals. Participants acquire positive experiences by telling stories from different phases of their lives. The feeling of belonging to the group and of commitment to and interest in storytelling shows the way to the second phase.

In the formation phase, inspiring narratives arouse positive feelings in and between the participants.

## Participants' self-motivated action

Unemployed people are individuals but they share an experience. The aid they provide to one another is one common denominator in their lives. In the second phase of groupwork, participants tell stories from this stage of their lives. The participants' responsibility within the group increases.

They are expected to talk about everyday experiences such as human relationships, losses in life, the need for education, work, and the lack of information from welfare organisations. An assistant instructor makes it possible to discuss and negotiate in subgroups and search for solutions to



everyday problems. In this phase, it is important that the interaction between participants clearly increases and continues. Quest narratives provide room for mutual aid and for seeking solutions.

Multiprofessional cooperation both inside and outside narrative groupwork is also valued. The role of individual case management will be presented on pages 6-8.

There are also interrupted narratives in group. Participants may find it difficult to construct a narrative because of their challenging life situations. In such situations, there is a need for long-standing individual support and multiprofessional networking with the participant.

## Termination

The purpose of the last phase is to articulate the benefits achieved by narrative groupwork and to look into the near future with a sense of purpose. This means looking at life in the larger perspective of the entire life course, experiences of success and belonging to a community. The participants evaluate both the group process and the format of a narrative group. In the final ceremony, participants receive a certificate and bid goodbye to the groupwork.

## Individual counselling and case management give access to resources

Individual counselling and case management are used alongside narrative groupwork. The aim of these methods is to find the optimal way for each participant to enter working life. Case management can be started either before or at the same as the groupwork. The participants meet counsellor Soile Saastamoinen as often as necessary and she acts as an agent between the participants and the different service systems. The best results are achieved when the counsellor works individually and in depth with a participant throughout the process and in accordance with the participant's goals. It must be kept in mind that participants have clear strengths in their life but also face many social risks.

There are seven distinct phases in individual counselling and case management. Advancement from one phase to another is very individual due to the participants' differing life situations and aims. Sometimes plans do not work out as expected and need to be changed or specified.

When a new person registers for our project, an appointment is made for individual counselling. They are in the phase referred to as start. The first meeting is used to map out both the needs and the situation of the participant. Important topics may be the managing of one's life in general, coping on the everyday level, how the participant views her/his life and what she/he wants to do with it. Exploring questions such as the following provides a good foundation for future cooperation: What does the participant want to change about her/his life and what opportunities and obstacles do they have? If participants have some personal goals, these are more likely to be achieved than goals imposed from the outside. The participant's own motivation is very important.

As trust builds, the counsellor and the participant move into the planning phase. Their cooperation becomes more intensive and they share the responsibility for the things that have to be done. Matters are reviewed in more depth than in the start phase in order to identify those that require the most attention. It is the counsellor's responsibility to offer different options, from which the participant must choose those which he or she prefers. Cooperation with the project network

throughout the process is very important. Some network partners have begun work with a participant before joining the Koura-Kuriiri Project and while this may continue, it becomes the counsellor's duty to find additional long-term supporters for those in need.

When participants have found their hidden resources, it is time for them to take on more and more responsibility. It is time to disengage from the project. They have established goals for the future and will try to accomplish them. If participants need help in this or any other phase, they can always talk with the counsellor. The practice of giving a participant the opportunity to visit the counsellor when the agreed step is over has proven fruitful. This has given the participants support on their way to the next step, for example, working life or pension. It is very important for the counsellor to get an assessment from the participant, because it makes individual case management possible. Participants assess how well their questions have been answered and whether there are any issues that have not been addressed. They also indicate what their expectations were and what they have gained through the Koura-Kuriiri Project.

## The Story of Matti in the Koura-Kuriiri Project

Nowadays Matti, for whom unemployment used to be a lifestyle, is a student. The school seems to be interesting and he likes learning new things. Still there are many things he has to learn in life. He has to learn to take responsibility for his own life, to practice better personal hygiene, to follow schedules, to get around from one place to another without someone driving him and to eat healthy food. As a counsellor, I think he is on a better track now.

## Impacts and results

The Koura-Kuriiri Project implemented nine narrative groups and refined the model of narrative groupwork. A training model was designed and implemented for workers interested in using narrative groupwork or some aspects of it in their own work. Seventy unemployed people participated in the groupwork; five dropped out. The participants assessed the narrative groupwork through an evaluation form and a discussion and recommended the process for other people in the same situation. The level of participation clearly increased as the groupwork progressed and it aroused interest and emotions in two-thirds of the participants. The group made it possible to stop and discuss life through stories. There were people of different ages and life situations and facing diversity and coping with it was thus a part of the groupwork. Many of the stories that were told, listened to and shared served to stimulate the participants' feelings and imagination, which has implications for social learning in the context of groupwork. The participants gained new self-knowledge and also dealt with information on what was happening in the environment outside the group. The participants set goals in the group and monitored their progress towards achieving them during the process, getting support from other members of the group. When trust was established, openness in the group increased.

Three different kinds of narrative patterns were found in shared storytelling. The first consisted of inspiring narratives, which were visible in all the phases of narrative groupwork. These narratives meant recalling good memories and experiences from earlier phases of life. The second pat-

tern comprised quest narratives, which became visible while participants were receiving mutual aid or their barriers were removed. A third of the participants told interrupted narratives. Their life was so uncertain or in crisis that it was difficult for them to form intact stories. In some cases, they needed the time scheduled for the group to take care of their daily affairs. This group of participants needed additional support such as individual counselling, case management and help from the network, and did not benefit from narrative groupwork as much as the others.

Individual counselling and case management provided additional resources on the community level, mostly through the welfare services. With many participants, the first result of case management was coping with day-to-day life and establishing a more normal pace in it. When these issues were solved, it was easier to achieve goals set outside the home. The participants became more active and they started new hobbies, committed to regular support measures or planned their future in more depth with a vocational guidance counsellor or a psychologist. Most of the participants had some kind of a goal after the groupwork and worked towards that.

Many of the participants were poorly prepared for working life. Some did not have any education, some had to upgrade their educational qualifications, and some had no work experience or the experience they did have was from a long time ago. These are the reasons why many participants were motivated to learn a new vocation or wanted to participate in training. At this writing, five participants have started a one-year voluntary education programme, seven are enrolled in a three-year programme, four have chosen employment training, one is attending job training and three have received training in how to look for employment.

The participants' success on the job market has varied greatly. One is self-employed, two are working in a company, eleven have received subsidised work, one is in a work pilot programme, and one is in guided training. Seven project participants have left the labour market, at least temporarily: two are in vocational rehabilitation; one is on pension; two have pension applications pending; one is at home receiving the childcare allowance; and one is on sick leave. Out of the 77 participants, two have moved to another city, five have dropped out and seventeen are still going through individual counselling and case management.

## Other considerations: Transferability

Narrative groupwork is an emerging, innovative work model. It contains empowering elements that can be combined in the interrelated processes of social inclusion for unemployed people in society.

# Italy:

## New training practice with SMEs involvement

### Introduction

The main aim of the initiative is to place a number of low-qualified unemployed persons (min 50 – max 75) into employment through a pilot training programme that will include the direct involvement of local enterprises in the training activities. This will mean proving the efficacy and repeatability of a new approach to the unemployment emergency that faces the problem from the productivity point of view – enterprises – by programming and testing a new way of training, flexible and closely related to skills and competencies required by the enterprises.

The direct involvement of the enterprises in the training process will help overcome the structural obstacles that have for a long time hindered the employment opportunities that the territory has to offer.

Reaching both of these aims, employment for the unemployed adults and setting up of a new training approach closely responding to productive needs, means carrying out actions such as monitoring training and employment needs while integrating the initiatives for guidance carried out by the local employment agency.

### Description of needs

In the eastern Piedmontese town of Tortona (North West Italy, 62.000 inhabitants) there is an elevated percentage of unemployed which has been increasing over the past years. On the other hand there is a demand for workers in the metal local enterprises which the unemployed group do not respond to.

Most of these enterprises are small (0-5 workers) and cannot usually afford to invest in training; on the other hand the local training agency cannot afford to invest in particular machinery that varies from enterprise to enterprise.

People in the unemployed group are over 25, they have low schooling level and are not used to taking responsibility for their future in employment.

### Description of the solution

Analysis of actual/real/concrete training needs will be carried out by involving directly the local firms. Questionnaires will be sent to 300 local firms, feedback from these questionnaires will be used for planning training courses to respond to 'real time' needs.

## Training plan

The first results coming back from questionnaires is that the firms urgently needed machine tools operators.

The training project was prepared by the local training agency in direct collaboration with the firms, so as to prepare workers who could respond to the needs of the firm.

Basic training would be carried out in the training centre/Marconi institute and specialised training would be carried out directly in-firm.

When preparing the plan it was necessary to take into consideration the characteristics of the future students. They are certainly not 'study orientated', but will most certainly give the best performance through learning by doing. This is why the theoretical part is reduced to a minimum leaving ample space for practical training.

As mentioned above, it was also necessary to take into consideration the enterprises' needs, the in-institute training was not carried out at a very specialised level but just a basic level, leaving space for the enterprises to train at a more specialised level during the on the job training.

## Duration of programme

Each training course lasts for 600 hours. These 600 hours are divided into 86 hours learning/practical at Ial vocational training centre and Marconi Institute practical laboratories. 488 hours are spent in enterprises for on the job training. The training contents to be carried out in the enterprise have been defined between the enterprises tutor and the training centre tutor. The remaining 26 hours are for interviews, practical tests.

## Training approach: Traditional lesson - teacher/student

Traditional interaction between trainer/trainee/class group, aimed at passing new contents, developing, comparing. It is usually aided by the use of tools for managing communication ( slides – tables – summaries – charts) aimed at aiding the learning process and putting into action an active listening method and of personal participation and note taking. Students are stimulated to give feed back, with an eye to correct communication and behaviour in a class.

## Active/Practical learning in equipped classroom/and in-firm

Inside a classroom set up to simulate the enterprise environment the student learns not so much by listening but by doing, he learns by finding solutions and by building autonomy, he learns to become efficient by analysing his own experiences while working on tasks that involve all participants. The training aim is above all to learn through practical hands- on application of the learned techniques. This is a significant training environment for the students as they can see the purpose for doing practical things which will be directly applicable to their success in the workplace.

## Group methodology:

This type of methodology proposes interactive work among participants, with defined aims and time limits. The trainer becomes the coordinator of the process as well as dynamic observer. This methodology favours exchange of knowledge and comprehension and valorisation of various experiences present in the group.

## Tools used:

During the training in the institute phase, students will carry out practical work in the mechanics workshop ( IPS Marconi), in the firms. Computer laboratories, and lesson packs and exercises prepared by the trainers will be used.

## Record system:

- Request to participate in project.
- Personal dossier for each student.
- Assessment of entry level test.
- Contract.
- Safety procedures training/in-firm.
- Work experience register (personal training plan, presence sheet, skills acquired, evaluation, etc.).
- Class register.
- All documents necessary for responding to legislation: work insurance, communication employment inspectorate.

## Monitoring assessment system and certification:

Assessment is on going and continuous during the whole course. Trainers always check the level of understanding before moving on to new material. Learners are encouraged to become responsible for their own training process and for their working future.

Right from the start the participants have undergone individual counseling which continues through the whole training process (modello Pombeni).

At the beginning of the course students go through guidance, they are informed about the course aims and contents, and what will be expected of them. At regular intervals they are encouraged to discuss how things are going, making judgments, decisions, recommendations about their process. This continues during the training phase in the firms with the direct involvement of the firm tutor.

At the end of the course students are involved in an interview when they are expected to give their own personal evaluation of the course and about their own progress in the course.

Trainers/tutors/counsellors have regular group meetings to discuss about the progress of the course, how the students are getting on, if there are critical elements and any eventual corrections to be made. The flow of information between all persons in some way involved in the project is continuous.

## Final Test:

- The final Exam, prepared by the course trainers, and the on-the-job firm tutors, will be divided into three phases (written, practical, oral) and will last 12 hours.
- As the practical exam will be carried out in the mechanical workshop it will be necessary to divide the whole group into two so as to give students opportunity to use all tools with ease.
- The entire exam will therefore last 18 hours.

## Target trainee profile:

Potential trainees are unemployed persons on the Tortona territory over the age of 25. The total number of unemployed is about 1800. The local employment office will carry out the selective phase to find potential students with requisites: unemployed/over 25/who will undergo a selective interview.

## Trainer/instructor profile/staff requirements:

The trainers are all experts in their own professional field with experience of training adults. Trainers have already collaborated with the training institutes. They are used to working with all types of students including disadvantaged groups, and young people at risk of social exclusion.

Staff will be from the field of theoretical and practical contents.

A tutor will be "present" during the whole course, as point of reference for students who may encounter difficulties. As the training course progresses he/she will just "pop into" the classroom early in the morning to see if any help is needed. The same person will be point of reference for training in the firm, and will regularly visit the firm to collaborate with the firm tutor and will be available should any problems arise.

A good trainer should:

- Be knowledgeable.
- Show concern for student learning, present material clearly, motivate, emphasize relevance of class material and be enthusiastic.
- He/she will also have to create a comfortable learning atmosphere, use a variety of techniques, adapt to meet diverse needs and be dedicated to teaching.

## Training facilities:

- Ial: traditional classroom.
- Marconi Institute: mechanic workshop.
- Firms: will make available all their equipment/machines.
- Funding costs/effectiveness:
  - Cost of training structure.
  - Staff costs.
  - Including training centre tutor.
  - Overheads.
  - Students cheques €2.73 per hour of attendance.
  - Firm tutor 50 hours wages cost.
  - Counsellors.
  - An important feature of this project is that it has funded the cost of the tutor/on the job for 50 hours.

# WORKING GROUP 3: Integration

## Definition: Labour integration

Labour integration is a key point in order to achieve social integration. We understand that social integration is a process aimed at social participation under equal conditions.

Labour integration includes the following:

- Training.
- Access to employment.
- Internal promotion: development at a personal and professional level.
- Job retention: people making decisions about their jobs.
- We understand that "Labour integration" is necessary in order to achieve social integration and, in any event, to achieve and promote self-government.

Our "Integration" notion involves the idea that every person has the opportunity to choose his/her participation level and method, with no external limits.

We would like to add another aspect to this definition: the indispensable participation of the business network in the integration process.

There are four partners in Workgroup 3 – Integration: Italy, Germany, Spain and Finland.

Each national partner works in a different context and applies different measures to get the same aim: the integration of people with more test new ways of tackling discrimination and inequality experienced by those in work and those looking for a job.

## A brief summary of the G.Ps:

### Spain:

Care services for dependant people: this measure provides two ways of improving labour integration: for the beneficiaries of this measure and also women who have special difficulties taking care of dependant people.

Intercultural Mediation in the Labour Field: this action will provide a measure for eliminating situations of social and labour exclusion, thereby using mediation procedures in difficult fields of integration.

### Germany:

The Foreigner's Advisory Council of Trier and "EQUAL" action: Integration of target group "foreigners" in the labour market. Basis of the program is a new pedagogical concept for language and culture courses.



## Finland:

Courier is action framework for residential areas. The aims are at holistic improvement of selected area and its community, decreasing unemployment and preventing marginalization. Work team's actions consist of four different elements. Central forms of action include work supported by individual guidance, group work and recreational activities and hobbies.

## Italy:

Tortona per il Lavoro: There are two winning solutions for this project: the first is the setting up of a strong network which directly involves local partners and the second is involving the enterprises directly in training.

## Spain:

# Care services for dependant people

### Introduction

Aunaza is the name of an Equal Project Community Initiative, which is focused on removing the barriers and inequality related to labour market access and continuance.

Taking care of dependant people (children, the elderly, ill or disadvantaged people) is one of the most important obstacles for labour market integration.

The Aunaza project, developed in the city of Zaragoza through an Equal Community Initiative, includes care services for dependant people as a complementary measure to the integration programme.

The project attempts to provide new possibilities of labour integration for people who normally can't attend training programmes or any other integration measure.

This situation is especially important for women, who are usually in charge of children, the elderly, ill and disadvantaged people.

In the city of Zaragoza, unemployment rates show a serious gender difference. Most unemployed people are women, who are also affected by job insecurity. Therefore, this measure attempts to eliminate gender inequality when accessing the labour market.

### Description of the problem

Currently, and due to an ageing Europe, the number of dependant people is also increasing. We must furthermore include the arrival of immigrant families in Zaragoza who do not have a complementary family structure to help them.

Likewise, the number of single-parent families is increasing, and at this stage we must also re-

member the demanding and continuous care needed by disadvantaged people.

We can therefore confirm that there are a considerable number of people, especially women, who are taking care of children, the elderly and ill and disadvantaged relatives.

If we add to this an insecure economy and the need for labour market integration, help is needed for the people who are taking care of dependant people in order to allow them to have access to the labour market.

There are some public resources for these needs, but they are limited by number, resources and time, and their process is slow.

This is why we need a flexible measure that can be adapted to the real needs of people who take care of dependant people.

## Description of the solution

After analysing some of the possibilities for dependant people, we have accepted some services such as the following:

Execution of the following actions:

- The first step is to consider what kind of services will be offered to beneficiaries in order to cover their needs. These services are the following:
  - "Charity Foundation" Day Care (Age 1-3 years)
  - This foundation attempts to offer a continuous service, instead of a timely service, because of the possible consequences for children. Only for long-term actions.
  - "Charity Foundation" Day Care Centre.
  - For dependant, semi-dependant and non-dependant people.
  - Possibility of food at home.
  - Children spaces at the Training Centre offered by Celtadia and Más Manos:
- 2. branches of children spaces: one for school children whose parents need someone to take care of their children during the time they are in training, another for children under the age of 3 (non-school children) whose parents are in the training programme.
  - Home assistance offered by Celtadia and Más Manos for taking care of elderly people, disadvantaged people and children (people care, non-domestic tasks).

When the kind and price of a service is established, a protocol is set up for receiving, evaluating and responding to the service demands and for determining how long the response can be delayed.

The personnel resources needed for co-ordinating this measure are three people.

## Beneficiaries:

- People in Equal actions and other integration procedures.
- Focused on women with family responsibilities, while not neglecting other groups of people.
  - Gypsies and ethnic minorities.
  - Unemployed people.
  - Disadvantaged people.
  - Men with family responsibilities.
  - Disabled people.
  - People in labour integration processes.

## Impacts and results

This action is innovative, and its results have been completely positive, especially considering the resources.

- A brief description of the profiles of the people who have requested and benefited from these care service actions for dependant people: most are uneducated people between 25 and 50 years of age, there are a considerable number of immigrants, and there are both employed and unemployed people.
- This measure provides two ways of improving labour integration: for the beneficiaries of this measure and also women who have special difficulties taking care of dependant people.
- Integration is thus promoted indirectly (as a complementary measure to Equal Aunaza actions) and directly (by utilising assistance personnel).

## Other considerations: Transferability

Although women were considered as main the beneficiaries of this measure by design, it has not been solely designed for women.

Nevertheless, the development of the action has shown us that all the people who applied for this measure were women.

An important fact is the interest shown by Aragonese Regional Institute for Women, which has balanced the lack of financial means of Municipal centres. Municipal budgets are not enough to attend all needs, because they deal with all kinds of situations, not just barriers to labour integration.

A general consensus has been developed, not just for the institute, in order to transfer this measure to active employment policies at a regional, national and community level, especially those policies related to people who have problems accessing and remaining in labour market.

# Spain:

## Intercultural mediation in the labourfield

### Introduction

In recent years, immigrants have become a considerable part of Social Services. There are two reasons: first, with the good economic situation in recent years, the unemployment rate has dropped and the labour integration of Spanish citizens at the risk of being excluded has increased. At the same time, immigration rates have increased in Aragón. Initially, immigrants have only their labour to offer, and their social needs become evident after having lived for some time in Aragón.

Most of immigrants in Aragón come from Eastern Europe, North Africa, Sub-Saharan Africa and America. This means that there is a considerable group of cultures, religions, languages and traditions in our region. If in 1999, we said that the typical immigrant in Aragón was a young man living with friends, currently the social situation has changed completely. 40% of immigrants are women, the number of families has increased because of family regrouping, and many younger immigrants study with Spanish pupils in public schools.

### Description of needs.

Public health, education and social services are the public services demanded the most by these people. At the same time, immigrants participate more and more in training programmes, in the labour market and in the home rental market in Aragón. Immigrants are one of the beneficiary groups of the EQUAL initiative, because most of these people suffer from social exclusion, they have difficulties accessing employment, and they have other needs that are typical of foreigners.

Among the most special circumstances of immigrants, we could highlight being uprooted from their native culture, adaptation difficulties, language problems and barriers to accessing resources and services.

Employment is extremely important. A job provides monetary resources and ways to integrate, which is also crucial for immigrants who come to our countries because of economic reasons.

Considering the labour market structure in our country, finding a job is a difficult objective for anybody. This objective is even more difficult for immigrants because of the labour market structure differences between our country and their country of origin. This means that they have a different labour culture.

This is why an intercultural mediator figure is essential in the labour market.

### Description of the solution

Intercultural mediators in this Project will be responsible for facilitating contact by EQUAL immigrants with the labour market, for fighting against language problems and for fighting against differences resulting from culture and tradition.

Furthermore, they transmit immigrant population demands and make suggestions that favour their integration. Finally, intercultural mediators will contribute to the fight against prejudgements, misconceptions and misunderstandings, and they will provide advance information on worker and employer opinions about this population group and highlight the contributions that these immigrants generate for Aragon.

The development of this action will provide a measure for eliminating situations of social and labour exclusion, thereby using mediation procedures in difficult fields of integration.

### **Objectives:**

- Establishment of an assistance structure for the labour integration processes of immigrants.
- Training for immigrant groups on social (health, housing, resources, etc.) and labour aspects.
- Training on specific labour aspects.
- The creation of instruments for mediating in social aspects in conjunction with other mediators of different programmes.
- The creation of instruments for mediating in labour aspects.
- Assistance to unemployed immigrants for accessing the labour market access, in the job search process and in contacting businesses.
- Promote job retention, with preventive measures for possible conflicts on the job.
- The establishment of an immigrant mediator within the EQUAL programme in order to assist in the labour integration processes of EQUAL beneficiaries.
- The creation of a mediation service that can be used by any organisation in Zaragoza that works with immigrants.
- The creation of co-ordination spaces. Work in conjunction with social mediators at businesses in order to create protocols for direct actions.

### **Actions to be developed**

- Training actions regarding social and labour mediation for unemployed immigrants of different nationalities, mainly African and East European, who are the immigrant groups with the most integration difficulties due to cultural and language diversity. These groups must have an equal percentage of men and women.
- Preparation of training materials adapted to the group.
- Internships whereby participating students will have access to all the partner entities of EQUAL.
- The hiring of two immigrants when the training process is concluded, one from Africa and another from Eastern Europe. One should be a man and the other a woman, who will take part in all fields and with all EQUAL beneficiaries.

### **Beneficiaries**

This action is focused on unemployed immigrants in order to favour their access to the labour market, it is also focused on immigrants who have already accessed the labour market and who have a permanent address in Zaragoza.

The personnel resources needed for co-ordinating this measure are three people.

## Impacts and results

### Mediation actions by type:

- Intercultural mediation accompanied by Trade Union representatives
- Explanation of labour rights and immigration law.
- Distribution of publicity material.
- Mediations in conflict prevention.
- Mediations in conflict resolution.
- Sensitising/ training actions for service specialists for the Trade Union structure.
- Sensitising / training actions for Trade Union representatives.
- Sensitising / training actions for executives.
- Sensitising / training actions at businesses.

During this time the figure of the Intercultural Mediator has been adopted in the structure of our main Trade Unions, as we can see in some of their internal activities:

- Group training, with workers from information and welcoming services and from direct beneficiary attention services.
- Informative / Training sessions with political representatives and business executives.
- Publication of this resource in their documentation.
- Publicity among Trade Union representatives and among workers, as we can see in the great participation at informative / training sessions as a result of excellent motivation.
- Assistance for organisations and federations regarding language problems, as an instrument that favours the protection of the constitutional rights of immigrants.
- As a result of the publicity campaign, we have co-operated with the CAI (regional savings bank) in the preparation of seminars and training groups.
- The results of this action are "A Guide to Intercultural Mediation in the Labour Market," as an important instrument, and "A Guide to Labour Rights and Professional Guidance."

This action has been effective, because most of the beneficiaries have been immigrants. This was one of the project objectives. Some companies have thus prevented conflicts with or between their workers. Non-immigrant workers have also benefited, because they have profited from a better working environment.

Intercultural Mediation has helped not only the general objective of the project but it has also helped to eliminate any initial gender or race discrimination and any barriers to the participation and normalisation of immigrant life in the labour market.

If we evaluate the evolution of immigrant movements in our region, we can see that intercultural mediation in the labour market is becoming increasingly necessary for social development.

### Other considerations: Transferability

This action is generating very good results, and it is being considered as a possible permanent action in the Trade Union structure, where this measure has been developed.

Considering the importance of immigration in Europe, it is possible that this measure may also be established in active employment policies in order to improve employment access and reten-

tion for immigrant people.

For the moment, we are trying to strengthen this measure in order to promote its transferability to fields other than labour.

## Germany:

The Foreigner's Advisory Council of Trier and "EQUAL" action:

# Integration of target group "foreigners" in the labour market

## Introduction

### Basic data: Information about target group

#### A) The society in Germany today

The German society is legally separated in German and Foreign citizens. "Resettlers" (Aussiedler) are German citizens and therefore are protected by the rights of a German citizen. Approaching the group of foreign citizens, many different groups with different rights can be identified. First of all, there is the group of immigrants from EU countries, immigrants from 3rd. countries as well as immigrants from the former Russian Federation, which is also split in two groups, quota and other refugees. Apart from that, "Asylum seekers" and international students complete the list of foreign citizens that are affected by the Immigration Law. The faction of "Asylum seekers" is built on a very diffuse legal basis and creates all kind of misunderstandings.

Population Trier (31.12.2002)	
German	98%
Foreign citizens	8%
	100%

Source: Administration Trier, Office for Statistic

Unemployment Rate Trier 1/2004:		
	Overall	Foreign Citizens
Unemployed	17.288	1.416
Unemployment Rate	7.3%	19.2%

Source: Agency for Labour Trier

#### B) Status of foreign citizens and "Aussiedler"

As mentioned before, "Resettlers" have the German citizenship, although they are confronted with the same problems that confront the huge group of foreign citizen. "Recognised refugees" and "quota refugees" have usually a permanent resident status and have the opportunity of an initial language course and get financial aid from the state." Other immigrants from the former Russian "Federation" and "immigrants from other EU countries" can get a permanent resident status (after some years of residence and work in Germany), but they don't get the opportunity of language courses and they don't get regular financial aid from official side. In the case of "Immigrants from 3rd countries" it depends on the legal status (and / or possibly existing bilateral agreements), if this group gets the chance of language courses and financial aid. Usually they don't get any opportunity for language classes and financial support from official side.

"Asylum seekers" that wait for a decision about their status and "not recognised asylum seekers" (when waiting for the outcome of an appeal) get a small amount of financial aid.

#### C) Specificities of the target group

The target group of "EQUAL" is faced by a complex legal situation. This legal complexity creates difficulties concerning the integration of immigrants in Germany. Furthermore, integration in Germany depends on several other aspects that influence the process of integration in the German society. Integration as a dynamic process requires an high degree of commitment and will to succeed. In general, language seems to be the key problem in the integration process. In addition, there are different levels of school education and professional training, that creates the problem of acceptance of diverse degrees from other countries. All together the foreign citizens represent their countries with cultural and religious specificities that differ from the situation in Germany.

All the problem-groups are represented in Trier. Especially young people that have no school degree and for that reason are unemployed. Single parents, disabled persons and all ages are also part of the target group.



## Description of needs

In order to insert the target group in the labour market, a variety of needs is required. Language courses are one of the key elements to prepare the foreign citizens for the labour market that are essential to let the people take part in the production society. Companies have to be sensibilized to the specificities of foreign citizens.

The society has to be informed of the specific needs and problems of each group and subgroup.

Finally, the target group has to be informed and motivated by the project, in order to take part of the actions.

## Description of the solution

First of all, the programmed measures have to be analysed, so that the authors of the courses and programmes can notice the specificities of foreigners. An essential part of the concept is to teach more about the soft-skills that are needed in a concrete working situation. Information about working culture and specificities of the German labour market, which means habits and rituals, are playing an important role in the process to find a job, for example to understand hierarchies in companies. Apart from that, the countries specificities are important to understand to get the chance of job offers. This is the first step to develop new strategies for the measures, as for example children care during courses that can improve the situation of foreign citizens.

The following move is to advise the teachers, in order to prepare them for specificities of their classes and upcoming problems. This means, that participants will be informed as well, so that problems can be minimised with the start of the program.

Basis of the program is a new pedagogical concept for language and culture courses. Part of this process is to look for adequate teachers that bring the concepts into practice. They have to understand both sides, in order to be successful, which means to give participants the groundwork, so that they are capable to find and apply for an employment.

Last of all, the goal must be to inform the target group about the new chances that they have through this new program "EQUAL". Therefore, the information has to be published in different languages in the local press, which goes hand in hand with the assistance of participants through the initiators. For that reason, several articles have been published in local newspapers (Rathaus newspaper in Trier: 5/4 2004, 5/18 2004, 5/25 2004) as well as several information flyers, to catch the attention of the target group in Trier.

## Impacts and results

Input: Resources used in the programme implementation:

- Most of the work is based on voluntary work as well as officially 10 hours /month that will be paid by different funds.

Costs / effectiveness:

- The cost of the activity in relation to the effects achieved.
- Because of the fact, that the program hasn't finished yet, the costs and the efficiency of the program cannot finally be fixed. This happens in a final evaluation of the program through the initiators.

# Finland:

## Action framework for residential areas

### Introduction

Courier is a development project for regions with high unemployment rate. It aims at improving the employability and quality of life of those residents, who are unemployed, long-term unemployed and who otherwise live in poor social conditions.

Courier will be carried out as a collaborative project of four cities. Each city has selected a particular area - or areas - for the project; in Jyväskylä these target areas include Keltinmäki – Myllyjärvi – Mäyrämäki, in Kuopio Neulamäki, in Lappeenranta Luukkaanrinne and Hovinpelto, and in Rovaniemi Korkalovaara and Ounasrinne.

The main purpose of this project is to develop an action framework for collaboration between the authorities of the public, the private and the third sector in a particular region, and to illuminate how collaboration between these agents can enhance the empowerment and improve the employability of residents at a disadvantage in the current labour market situation.

Courier is a development project for methods, which target particular residential areas within a city, and aim at holistic improvement of the selected area and its community, among other things by decreasing unemployment and preventing marginalization.

### Aims:

- Enhance employment.
- Activate long-term unemployed applicants and support their control over their own lives.
- Prevent marginalization.
- Create collaborative networks across the boundaries of administrative and operative districts.
- Develop an action framework for supporting employment and preventing marginalization in residential areas.
- Develop regional networks of services.

### Description of needs

Changes in the employment situation and the structure of public services caused by the depression of the 1990s led to the emergence of insufficient regional welfare. More particularly, these changes had an impact on the decrease of the public funding of social and healthcare systems.

Conventional measures taken by the employment and social welfare authorities were insufficient, and did not reach the regional target groups.

At the end of the 1990s and at the beginning of the new Millennium, the problems faced by residential areas of middle sized cities in Finland included:

- High structural unemployment rate, ageing of the unemployed, long-term unemployment, recurrent unemployment, marginalization and the risk of becoming permanently marginalized.
- Conventional social work was not able to meet the regional needs.
- Social context of the suburbs. On the average, there are more families, unemployed people, immigrants, single parents, young people, students and residents who otherwise spend their time in the area during the day time (pensioners, people with mental problems, intoxicant abusers etc). These different groups share some characteristics, namely low income and unemployment.
- Housing stock in residential areas built in the 1970s require renovation, and the environment calls for improvement.
- Communal work in the residential areas challenges authorities to come up with new action frameworks. The key question is: what does communality mean in city culture?

## Needs:

High regional unemployment will be solved by regional and individual means. There will be a search for new action frameworks to improve employment, and measures to be taken to prevent marginalization.

### 1) Individual's point of view:

- Image of the unemployed: long-term unemployment and recurrent unemployment: unemployment, particularly among people living in areas of apartment houses and rentals, has often become long-term. It decreases the income level of both individuals and families. Their income is often comprised of various kinds of social welfare benefits.
- Risk of marginalization: unemployment and the poverty it leads to both contribute to marginalization. Particularly people living alone are in danger of becoming marginalized without the supportive network of family and friends.
- Marginalized and marginal groups: when unemployment becomes long-term, it contributes to the dependence on social welfare benefits. Simultaneously social problems accumulate. (Complex difficulties; problems with mental health, problems at home, homelessness)
- Individuals' responsibility of their own life: in the end, everybody is responsible for his / her own life. Different factors such as unemployment, becoming ill, (lack of) education, housing, employment situation, elements of income all contribute to individual choices.

### 2) The point of view of regional methods of operation:

- Local training: there is a need to develop methods of training that promote employment, as well as methods of targeting training so that it meets the needs of the unemployed. The action framework for local training aims at offering the suitable training where the customers are, as a part of regional action.
- Individual work and guidance: there is a need to create new regional action frameworks that support employment and individual control over one's own everyday life. Developing close-in social work complements the official social work carried out by the public sector, ie. the city and the church. This action framework, based on close-in social work, reforms the inner city social work.

- Request for information: citizens often lack information on the structure of social services, and the multiplicity of the relevant authorities. Finding information and help is difficult. The need for guidance on regional social services has become evident particularly when promoting employment and supporting individuals' control over their own life. The action framework for residential areas has led to the emergence of a new agent, ie. a local mediator between local authorities. This framework has illuminated the significance and the need for a mediator and communicator of information.
- Request for support by family: close-in social work has drawn attention to the need of supporting families. Individually tailored social work can support the whole family by supporting the individual. Close-in social work is more sensitive to the needs of the local community and families. This kind of work underlines the role of the mediator and need for guidance concerning services. Simultaneously it secures the already existing services or replaces missing ones.

### 3) The point of view of development of collaboration:

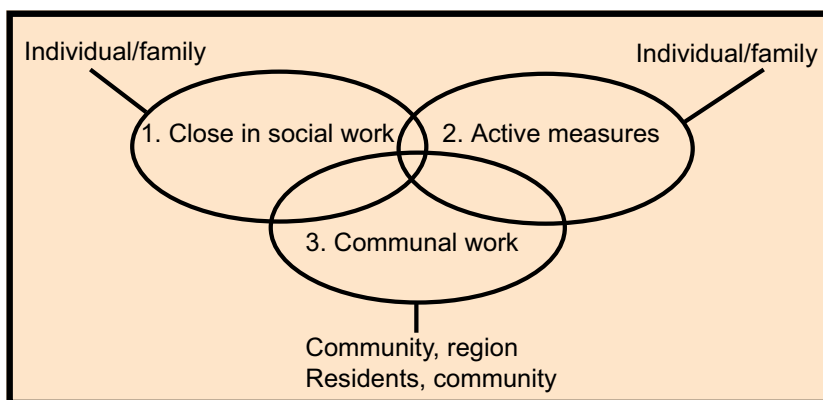
- Need to strengthen the sense of community: reinforcing local networks, constructing networks for different societies and residential agents, as well as increasing their visibility
- The need to improve local image: regional image, good housing and a high quality level residential environment are important to the residents. City planning aims at keeping residential areas pleasant environments for living in. Different measures are taken to prevent the vicious circle of negative development (deteriorating residential area, disturbances, special groups, distortion of age structure etc).
- Communal responsibility: residential collaboration improves the quality of individuals' everyday life, their satisfaction with living in the area, and their sense of security. Residents consider their own living environment important, and are willing to work for its overall welfare. Collaboration aims at finding new forms of work that suit the city culture (revitalizing communal work or neighbourly help in city culture).

## Description of the solution

Courier's action framework for residential areas consists of three strategic elements of action.

1. Close-in social work (inner city/neighbourhood/regional social work)
2. Active measures (employment, training)
3. Collaboration

All these elements complement and support different strategies of action. Combined they form a regional palette of action (selection of methods). Different methods can be exercised together or separately, depending on regional and individual needs. Different methods of action have been combined in different ways to produce an operational whole for a specific region.



## 1. Close-in social work (inner city/neighbourhood/ social work)

Strategy:

Close-in social work means local social services for individuals or groups; this work aims at supporting the customers' everyday life by providing services which take into account their special needs.

- Takes place in the neighbourhood.
- Can be redefined, in relation to social context and the structure of the city.
- Professional and multi-professional.
- Mediating.
- Crosses the boundaries of different sectors.
- Preventive and corrective.

Close-in social work has been defined as professional action that takes place in the neighbourhood, and takes the customers' needs as its point of origin. The action framework comprises of forms of social work that support individuals and families in their different life situations and suit the region in question. This kind of work goes beyond the conventional social work, and is complementary in nature in comparison to the work carried out by the public social work authorities in the region. Together with local social work authorities agents of close-in social work visit the customers, help them take care of their tasks, speak for them when necessary, stand by them and support them.

In Courier project close-in social work means supporting everyday life, guidance concerning social work, guidance concerning available services, mediating, integrating, networking, individual support, guidance concerning various methods of work, and support such as narrative groups, circle of life groups and target groups (social work with intoxicant abusers).

The social worker's office is located in the communal cottage (=communal centre). The communal cottage is the location for all activities. It serves the residents in multiple ways. It functions as the regional centre for information and resources, social service, family service, group work and as a regional unit for training.

The social worker is easy to approach, and flexible in his / her office hours. S/he can usually respond to the customers' needs and requests quickly. Close-in regional social work is part of other actions that take place at the regional cottage, a part of training and individual guidance. Close-in social work supports the customers' peer groups and their activities. Professional approach to the work legitimizes regional close-in social work, and gives it credibility.

## 1) Active measures:

Strategy: influencing employment, preventing marginalization, and measures taken in training individuals and groups, in employing, in developing services and entrepreneurial collaboration.

- Action that takes place in the target area.
- Target employment (looking for a suitable job for the customer within the region).
- Taking advantage of the job opportunities in the region.
- Close-in training supporting employment.
- Entrepreneurial collaboration.

Courier project's operations, which aim at improving employment and preventing marginalization include: regional training, regional employment, providing regional services together with collaborative parties and collaboration with regional entrepreneurs.

## Principles for active measures:

Guiding customers to particular activities is based on their volunteering for these activities. The customer, i.e. the participant is always the point of departure for any action. Every social worker is there for the customer. Active measures provide the customers with individual training and a path to working life, based on their needs, strengths, skills and interests. Participation is based on mutual commitment, respect and trust. The customers' progress on the path is based on individual support and training. The customers have the main responsibility of their progress.

Training:

- Regional training has been developed together with employment authorities, trainers and different collaborative parties. The project takes meeting the customers' needs as its point of departure, and when necessary, meeting the communal needs, too. Regional training is based on the principle of low threshold of participation and on taking into account individual needs.
- Main themes of the training include enhancing the customers' skills in applying for work, and enhancing their control over their own lives as well as their self-confidence. A similar training will be tailored for immigrants, and it stresses the importance of learning the local language and understanding the local culture. As part of the entrepreneurial collaboration the project organizes tailored training for increasing the customers' preparedness for working.

Employment:

- Locally the Courier project aims at increasing employment. Among other things, it searches for suitable jobs in the local labour market for the unemployed residents, and aims at coming up with new forms of work and locating new jobs in the region. Coming up with new forms of work has led to the emergence of new jobs; host and hostess duties at the communal cottage, new forms of child care, help for running errands, domestic help, group guidance and ADP support, environmental workers and care takers of traditional environments. As paths of continuing their training the unemployed have been repositioned in jobs in the open labour market, and they have applied for further education. Employment and control over one's everyday life is supported by close-in social work.
- In Kuopio the subproject is supported by the (work related) public health services for the

unemployed. In Kuopio, the public-health nurse for the unemployed works as part of the city's public health service system. The public health service checks for the unemployed, their potential further examinations and procedures as well as fitness check can be arranged flexibly through the public-health nurse for the unemployed. The nurse is also easily available in the region.

- Public health service system for the unemployed has proved to be a very necessary service in deed. In Finland, long-term unemployed do not belong to any of the official occupational health service systems. Lack of public health services and insufficient education are two major obstacles in becoming employed.

Services:

- The project takes as its starting point the local needs and the needs of the residents. Local services have been complemented with new substituting services in the area, which has also meant creating new jobs in the area. For example, afternoon activities / clubs for children, rehabilitation for intoxicant abusers, and help for running errands. Help for running errands is a new form of local services.
- Entrepreneurial co-operation: entrepreneurial co-operation will be / has been launched in Courier's subprojects during 2004. In Kuopio this has meant tailored training for the co-operation, as well as the mapping the need for labor.

## 2) Co-operation

Strategy: Civil action emerging from the needs of the community and its residents, which aims at increasing participation and enhancing democracy in the community. Co-operation has an impact on the communal image, environment and safety, and takes into account both the required services and the surrounding nature. Co-operation creates new networks.

- local image
- built environment
- surrounding nature
- social context of the region

The regional action framework aims at taking into account the local needs as well as those of the residents in its enhancement of the overall welfare. The applied form of action is referred to as co-operation. Various forms of co-operation are supported and used as a means of individual support (forms of communal work, conventional neighborly help and bees). The support of the community gives value and meaning to individual's work. There can be no community without the individual. Joint responsibility of the community is part of social responsibilities.

Our current way of life underlines the survival of the individual and individualism. And yet, there are moments in life when people need help. One of the aims of this project is to bring communal support close to the residents, and to support the development of different forms of co-operation within the community itself, as action taken by the residents themselves. (Afternoon clubs for children, caring for the children and the elderly, shared parenthood, taking care of the environment).

In Courier co-operation is defined as different forms of tasks and actions, which support the image of the region, support the everyday life of the residents, and enhance the welfare of both the

individual and the community. This co-operation means that the project personnel aims at mediating and channeling the needs of the residents; they support the residents in their own activities, guide to services, support peer group activities, and instead of performing the tasks on behalf of the residents work with them, as a background support.

Communal work supports democratic decision making, preparation for common causes, and mediating messages. The co-operation aims at creating and enhancing the community's abilities of taking care of its own region, caring for its residents, and becoming more active in town politics.

Staircase model: to promote active action, Courier has developed a staircase framework for empowerment and employment, which functions as a method of assessing the taken actions. The staircase framework is useful in defining the needs and the required measures for setting individual goals for / by the customer. The staircase framework illustrates the number of the people participating in the project, the required resources and the progress made by the customer on the steps of employment and empowerment. The ideology of the staircase framework is based on a conception of humanity, according to which the participant is active, willing to participate, develops constantly and is and a self-piloting agent of action.

## Impacts and results

### Individual:

#### Training:

- The customer learns new skills, rehearses the already existing skills, is assisted in mapping the possibilities for further education and taking the next steps, finds a job as a trainee or becomes employed through the project. The customers mature to take responsibility of their own lives.

#### Employment:

- Finding and using one's own abilities and skills, rehearsing the existing skills and learning new skills at work, finding a new profession and a job. Employment, even short-term or supported work, increases the possibilities for getting a job, and promoting one's career. Work and feedback help the customers to develop in their work. Being employed also reinforces appreciation of oneself, and strengthen the customers' status in their community / society. Customers employed during / within the project, or participating in the training organized by the project, commit themselves to goal oriented work. They are supported in their work. Social contacts established through the work support the customers' overall welfare.

#### Economy:

- Employment means incomes, a positive development of wages, accruing pensionable income, the improvement of both the individuals' and their family's economic situation.

#### Welfare:

- Maintaining one's health is supported. The available public health services support the customers' efforts at career plans and further finding solutions to the problems concerning pension. Social and mental welfare are considered essential to one's health. The customer is advised to look for available public health services, when necessary.



## **Customer:** Regional action from the customers' point of view

Regional services are quickly, efficiently and flexibly available. Local public health service system and social work with the unemployed and people in need of social support enhances health and overall welfare. Co-operation between different authorities becomes more manageable. Respect for professional action and ethic principles creates a firm basis for the reliability of the action. When properly developed regional services can become competitive products of the network of available public services.

## **Community:**

Co-operation activates residents to participate in the development of action within their own region. Communal activity improves the region, allowing the presence of the weakest, accepting difference as richness and a source of strength of the community. Co-operation functions as a tool for assessing the value of the region (suburb) in comparison to other regions. Civil action and democracy become realized as new forms of action through the different forms of co-operation.

## **Society:**

The project has effects on local and national economy (resources of the project, accruing income taxes, accruing pensionable incomes, decreasing need of social benefits such as supported housing, supported income, supported employment). Increased possibilities for participation as well as support of communal action ( eg. the communal cottage supports the organizing of events) increase the customers' possibilities for becoming an active citizen. The society benefits from the active treatment of employment / unemployment. The regional action framework helps to focus services into areas which require them the most. Methods of action of communal work create visibility for the region, and enhance the region's societal image. Versatile networking and co-operation strengthen the region as an active agent, and improve availability of the services. The regional action contributes to the society's urban development and the networking between different authorities. Communalty enhances the residents' responsibility of their own lives and their environment.

## **2 ) Verifying / assessing the results: Individual**

Collecting follow-up data, archived official documents, questionnaires, interviews, descriptions of the process, research, personal feedback

## **Customer:**

Satisfaction, loyalty, feedback, service processes

## Community:

Official documents, documenting; decrease of the required social benefits, decrease of the accumulation of social work, feedback from the official networks of social work, intensification of collaboration between the authorities of the public sector and the third sector, feedback from the residents, increase of the stability of housing (decreasing number of evictions), flows of removals

The residents participate more actively in various events organized in the area, increased participation, searching for help in problematic situations (the threshold for asking for help has lowered), increased number of contacts in various matters (close-in social work), stability of services. Decrease of disturbances in the area, predictive approach to work, preventive measures eg. mediating the needs of the region to the public sector (caring, active communication). Logistic measures (uses of services, systematic registering of various actions)

## Other considerations: Transferability

Developing regional actions supports the development of the public services of the city, as well as the quality of these services. Regional action has strengthened the increase of professional know-how in close-in social work. Employees at the communal cottage gain valuable work experience as regional guides of available services. Amidst the scarcity of public services regional close-in social work can take into account both individual and regional needs.

Regional networking enables flexible development of regional social work as well as the renewal of previous forms of action. New forms of action enable the evaluation between and the comparison of the functionality and productivity of different methods. The regional action framework can be transferred into other contexts, and different methods of action can be applied as a whole or as such, in new residential areas or as methods of action in general.

# Finland: Work Team - empowering activity

## Introduction

Canal Courier in Lappeenranta is a development project for local regions with high unemployment rate. It is one out of the four sub-projects in Finland, which aims at improving the employability and quality of life of the unemployed, the long-term unemployed and people who otherwise live in poor social conditions. The purpose of this project is to develop an action framework for collaboration between the agents of the public, the private and the third sector in a particular region, illuminating the significance of collaboration between these agents in enhancing empowerment and employability of residents at a disadvantage in the current labour market situation.

Work team is not an enterprise, and does not compete with entrepreneurship. Work team operates in the east side of Lappeenranta city, and aims at contributing to the welfare the whole population of the area. The direct goal of the project is finding work (tasks) for the target group, and, simultaneously, carrying out work that has not been completed in the region due to lack of resour-

es. In addition, these actions have an indirect impact on the society, the overall enjoy ability of the environment and the whole population. Work team aims at increasing the target group's control over their lives, as well as improving their employability skills and facilities for education.

Work team's actions consist of four different elements. Central forms of action include work supported by individual guidance, group work and recreational activities and hobbies.

## Description of needs

The depression that hit Finland in the 1990s changed the unemployment caused by economic fluctuations into structural unemployment. The depression was exceptionally deep in the light of the overall economic situation in Finland at the time. As a result, the unemployment rates reached record heights; the unemployment rate in Finland soared from 3,5 % to nearly 20%, the number of unemployed people increased with 325 000 persons, and altogether 130 000 industrial jobs were lost. Due to depression marginalization increased. Unemployment was not the only reason for marginalization; overlapping problems and simultaneous displacements in several central areas of life all contributed to the problem. However, losing one's job was often the triggering factor for the emergence of other problems.

The labour market has become more selective for several reasons. Employers look for talented and sober employees, who know many languages. The higher the level of these required qualifications rises, the more there are people below the required level. Insufficient education combined with long term unemployment diminishes significantly the employability of a person. Possibilities offered by the third sector concerning the solution to the unemployment problem and preventing marginalization became a current topic. Public and private sectors could not provide enough jobs, and the employment strategy based on expectations of economic growth did not work during the depression. These factors, in part, contributed to the development of the third sector into a significant producer of services along with other agents.

The actions of Canal Courier focus on two residential areas in the east side of Lappeenranta. The unemployment rate in these areas is high, in comparison to the overall unemployment rate of the city, and from the point of view of labour policy the target group is the most difficult one. Rootlessness, the lack of communal values and accumulation of social problems show in the overall atmosphere of these residential areas.

Participants have been marginalized in different spheres of life. Due to long-term unemployment these participants have lost the previous level of their skills and preparedness for working, and they often have problems in controlling their everyday life. Problems with mental health and intoxicants often form part of their everyday life. Most of the participants are incapable of work, and need holistic support. Target-oriented action has a positive impact on their preparedness for working and their sense of having control over their own lives.

## Description of the solution

Work team actions consist of four different elements, including work, individual guidance, group work and recreational activities and hobbies. Work constitutes a central part of the whole, and is supported by all the other elements. This kind of action, constructed of several mutually support-

ive elements, serves the customer holistically (physical, mental, social support). The first part of the above-described service is concluded when the customer is repositioned, but the relationship does not end there. There will be follow-ups on the customers' performance, and the customers will be supported in their new working environments, if necessary.

Work provided within work team consists of tasks offered by private households and different branches of the city. Private households provide tasks such as taking care of everyday routines, which the households themselves cannot for various reasons cope with (lack of time, physical impairment, economic problems etc). The different branches of the city often provide tasks, which have not been carried out due to their lack of resources. This kind of work is preparatory in nature, and is always based on the idea of customers volunteering for it. The customers have the right to choose the kinds of tasks that suit them, and that they find interesting. Performing the given tasks takes about four hours, and the customers will be paid a 9-euro incentive for it; this amount will not be taxed and does not diminish the amount of other social benefits the customer is entitled to (Finland's income tax law). However, in order to be entitled to this incentive, one has to be a customer of social welfare services, social work with intoxicant abusers or mental health services.

## Actions

- Dissemination of information, marketing, collaborative parties.
- Recruiting.
- Search for suitable tasks.
- Contacting employers, agreeing on the tasks.
- Ask explained to the customer by the instructor.
- Customers volunteer for selected tasks.
- The instructor and the employer agree on the details of the task, and the instructor give instructions to the customers performing the tasks.
- Follow-ups, evaluation and dissemination of mutual feedback.
- Final evaluation of the task, incentives to the customers and the bill the employer.
- Individually tailored work means individual guidance and support based on the customers' life situation. This project starts with an overall assessment the customers' situation, in which attention will be paid to the customers' life situation at the moment, their education and work history. This is target-oriented activity, during which customers themselves define their own goals. The instructor's role is to point out new angles and approaches, as well as different possibilities for becoming employed, receiving further education (including planning follow-up paths) and guiding the customers' strengths in the right direction. The set aims and reaching them is in under continuous supervision, and there are regular follow-ups on the customers' progression. Through individually tailored work the customers will commit themselves to the action.

Group work increases the customers' preparedness to function in a work community as well as their ability cope with their lives in general. Group work enhances the customers' collaborative skills. The group provides peer support and a safe environment for learning and practicing social skills. Through group work individual customers will become aware of their resources, and at the same time their self-confidence grows. Methods used in group work include empowering, problem solving, social pedagogic and narrative group work collaboration.

Recreational activities and hobbies aim at supporting the customers' chances of managing their

work, individual and group action. The offered services include recreational activities, which support and maintain the customers' ability to work, for example exercise, outdoor exercise, relaxation as well as visiting different collaborative parties.

## Impacts and results

Verifying the social impact during the project has been difficult, because changes that take place on individual (micro) level take longer to manifest themselves on societal (macro) level. Changes on the customer level can be detected as the customers' increased level of preparedness to work, which manifests itself as social activity. Some of the customers have been repositioned in the open labour market, into rehabilitating tasks and different preparatory retraining / vocational courses. As their control over their own everyday life increases, the customers' need for social services decreases. The different branches of the city benefit from this kind of work, because work that has not been carried out in normal circumstances due to lack of resources or time has now been completed with low costs.

Given tasks are mainly carried out in the respective target areas. These tasks include mainly landscape gardening, maintaining yards and buildings as well as sorting waste for recycling. Well-taken-care of gardens, yards and environment improves the overall atmosphere and enjoyability of the region, and thus all the residents of a particular area benefit from the action. Tasks performed for private households in the area give the employers a chance to focus their life, time and resources in a meaningful way. Actions taken by the project have increased social responsibility in the target regions.

Society normally values individuals based on their work. Unemployed people often feel excluded simply because they no longer are of use to their society, and therefore do not belong to the same category as the employed. Work team gives them a chance to work and at the same time belong to a so-called valued group. When customers join Work team they commit themselves to all the elements that constitute it. Through the activities offered by Work team the customers' mental, physical and social abilities increase. This can be detected as the customers' growing self-confidence and abilities to set themselves goals. The customers' network expands, and their social skills develop, as does their preparedness to work. The various methods of surveillance and follow-up developed by the project can be used to verify these changes in the customers. The effects of the project have been measured, among other things, by studying the steps of activities and the repositioning of the customers. During the project these methods have been under constant development and evaluation based on the received feedback.

## Other considerations: Transferability

The evaluation of the Work team project proves that it has reached many of the set goals and met the expectations. All the parties have benefited from the project. However, because this is a new action framework, there are still challenges to meet and possibilities for further development.

Methods and forms of action call for continuous, systematic evaluation. To be able to develop

the action further in a target-oriented way, which benefits the customers, it is essential to find out and determine the customers' reasons for detaching themselves from the action, as well as their reasons for not committing themselves to the action in the first place. The applied method takes the customers' needs as its starting point, which shows for example in their involvement throughout the process; they have a say in the planning of the project as well as in the way it is carried out. As a method of action Work team is democratic, and does not discriminate against anybody on the basis on his or her race, ethnicity, gender or background. As an example of action framework Work team can easily be transferred into various contexts. Possible target groups include youth, people in rehabilitation due to their intoxicant abuse or mental problems, the elderly and the disabled, provided that the special needs of these groups will be taken into account. Work team can be applied as such or when applicable (i.e. parts of it). Naturally, when Work team activities are carried out in countries other than Finland, the context – national and social characteristics, law and different strategies – need to be taken into account.

## Italy:

# Proposal of G.P.:Tortona per il lavoro

### Introduction & Description of needs

The Equal Project "Tortona per il lavoro" originates from a critical problem on the Tortona territory, that is the lack of workers in determined sectors such as metal-mechanic and plastic sectors. At the same time there is a growing rate of unemployed persons over the age of 25 particularly women.

Dialogue between enterprises and training institutes has always been limited or even non-existing.

Previous attempts to fill this gap by analysing enterprises' employment and training needs have been based on conventional methods - questionnaires that have given limited feedback and have taken so long time to elaborate that resulting information has quickly become outdated, in a context where economic and productive changes are so rapid.

It is necessary to consider that the amount of trust that enterprises have in traditional training is extremely low, and often a lack of coordination between training and the enterprises' real needs is responsible for difficulties in matching labour demand and offer.

### Mapping needs – The role of enterprises:

- Training needs were defined through questionnaires completed by the enterprises – sent by the enterprise associations – which analysed the enterprise's needs.
- Innovation of this project is the important, direct role of the enterprises in training activities delivered to the long-term unemployed (in total 5 three-month courses for about 15-20 students each course); enterprises collaborate side-by-side with the traditional training body (Vocational training centre) going beyond the conventional methods that have caused a gap between training courses and

enterprise's needs.

- The enterprise will delegate a tutor to the work/trainee who will be able to learn determined skills on-the-job: the training programme will be agreed with the enterprise so as to overcome any problems of lack of correspondence between enterprise needs and training contents.
- In short, the enterprises will be responsible for carrying out practical training that would not be possible with traditional systems existing on the territory.
- The cost aspect is not to be undervalued: both students and tutors in the enterprises receive funding from the project, favouring the integration process which involves the unemployed, the enterprise and the workers of that enterprise.
- Our project idea supposes that enterprises can be involved in the training initiatives and take on responsibility for training the target group (unemployed low-education adults)
- It is therefore necessary to set up dialogue with local enterprises that will enable them to understand the innovative elements of the project idea that have the following important elements:
  - The work/training experience is based on the enterprise's needs and characteristics
  - The enterprise can participate in the preliminary project planning for training
  - Enterprises are directly responsible for the training carried out in their establishment
  - Costs for training are taken into consideration
  - Involvement of enterprises means their older workers have a chance to get used to passing on their know-how directly, by doing so getting ready to face rapid generational changes and production emergencies.

## Distinctive elements of the project

- The strong points of this initiative are many and if managed correctly they may lead to results which can be transferred to similar experiences on the Alessandria territory.
- The partnership of the project is a strong one, the role of the enterprise associations has been fundamental for informing about the following activities:
- The innovation regards the training activity, in fact the enterprise has an important direct role in training which follows defined rules and learning objectives, through the introduction of flexible human resources and tools that lead to immediate training initiatives that correspond to the enterprise's needs.
- The possibility of creating significant occasions for contact between the unemployed person and the enterprise and workers in the enterprise who will be responsible for passing on their know-how leads to benefits for social relationships.
- The involvement of the enterprises in the training process means that they really take responsibility for the training initiative that becomes an important element of success for the enterprise.

## Description of the solution

There are two winning solutions for this project,

- The first is the setting up of a strong network which directly involves local partners that have been working individually to resolve the unemployment problem but have never been involved together as a group to develop a common strategy to increase occupation of unemployed and firm's development
- The second is involving the enterprises directly in training to reduce to a minimum time between defining employment and training needs and having skilled workers.
- Our network is made up of eight partners, local authorities: Municipality of Tortona; Provincia di Alessandria and relative local employment centre; private and public training institutes and last but certainly not least Associations that represent local enterprises.
- The involvement of these associations is fundamental, they have been working over a long period with enterprises to safeguard their interests and have built up a solid working relationship based on trust. We have a recent new entry, a local institution (PST - Scientific Technological and for Telecomm Park) that has the object to transfer innovation technology and process of development and growth in the production systems of our enterprises.
- This partner, just like the associations, is a strong point of reference for local enterprises.
- We did not renounce to conventional media and initiatives for informing and promoting on the territory (stands in local trade fairs and exhibitions, press articles in specialized magazines and the official publications of the partner associations) that had the aim of making the project known from the point of view of the idea and mission and the recognition of a logo this was not sufficient for targeting the potential enterprises in the project.
- The professional figures present in this project for supporting the enterprises during participation of the project are the following:
- Local Employment Centre Tutor, who is responsible for checking that the work/training experience is going well paying particular attention to formal requirements (presence/absence) to respond to existing norms, check that the student is correctly involved and offer assistance if the student is then recruited by the firm. The Employment Centre tutor also collaborates with the associations for access to incentives monetary/fiscal that depend on the condition of the student. The tutor is a continuous point of reference for the student from the start when they take them under their wing, accompany them during the work/training experience, and after should the firm at the end of the experience not employ them;
- Training Institute Tutor, expert about training with experience in tutoring work experience, collaborates with the employment centre tutor insuring close collaboration with the in-firm training tutor and the firm tutor (person responsible for maintaining contacts with all other persons involved in the project – this can be the same person as in-firm training tutor), Checks learning progress and that the training delivered corresponds to the defined training project, intervenes in critical moments, by organising if necessary intense short training units to support training in the firm;
- Administrative Consultant, expert who helps the firm carry out the administrative aspects in particular for two phases: the start-up of the work/training experience and upon conclusion with the accounting formalities for the project;
- Representative of the Association is a strong point of reference for liaison between the enterprise and the project. (More information about it in WG 1)



## Impacts and results

At the moment project results are only partial but, as far as involving firms is concerned the project has already produced significant results both as regards quantity (number of firms willing to take part) and quality (how efficacious the work/training experience is as regards training results and opportunities for employment).

- To date involvement of firms has been adequate for all three training cycles so far completed.
- The operative phase of the project began in May 2003 with the start of the first of five courses, the only course which has completely finished and for which final data is available. The course relative to the field of metal work named “Costruzioni al banco con ausilio macchine utensili” began on 12th May and ended on 3rd October. The first course has been successful, 65,21 % of the students who completed the course are now employed.
- The second course began on 13th October 2003 in the same field, 16 students began the course and at the moment 7 of these are still carrying out training/work experience.
- The third course “Addetto lavorazione materie plastiche” began on 19 th January; it started with 22 students mostly females, 18 of which are now in work/training experience in local enterprises.
- Results will be monitored on medium-term and long-term basis.

## Other considerations: Transferability

Going beyond the specific aims (training and integration into employment for adults with low or no qualifications) the project aims to set up an operative model that is a new experience. Although this experience has its limits and difficulties it can be of interest to policy makers and bodies responsible for training and employment policies as it has set up innovative methods for integrating the weakest subjects (older unemployed group with little or no qualifications)

Given the size and limited time period of our project, and the total experimental characteristic, we do not pretend to have set up a fully structured model but through mainstreaming we intend to make our idea available to further concrete innovation in this field. As regards transferability we think there is no particular problem to this regard.

