SEMINAR ON EUROPEAN EXPERIENCES OF INTEGRATED PROVISION OF ACTIVATION SERVICES FOR EMPLOYMENT AND SOCIAL SERVICES - WORKSHOP OF LESSONS LEARNED FOR THE ERSISI PROJECT

15 & 16 June2017

Civican Cultural Centre, Pamplona

🗀🔊 Background: ERSISI Project

This seminar was held on 15-16 June within the framework of the project entitled **Enhancing the Right to Social Inclusion through Service Integration** (hereinafter, ERSISI) promoted by the Department for Social Rights of the Government of Navarre and financed by the EC under the EaSI Programme.

ERSISI proposes to test in two areas in the region of Navarre (Tudela and Western Sakana valley) a formula for the integrated provision of social and employment services based on pairs of case handlers with a multi-disciplinary profile providing individualised support to beneficiaries of the project will be the link between social services and employment services. The project also seeks to improve the opportunities in access to training and employment through the planning of active employment policies starting at local level and based on the collaboration with agents operating in the territories. The project has strong links with the development and operational implementation of Ley Foral 15/2016 of 11 November 2016 governing the rights to Social Inclusion and Guaranteed Income. The final purpose is to transfer the model, once its functionality has been assessed, to the entire Chartered Community of Navarre after completion of the project in 2019.

📄🔊 The concept: Service integration

The concepts of "service integration" or "integrated provision of services" refer to reforms or adjustments of the care models of public services so as to attain a more effective coordination of the services, increase their efficiency and obtain better results for the users.

In practice "service integration" may adopt different formulas, depending on factors such as government levels and involved domains, groups of beneficiaries, the degree of integration that is pursued (from a closer cooperation to the creation of new bodies integrating functions previously assumed by different bodies), etc. However, there are some common features in the different models: the one-stop shop approach, which allows services previously provided by different bodies to be provided to users through one single contact point; the use of a case handling methodology focusing on the needs

and expectations of individuals; the coordination of multi-disciplinary teams; or reinforced cooperation mechanisms between bodies, agencies and/or departments.

The practice of integrated provision of social services and activation measures for employment is incipient in southern Europe, but has a long history in certain European countries, which allows to observe their results and lessons learned.

The objectives of the seminar

The main purpose of the sessions held on 15 June was to get professional experts and decision-makers from the regional and local administrations (social rights, social services and employment departments), as well as other actors concerned with the integration of people at risk of social exclusion into working life (Third Sector – or social economy, trade unions, development agencies, corporate network, academia) to have the chance to **draw conclusions and lessons from certain relevant service integration experiences conducted in other EU countries**.

Likewise, the framework provided the framework to report on the development of ERSISI and its short-term prospects.

In connection with the seminar held on 15 June, a workshop took place separately on 16 June with ERSISI partners and members of key institutions in the pilot domains. The main purpose of the workshop was to open a **space for the stakeholders in the project to debate** and to identify the elements in the experiences shared in the seminar that may be transferable to the context of Navarre. An additional purpose was to **push forward the common reflection on the challenges to be overcome by the implementation of ERSISI.**

International experiences

First of all, the seminar allowed to present the different models of "one-stop shops" , particularly in Germany and in Finland, paying attention to legislation, management, practical aspects of the models, success factors, lessons learned and challenges.

The presentations made in the afternoon session focused on innovative local initiatives in whose success a sound institutional cooperation and the close relationship with the corporate world have played an essential role. In addition to recognised good practices, the municipalities selected and invited to participate (Heusden in the Netherlands and Ouadenaarde in Belgium) represent localities with a population of less than 50,000, so that the scale of their intervention could be comparable to the municipalities being the testing pilot areas under ERSISI (Tudela and Western Sakana).

Inspiring elements and lessons learned from previous experiences

The workshop held on 16 June – based on a participative methodology, began with the identification of elements and lessons learned from the experiences presented during the seminar held on the previous day having a potential for transfer to the context of ERSISI. The following ideas came up:

— The high level of commitment of the parties (public administrations and beneficiaries) to the employment activation pathways.

— The multidisciplinarity of the professional teams tackling the problems of groups facing difficult access to the labour market and the level of involvement of the technical staff – as suggested in the presentations.

— The comprehensive analysis of the situation of the user.

— The availability of many means and resources (including sheltered employment) and the immediacy of responses to activation by beneficiaries.

— The linking up of common objectives between social services and mechanisms for employment and their result orientation.

— The adaptation of intervention models to local settings and the important role of local agents, municipalities, local bodies and businesses for their development.

— The commitment of potential employers and their collaboration with public services in the training and hiring of people using the services.

— The level of development and the clarity of the procedures being used.

— The importance of having a public institution as reference point in the process so that users do not feel adrift between different services.

— The innovation components in the intervention modalities.

— The strict administrative separation between financial benefit management and intervention with persons.

— The emphasis put on the activation of measures.

— The management of the resources available in the socio-occupational sphere and the traceability of individual processes vs the dispersion of care devices.

Debate on the challenges of the project

A work group dynamics was conducted to facilitate a joint reflection on **the challenges and potential solutions** for the implementation of the ERSISI in the short term.

The participants in the workshop were divided into three groups – one for each axis of challenges:

— Group #1. Work coordination challenges between employment agencies and social services

— Group #2. Intervention/case handling with end beneficiaries.

— Group #3. Inter-organisational cooperation and cooperation with potential employers at the local level.

The work made by each group aimed at identifying the challenges faced by the practical implementation of the project in respect of their respective theme and at formulating ideas proposals for improvement. Below is a summary of the outcomes of the reflection of each working group.

Group #1. Work coordination challenges between employment agencies and social services.

Challenges faced by ERSIS as identified by this working group:

➔ **Moving towards a one-stop shop system**

— Transmitting and assuming ERSISI as an opportunity by professionals.

— Promoting good relations between the different bodies of the Employment Service of Navarre (SNE) and the Spanish Social Security (SS).

— Getting the SNE to take on a crucially leading role in the screening of businesses and in maintaining relations with businesses (detecting niches, traineeships, making offers).

— Defining functions and processes precisely. Overall team working. "vision and networking".

— Guiding the project based on a comprehensive and updated knowledge of the resources that must be realigned and adapted as part of the project.

➔ **Common objectives and joint work**

— Integrating and complementing employment objectives (final objective) with other interim objectives within a shared logic.

— Tackling the emotional aspects of participants - "satisfaction" (working teams/people)

— Better integration of databases with legal certainty to use information allowing permanent and/or occasional access depending on the projects and on the demand (different actors accessing the information from a single repository)

— Defining for the different stages of intervention simple and clear procedures (joint work and networking), not too rigid yet properly arranged, including a case handling manual and an interlocution system for case handlers, basic social services and employment agencies.

➔ **Better linking up and integration of administrative structures and relations with other actors**

— Setting up local management committees with decision-making powers and clearly define their structure, members, systems and functions.

— Specifying clearly "what we do", "what we are for", "what makes us different" and "what brings us together", especially for a) teams of case handlers, b) Social Services and c) socio-occupational integration teams (or EISOL, in its acronym in Spanish).

— Fostering and aligning the role of local bodies as employers with the objectives of the project.

Group #2. Intervention/case handling with end beneficiaries.

➔ **Multi-disciplinary teams**

— Building common objectives with multi-disciplinary teams with a clear mandate, a common language, result orientation and a sound integration within the system.

— Providing training to the persons who will make up the case handling teams.

➔ **Carrying out a good diagnosis of users**

— Through a comprehensive analysis of the situation of users, identifying what moment the user is in in terms of commitment, using suitable and adapted resources.

— Being able to distinguish the persons who cannot commit themselves and enter a job integration pathway from those who can.

➔ **Range of resources and options and intense performance**

— Securing the capacity to offer a range of resources.

— Using an approach based on moderately short yet intense working times with suitable resources (immediate resources).

— Activation must be perceived as something positive, be it a job, voluntary work or training

— Case handling: intensity, dedication, training (coaching)

— Designing pathways adapted to the persons rather than to the resources.

— Securing individual accompaniment. The more individualised and close the relationship, the bigger the chances for success.

— Enhancing the "voluntary" facet of participation, but making clear the consequences of failing to comply with the commitment undertaken. A protocol must be defined for this aspect.

➔ Motivation, dedication and reciprocal commitment

— Case handling teams must emphasise the motivation of users to prevent their suspension, which should be a residual resource if suitable resources are set up to offer motivating alternatives.

— Working to get clients perceive that they are receiving high-quality care.

— The commitment must be reached through a process that is mutually agreed with the person, including follow up and accompaniment measures.

— Opening minds to new possibilities and modes of intervention (overcoming resistance to change).

— Commitment from both sides: user ⟵➔ administration (case handler)

➔ Different options for different profiles

— Thinking about the needs of the persons and the care they require and adapting resources to such needs.

— Taking into account he psychological aspects of the person and integrating these elements into the diagnosis.

— Importance of exclusive and direct work with young people without formal qualifications.

— Inclusion through employment, but also through other types of resources, tools and services.

— Sundry resources to tackle a range of problematic profiles.

— Importance of traineeship at the workplace.

Group #3. Inter-organisational cooperation and cooperation with potential employers at the local level

➔ **The involvement/activation of the business sector**

Getting the business sector involved is perceived as a pillar of the process. It is therefore proposed to reinforce the screening of businesses, maintain a direct and close contact with them so as to get them involved in activation policies, both for recruitment and for training and monitoring, especially those with deeper roots in the pilot areas of the project, "in exchange of recognition". It is recommended to take into account the profile of the business fabric, most frequently SMEs and freelancers, who find it more difficult to get involved in these initiatives. (This is the case of Tudela, for example).

To secure the involvement of companies**:**

— *The arguments used to get businesses involved must be improved*. Experience shows that the use of tax incentives alone is not having a major impact. A discourse needs to be created around CSR, to help them see the benefits and advantages both for the business sector and for the development of the area (the common good).

— *Carry out winning/awareness raising initiatives by selecting well the profiles of companies most suitable for the different pathways/profiles that we are going to handle.* It is important that the profile of the companies is adapted to the profile that is handled. It is essential to foresee different communication channels, both through business associations but also directly with companies. (Care must be taken not to concentrate all communication through business associations that do not always reach all companies). Existing structures/organisations already in operation, for example, in Sakana, Cederna and Cjarapen Agentzia, must not be left behind. It would be very positive to arrange meetings with companies by business sectors, by the type of profiles they offer and by company size.

Achieving a better fit between the profile of people we serve and the needs/demands of companies in our context:

— *Improving the diagnosis of the people and of the jobs that can be made available by the companies in the area*. The profiles of people who enter the pathways, seeking to

connect the right people to the needs of the companies. In general, the distance between the profile of the people cared for and the needs of the companies with which a relationship exists is very long and poorly aligned. By making an analysis of the profiles, a more targeted screening may be done. It must be borne in mind that in many companies they need a profile with a lower educational level (lower job categories), often occupied by overqualified people. It is necessary to identify which companies have lower profiles, which one require lower training levels as well as which are the positions with those profiles.

— *Launching a pilot project with companies to test a model/integration plan/pathways and an innovative work methodology.*

— *Testing the formula of using a tutor providing accompaniment in the company.*

<u>Achieving a greater connection between the training offered to the people being cared for and the needs/demands of the companies in our context:</u>

— *Improving the training offer - with the involvement of companies.* It often happens that the training available and offered to users does not cover the training needs demanded by companies. Getting companies involved in the design/selection of the training offer can be very useful.

— *Testing a training programme in the fashion of "transferium" (Dutch experience), allowing to detect skills and at the same time to acquire new competences.* This could be done by involving a network of companies willing to accept profiles of people as a means to gain experience, but also through a pilot programme in collaboration with local entities that could host these profiles before their joining the company.

➔ **The involvement, coordination, alignment, networking and mutual learning of the key players**

— *Testing models of territorial operative working groups within the framework of territorial work commissions*

Territorial work commissions could have a broad composition (not necessarily as a formal structure but rather as a networked working space.) Then, operational working groups could be established, consisting of a selection of key actors to address specific initiatives. The purpose of this smaller groups could be to lead the change/innovation, as an "incubator." (Once the task is finished, it would be dissolved, and another group could be created with a different purpose and composition).

— *Greater linkage and alignment of activation/socio-occupational insertion initiatives of third sector bodies with the government's strategy*

For this purpose, it is proposed to strategically plan the work with Third Sector bodies and to arrange the calls addressed to the Third Sector to achieve a greater alignment between its activities and the Government's priorities in this area.

⌨🖱 Closing

In his closing speech, Social Rights Vice-President Mr Miguel Laparra highlighting the high quality and usefulness of the reflections shared by the participants during the seminar.

Finally, he underlined ERSISI's character as "reference project" and expressed the Government's commitment to facilitate its successful execution against an institutional background that, at least as far as the Chartered Community of Navarre is concerned, is strongly committed to promoting social rights in general and the transfer of the positive outcomes and lessons learned from the ERSISI pilot project in particular.

THURSDAY 15 JUNE

9.30	**Welcome and registration**
10:00	**Opening** — Miguel Laparra, Social Rights Vice-President of the Government of Navarre. — La Caixa
10:30	**ROUND TABLE ON THE ADVANCES AND PROSPECTS OF ERSISI** — Patxi Tuñón, *ERSISI Project Manager, Department for Social Rights of the Government of Navarre.* — Paz Fernández, *Managing Director of the Employment Service of Navarre.* — Gema Mañú, *General Manager for Social Inclusion and Protection. Government of Navarre.* — Begoña Pérez, *Social Work and Social Services Professor at the Public University of Navarre.* — Marisa Marques, *Municipal Councillor for Social Services at the Municipal Council of Tudela.* — Francisco Javier Paz, *President of the Social Services Association of the municipalities of Alsasua, Olazagutía and Ziordia* *Moderator: José Manuel Fresno*
11.30	*Coffee break*
12:00	**MODELS OF INTEGRATED PROVISION OF ACTIVATION SERVICES FOR EMPLOYMENT AND SOCIAL SERVICES** • **The case of Jobcentres in Germany.** — Nina Wielage, *Federal Employment Agency (Germany).* *Question time and debate* • **The case of Multi-disciplinary Services for long-term unemployed people in Finland** — Tommi Eskonen, *Manager of the Multi-disciplinary Service for long-term unemployed people of Tampere (Finland).* *Question time and debate*

14:00	*Lunch*
15:00	**INNOVATIVE LOCAL EXPERIENCES IN COOPERATION IN LABOUR MARKET ACTIVATION.** • **Public employment service projects for people far from the labour market (Baanbrekers) of the municipalities of Heusden, Loon op Zand and Waalwijk (Netherlands)** — Silvia Costa, *Baanbrekers* — Suzanna Horvath, *Baanbrekers* *Question time and debate* • **JOTA Project in the municipality of Oudernaarde (Belgium)** — Wim Dujardin, *VDAB (Public Employment Service). Municipal Council of Oudenaarde (Belgium).* — Wouter Decoodt, *vzw aPart (NGO).* *Question time and debate*
17:00	**Conclusions and closing.**

WORKSHOP – FRIDAY 16 JUNE

9.30	**Registration of participants**
10:00	**Welcome speech with explanations on the work dynamics for the event**
10:15	**INSPIRING AND TRANSFERABLE ELEMENTS FROM THE PRESENTATIONS MADE DURING THE SEMINAR OF JUNE 15**
11:30	*Coffee break*
12:00	**WORKING GROUPS. ERSISI'S IMPLEMENTATION CHALLENGES** Group #1. Work coordination challenges between employment agencies and social services. Group #2. Intervention/case handling with end beneficiaries. Group #3. Inter-organisational cooperation and cooperation with potential employers at the local level.
13:15	**PLENARY PRESENTATIONS OF THE DISCUSSION OF WORKING GROUPS AND DEBATE**
14:00	*Conclusions and closing of the workshop*

Annex I. Evaluations of the Seminar held on 15 June

Q1 Se han cubierto mis expectativas en relación al motivo que me ha hecho participar en este seminario

Respondido: 45   Omitido: 0

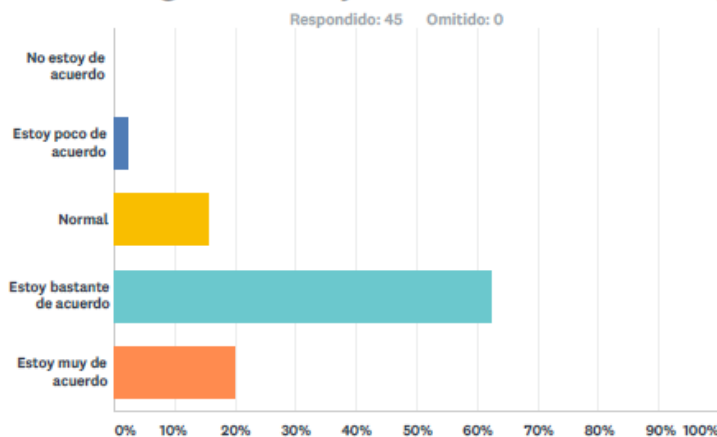**Q1 – My expectations regarding the reason why I have participated in this seminar have been met**

Nada → Not at all
Poco → Hardly
Normal → Average
Bastante → Quite
Mucho → A lot

Q2 Se han conseguido los objetivos formulados en el programa

Respondido: 45   Omitido: 0

Q2 – The objectives set forth in the programme have been met

No estoy de acuerdo → I do not agree
Estoy poco de acuerdo → I hardly agree
Normal → I agree

Estoy bastante de acuerdo → quite agree
Estoy muy de acuerdo → very much agree

Q3 Los contenidos desarrollados han resultado interesantes y motivadores

Respondido: 45   Omitido: 0

Q3 – The contents developed have been interesting and motivating

No han resultado… → Not interesting and motivating at all
Han resultado poco… → Hardly interesting and motivating
Han resultado interesantes… → Interesting and motivating
Han resultado bastante… → Quite interesting and motivating
Han resultado muy… → Very interesting and motivating

Q4 Los temas tratados son útiles para mi trabajo

Respondido: 44   Omitido: 1

Q4 – The issues covered are useful for my job

No →Not at all
Un poco →Hardly`
Algo →A bit
Bastante →Quite
Mucho →A lot

Q5 La mesa redonda sobre avances y perspectivas del proyecto ERSISI ha sido interesante por los contenidos y la metodología utilizada

Respondido: 41   Omitido: 4
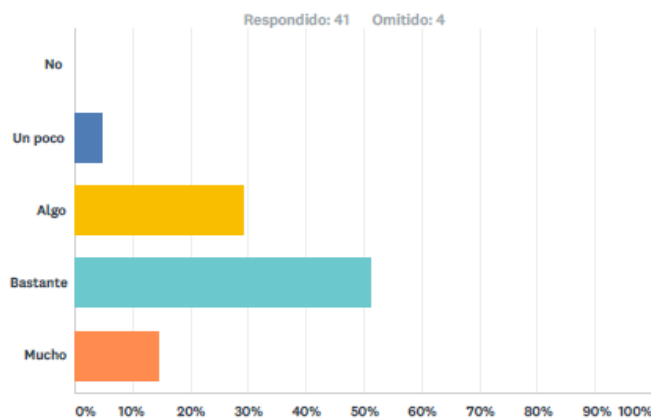
Q5 – The round table on the advances and prospects of ERSISI has been interesting because of the contents and the methodology used

No →Not at all
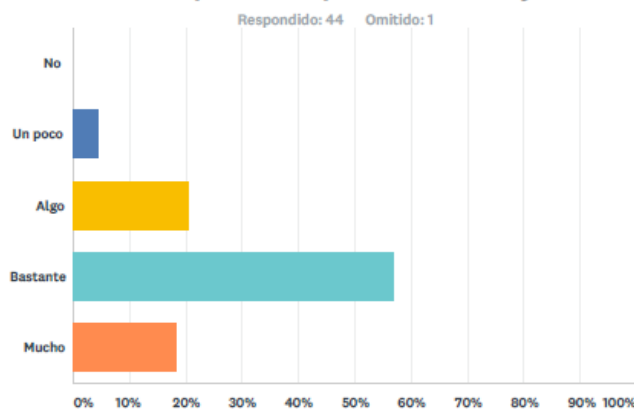Un poco →Hardly
Algo →A bit
Bastante →Quite
Mucho →A lot

Q6 La presentación de la experiencia Servicios Multidisciplinares para las personas desempleadas de larga duración en Finlandia ha sido interesante e inspiradora para hacer mejoras en el futuro

Respondido: 44   Omitido: 1
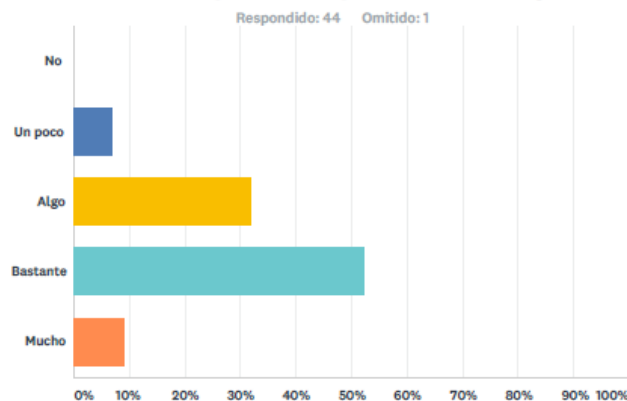
Q6 – The presentation of the experience on Multi-disciplinary Services for long-term unemployed people in Finland has been interesting and inspiring for making improvements in the future

No → Not at all
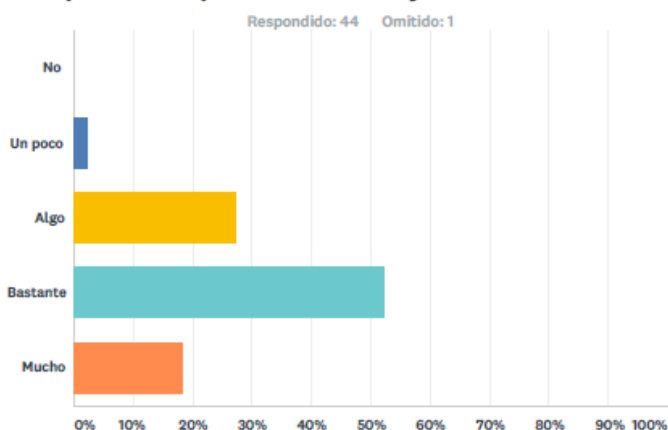Un poco → Hardly
Algo → A bit
Bastante → Quite
Mucho → A lot

Q7 La presentación de la experiencia Jobcentres en Alemania ha sido interesante e inspiradora para hacer mejoras en el futuro

Respondido: 44   Omitido: 1

Q7 – The presentation of the Jobcentres experience in Germany has been interesting and inspiring for making improvements in the future

No → Not at all
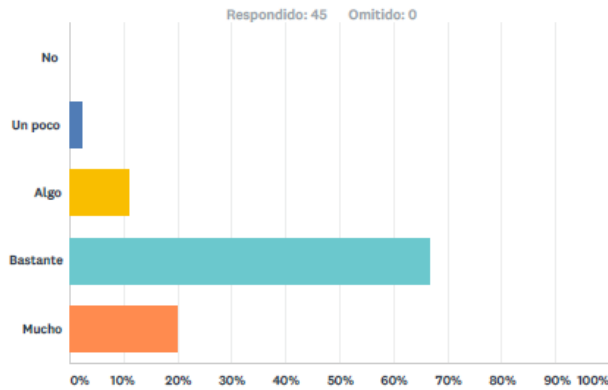Un poco → Hardly
Algo → A bit
Bastante → Quite
Mucho → A lot

Q8 La presentación de la experiencia Agencia pública de empleo para personas con distancia del mercado de trabajo (Baanbrekers) de los municipios de Heusden, Loon op Zand y Waalwijk de Holanda ha sido interesante e inspiradora para hacer mejoras en el futuro

Respondido: 45   Omitido: 0
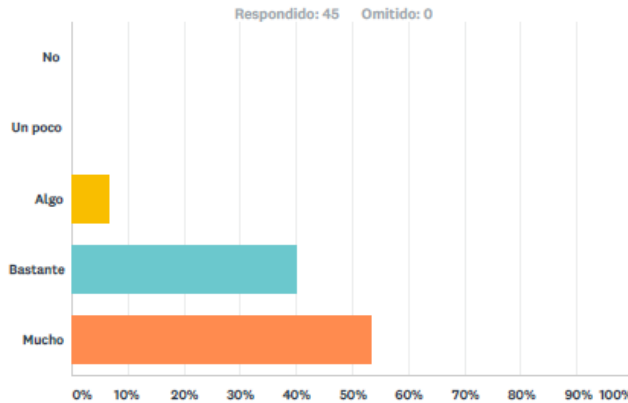
Q8 – The presentation of the Public Employment Agency experience for people far from the labour market (Baanbrekers) of the municipalities of Heusden, Loon op Zand and Waalwijk in the Netherlands has been interesting and inspiring for making improvements in the future

No → Not at all
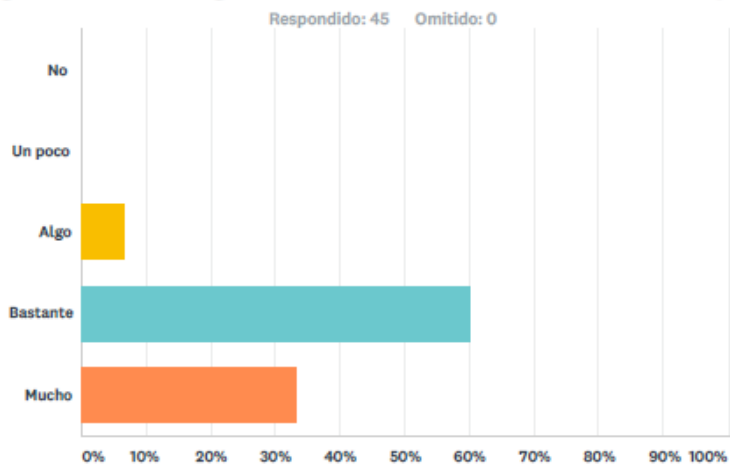Un poco → Hardly
Algo → A bit
Bastante → Quite
Mucho → A lot

Q9 La presentación de la experiencia Proyecto JOTA en el municipio de Oudernaarde (Bélgica) ha sido interesante e inspiradora para hacer mejoras en el futuro

Respondido: 44   Omitido: 1

Q9 – The presentation of the JOTA project experience in the municipality of Oudernaarde (Belgium) has been interesting and inspiring for making improvements in the future

No →Not at all
Un poco →Hardly
Algo →A bit
Bastante →Quite
Mucho →A lot

Q10 La duración de las diferentes sesiones ha resultado adecuada

Respondido: 45   Omitido: 0

Q10 – The duration of the different sessions has been appropriate

No →Not at all
Un poco →Hardly
Algo →A bit
Bastante →Quite
Mucho →A lot

Q11 En general, la organización del evento ha sido apropiada

Respondido: 45   Omitido: 0

Q11 – In general, the event has been organised appropriately

No →Not at all
Un poco →Hardly

Algo → A bit
Bastante → Quite
Mucho → A lot

Annex II. Evaluations of the Workshop held on June 16

A qualitative evaluation was made at the end of the event. Here are the **most positive aspects** highlighted by the evaluation:
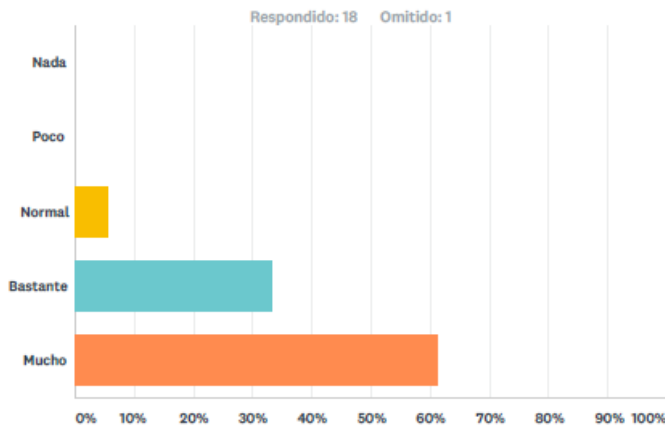
— The chance to become aware of other experiences and working models and sharing and exchanging views with other colleagues.

— The methodology and work dynamics of the event, more productive than usual the sessions in a standard workshop.

— The chance to meet with a range of professionals and profiles.

— The chance to get to know the different stakeholders concerned.

— The high level of involvement and participation of attendants to the event and the intensive knowledge they have shown.

— The chance to get a deeper knowledge of the ERSISI project.

— The chance to share experiences with all the persons involved in ERSISI.

— The expectations raised as regards the development of the project and the optimism to face the challenges.

The following **aspects for improvement** were also mentioned:

— Venue of the seminar.

— Exploiting the willingness of speakers to share specific and operational details of their experience by means of longer workshops consecrated to each experience.

— Delving deeper in the situation of the project so as to define certain operational issues (e.g. profiles, procedures, specific tasks, etc.).

— Reinforcing the dissemination of information on the project in general and in the local contexts in particular.

— Providing in advance information on the seminar.

— Improving translations in future events.

Q1 Se han cubierto mis expectativas en relación al motivo que me ha hecho participar en este seminario

Respondido: 18   Omitido: 1

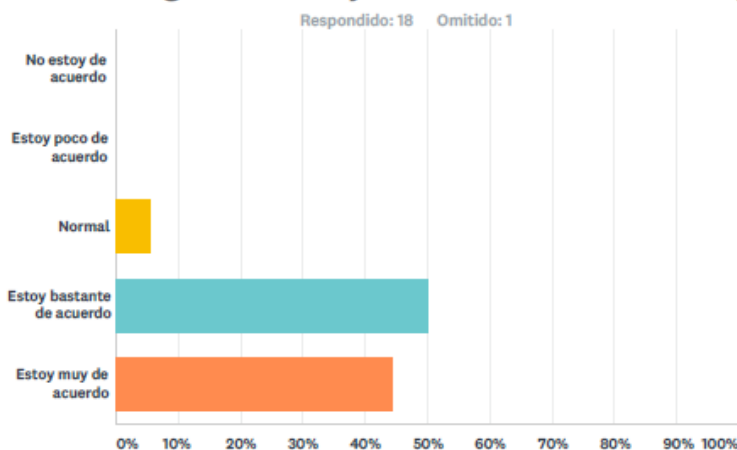**Q1 – My expectations regarding the reason why I have participated in this seminar have been met**

Nada →Not at all
Poco →Hardly
Normal →Average
Bastante →Quite
Mucho →A lot

Q2 Se han conseguido los objetivos formulados en el programa

Respondido: 18   Omitido: 1

Q2 – The objectives set forth in the programme have been met

No estoy de acuerdo →I do not agree
Estoy poco de acuerdo →I hardly agree

Normal →agree
Estoy bastante de acuerdo →quite agree
Estoy muy de acuerdo →very much agree

Q3 Los contenidos desarrollados han resultado interesantes y motivadores

Respondido: 18   Omitido: 1

Q3 – The contents developed have been interesting and motivating
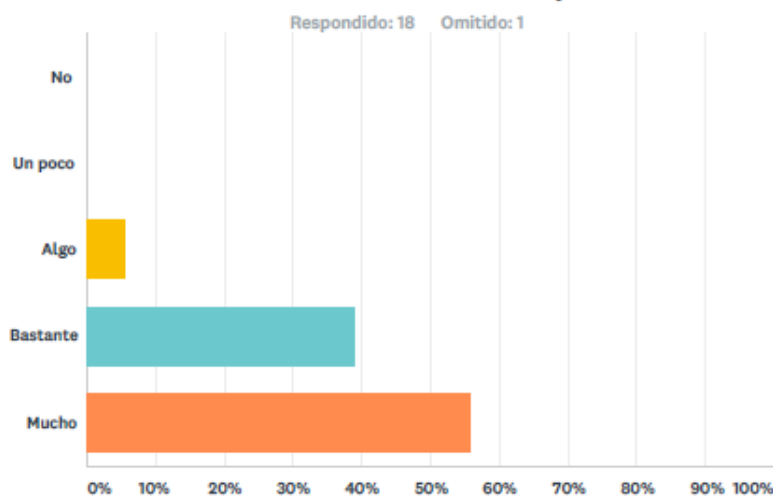
No han resultado... →Not interesting and motivating at all
Han resultado poco... →Hardly interesting and motivating
Han resultado interesantes...→Interesting and motivating
Han resultado bastante... →Quite interesting and motivating
Han resultado muy...→Very interesting and motivating

Q4 Los temas tratados son útiles para mi trabajo

Respondido: 18   Omitido: 1

Q4 – The issues covered are useful for my job

No →Not at all
Un poco →Hardly`
Algo →A bit
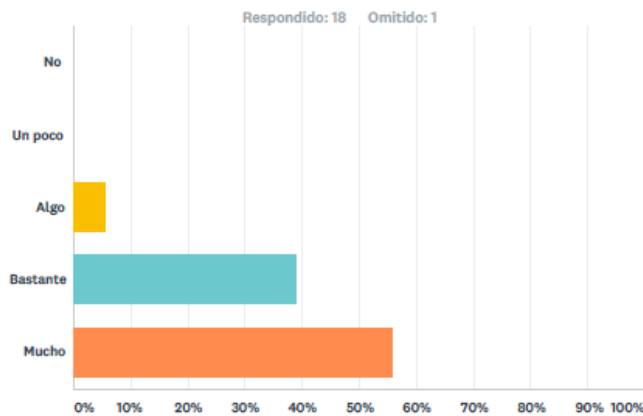Bastante →Quite
Mucho →A lot

Q5 La sesión de debate sobre Elementos inspiradores y transferibles de las presentaciones del seminario ha sido interesante e inspiradora para hacer mejoras en el futuro

Respondido: 18   Omitido: 1
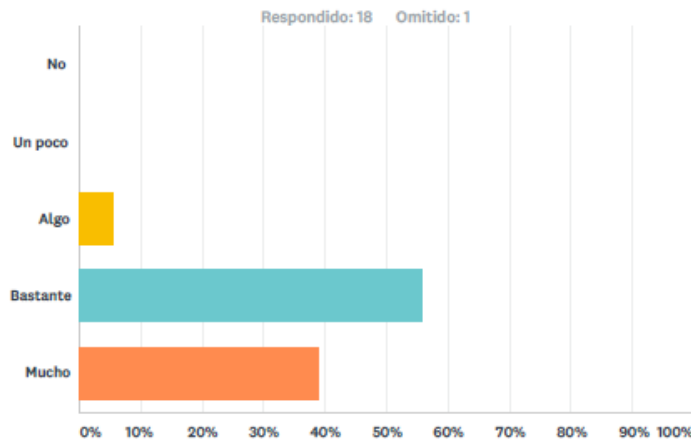
Q5 – The debate on the inspiring and transferable elements of the presentations made in the seminar has been interesting and inspiring for making improvements in the future

No →Not at all
Un poco →Hardly
Algo →A bit
Bastante →Quite
Mucho →A lot

## Q6 La sesión de debate sobre Retos de implementación del proyecto ERSISI ha sido interesante e inspiradora para hacer mejoras en el futuro

Respondido: 18   Omitido: 1

Q6 – The debate on ERSISI's implementation challenges has been interesting and inspiring for making improvements in the future

No —Not at all
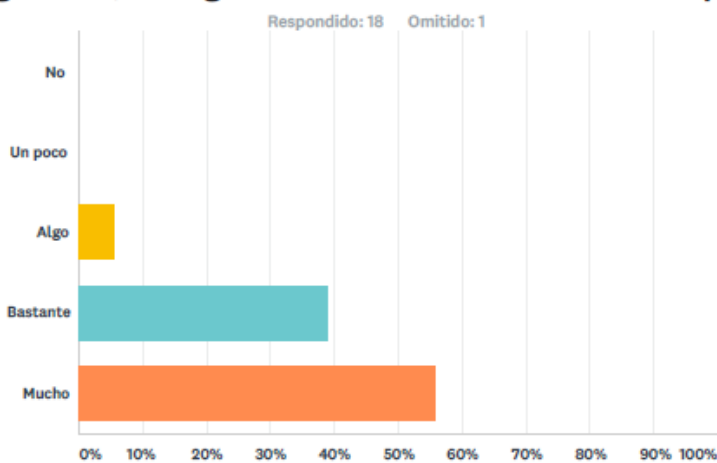Un poco —Hardly
Algo —A bit
Bastante —Quite
Mucho —A lot

Q7 La duración de las diferentes sesiones ha resultado adecuada

Respondido: 18   Omitido: 1
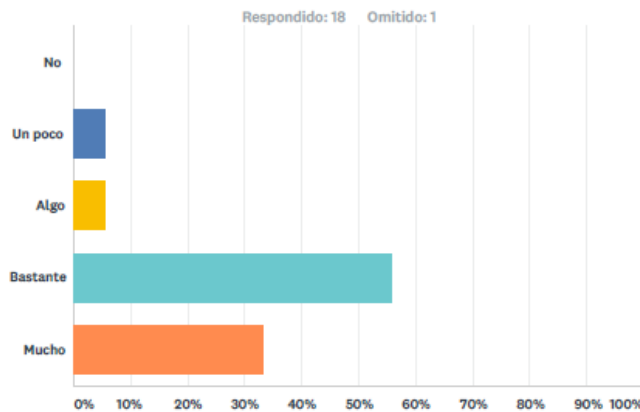
Q7 – The duration of the different sessions has been appropriate

No —Not at all
Un poco —Hardly
Algo —A bit
Bastante —Quite
Mucho —A lot

Q8 En general, la organización del evento ha sido apropiada

Respondido: 18   Omitido: 1

Q8 – In general, the event has been organised appropriately

No → Not at all
Un poco → Hardly
Algo → A bit
Bastante → Quite
Mucho → A lot