

**ca**



**constructive  
adaptability**

Concept and Good Practices in CEMA-NET project



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**EQUAL Projects participating**

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Àncora, Spain

Bussines House, Denmark

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Ośrodek RENOWATOR dla małych i średnich przedsiębiorstw (Renowator), Poland

OZ Inštitút Zamestnanosti, Slovakia

Valorizzazione, Adeguamento, Riconoscimento delle Competenze degli Occupati (VARCO), Italy

Zukunftsfähigkeit durch Interkulturelle Personalentwicklungsstrategien (ZIP), Germany

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More information [www.cema-net.org](http://www.cema-net.org)

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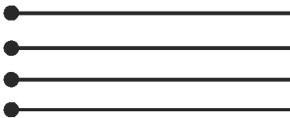
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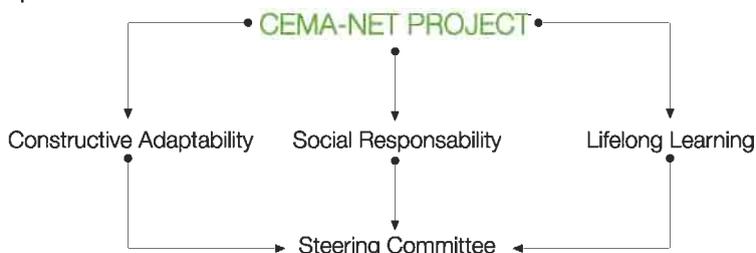
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**presentation**  
presentation

In March of 2005, eight national partnership organizations of equal projects in the frame of the Equal second round decided to participate together in a transnational partnership called “Constructive Employability and Adaptability Network” - **CEMA-NET**. This partnership is integrated by national projects from Austria (Gesundes Gesundheitswesen), Denmark (Bussines House), France (Alter Action Insertion), Germany (ZIP), Italy (Varco), Poland (Renowator), Slovakia (OZ Institute Zamestnanosti) and Spain (Àncora), with the objective of sharing methods of promoting diversity as a powerful resource of workforce.

To achieve this objective a Steering Committee and three working groups on the topics of Constructive Adaptability (CA), Social Responsibility (SR) and Lifelong Learning (LLL) were established. The three working groups were constituted with the aim of sharing methodologies and tools that allow improving the integration on the labour market of the groups with more difficulties in every territory, mainly workers in small companies. The Steering Committee is in charge of the follow-up and evaluation of the activities of the described groups of work.



The results of the work from them are gathered in three publications:

**“Constructive Adaptability: Concept and good practices in CEMANET project”** is the result of the work developed along this time by the Constructive Adaptability Working Group members. Through it we present you CA Working Group (background, objectives and transnational partners involved) and the results of our cooperation (common definition of Constructive Adaptability and tools applied in the different projects linked to CA concept).

**“Social Responsibility concept in the frame of the CEMA-NET countries”**. The Social Responsibility (SR) Working Group exposes the general situation on this topic in the countries participating in the CEMANET project. This work that we present contains several definitions, tools and application standards for social responsibility in Europe. Moreover, several CEMANET partners describe different SR experiences carried out by some enterprises in their respective countries.

**“Critical factors for realisation of Lifelong Learning. A comparative action-oriented European perspective”** is a report developed by the Lifelong Learning Working Group. It includes basic notions about Lifelong Learning, accounts dealing with the national perspective of Lifelong Learning, a common perspective and a framework for consideration and some conclusions and recommendations.

We hope this information will be useful for the organizations that are working to promote an equal labour market.

Members of CEMA-NET project



# equal

## programme

It includes detailed information about EQUAL Programme so the reader get a better knowledge about the context in which the Constructive Adaptability concept has been developed.

## What is the European Social Fund?

The European Social Fund (ESF) helps people to improve their skills and, consequently, their job prospects. Created in 1957, the ESF is the EU's main source of financial support for efforts to develop employability and human resources. It helps Member States combat unemployment, prevent people from dropping out of the labour market, and promote training to make Europe's workforce and companies better equipped to face new, global challenges.

The ESF is one of the EU's four Structural Funds, which were set up to reduce differences in prosperity and living standards and help areas of Europe which, for one reason or another are suffering difficulties. This is usually referred to as 'promoting economic and social cohesion'.

To do this, the ESF spends European money on the achievement of the goals agreed in the European Employment Strategy<sup>1</sup>. This strategy is bringing together the 25 Member States to work at increasing Europe's capacity to create good jobs, and providing people with the skills to fill them.

The ESF channels its money into strategic, long-term programmes in Member States and regions across the EU, particularly those where economic development is less advanced. Seven-year programmes<sup>2</sup> are planned by Member States together with the European Commission and then implemented through a wide range of organisations, both in the public and private sector. These organisations include national, regional and local authorities, educational and training institutions, non-governmental organisations (NGOs) and the voluntary sector, as well as social partners, for example trade unions and work councils, industry and professional associations, and individual companies.

In the period 2000-2006, the ESF grants some 70 billion euro to people and projects across the EU. This money comes on top of Member State funding from public and/or private sectors in the country concerned.

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<sup>1</sup> The European Employment Strategy  
[http://ec.europa.eu/employment\\_social/employment\\_strategy/index\\_en.htm](http://ec.europa.eu/employment_social/employment_strategy/index_en.htm)

<sup>2</sup> European Social Fund. Programming chart  
[http://ec.europa.eu/employment\\_social/esf2000/flowchart\\_en.html](http://ec.europa.eu/employment_social/esf2000/flowchart_en.html)

In 2007, a new programming period<sup>3</sup> for the ESF begins. A new set of simplified rules are being prepared, which will enable the Funds to respond more effectively to the challenges of the 21st century. For the beneficiaries of the ESF this will mean better jobs and opportunities for all.

These are the ESF's key messages:

- Key financial instrument supporting the European Employment Strategy.
- Investing in people.
- Greater responsibility to Member States.
- Simplification of administration.
- Partnership, local action and evaluation of effectiveness.
- Encouraging local solutions to local issues.

## What is EQUAL?

The EQUAL Initiative is a laboratory for new ideas to **European Employment Strategy** and the Social Inclusion Process. Its mission is to promote a more inclusive work life through fighting discrimination and exclusion based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation. EQUAL is implemented in and between Member States and is funded through the European Social Fund.

## How does EQUAL work?

EQUAL is part of the European Union's strategy for more and better jobs and for ensuring that no-one is denied access to them. Funded by the European Social Fund, this initiative is testing since 2001 new ways of tackling discrimination and inequality experienced by those in work and those looking for a job.

EQUAL co-finances activities in all EU Member States. The EU contribution to EQUAL of 3.274 billion EUR is matched by national funding. EQUAL differs from the European Social Fund mainstream programmes in its function as a laboratory (principle of innovation) and in its emphasis on active co-operation between Member States.

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<sup>3</sup> The ESF 2007-2013  
[http://ec.europa.eu/employment\\_social/esf2000/2007-2013\\_en.html](http://ec.europa.eu/employment_social/esf2000/2007-2013_en.html)

Two calls for proposals for EQUAL projects in the Member States have taken place so far, the first one in 2001, the second one in 2004. Responsibility for the implementation of the Community Initiative programmes in the Member States lies with the national authorities.

### Which are the building blocks of EQUAL?

- Partnership: to bring together key actors (local and regional authorities, training bodies, public employment services, NGOs, enterprises, social partners) in Development Partnerships (DPs) on a geographical or sectoral level to tackle discrimination and inequality.
- Thematic approach: to concentrate actions on thematic fields in keeping with the European Employment Strategy.
- Innovation: to explore and test innovative approaches in formulating, delivering and implementing employment and training policies.
- Empowerment: to strengthen capacity building by making all relevant actors, including beneficiaries, work together on an equal footing.
- Transnationality: to render it possible for individual DPs and national authorities to learn from each other and co-operate productively across borders.
- Mainstreaming: to develop and test new ways of integrating best practices into employment and social inclusion policies.

### What is a Development Partnership?

A Development Partnership (DP) is the operational entity of the EQUAL Initiative. The DP (geographical or sectoral) gathers several public, semi-public or private organisations, called national partners, with a view to implement experimental activities on the basis of a common project linked to a thematic field of EQUAL. The partners participate at the decision making process on an equal footing. One of the partners ensures the administrative and financial coordination.

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## What is transnational cooperation?

Transnational cooperation relates to individual DPs that are requested to set up a transnational cooperation partnership as well as to collective work through thematic networks at European level. It relates also to sharing of good practice between Member States and key partners such as social partners and the European Commission. Transnational cooperation is one of the key principles of EQUAL. Thousands of DPs, selected by the Member States, are networking at national and European level.

## More information

For more information about EQUAL Programme, visit the webpage:  
*[http://ec.europa.eu/employment\\_social/equal/about/index\\_en.cfm](http://ec.europa.eu/employment_social/equal/about/index_en.cfm)*

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# CEMA- NET project

Constructive Adaptability Working Group is integrated inside CEMA-NET Project. For a better understanding of the context in which its work is developed, we include detailed information about this project in the following sections.

## What is Cema-net?

### CEMA-NET (Constructive Employability and Adaptability Network)

is a transnational cooperation of eight national partnership organizations from Austria, Denmark, France, Germany, Italy, Poland, Slovakia, and Spain. All of these organizations are participating in the following EQUAL projects financed by the European Social Fund:

c o u n t r y	p r o j e c t
Austria .....	Gesundes Gesundheitswesen
Denmark .....	Bussines House
France .....	Alter Action Insertion
Germany .....	ZIP
Italy .....	Varco
Poland .....	Renowator
Slovakia .....	OZ Institute Zamestnanosti
Poland .....	Renowator
Spain .....	Àncora

## Background

In each nation of the Transnational Cooperation Agreement (TCA) members there is a need for a qualified workforce. However certain sections of the workforce are not being considered as being able to fill that demand. Those sections are represented among others by disabled people (e.g. visually impaired individuals), elderly people (45+), migrants, long term unemployed, women, and less qualified individuals and other specific target groups.

Within companies there is a little movement on all levels to change working conditions, to offer vocational guidance, and to modify the accessibility for marginalised target groups. On the other hand employees themselves might take too little initiative in reflecting on their career options and are not taking the necessary actions.

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In the context of a globalized economy and of a unified Europe, an increase in labour market movement across national borders becomes an integral part of an individual work experience. This requires additional skills and knowledge of employees. The extent of the ability to work together with a multitude of cultures in appropriate ways will determine the success or the failure of an employee. Jobs become, therefore, more complex and demanding, and jobs for unskilled and semi-skilled employees lose importance or are moved, due to cost factors to developing countries. A part of the TCA member states workforces are not equipped to handle the demands of the more complex service oriented jobs. For this reason, in these countries, skills of these target groups have to be developed. This will enable them to remain as active members of the workforce.

## Objectives

### General objective

The general objective of CEMA-NET project is to develop and find new and innovative methods of promoting diversity as a powerful resource of workforce, and to work on the different levels within the companies.

Diversity in this case refers to the following target groups: disabled people (e.g. visually impaired individuals), elderly people (45+), migrants, long term unemployed, women (especially women on maternity leave), less qualified individuals and other specific target groups.

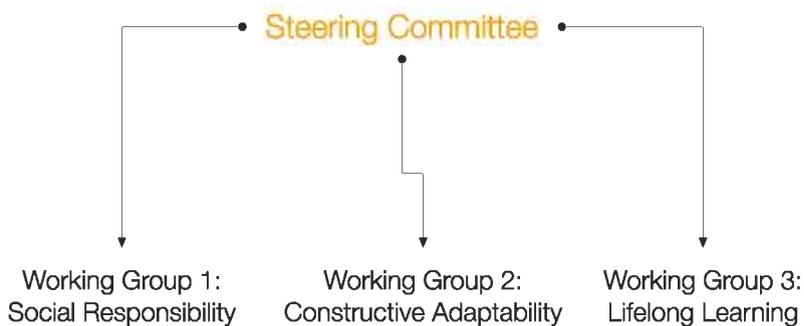
### Specific objectives

- 1.To work for making labour market receptive to the employment of qualified employees from a diversity background.
  - 2.To support and advise companies in promoting, detecting and utilizing not apparent qualifications in their diverse workforce.
  - 3.To encourage business organizations and companies to employ qualified individuals mentioned in the target groups.
-

4. To bring about innovative organizational development strategies allowing for the target groups to keep their employment and to contribute to future challenges.
5. To promote self-reflection and forms of self-organised learning to promote employability of a diverse workforce.

## Organization

For achieving the objectives of CEMA-NET, a Steering Committee and three working groups have been established:



## Activities

### 1. *Management, monitoring and evaluation*

Management, monitoring and evaluation of the transnational partnership organised by the Steering Committee: monitoring and evaluation procedures realised along the project with an internal system of reports and visits with the transnational coordinators and the coordinators of the Working Groups.

### 2. *Working groups*

In order to develop new approaches in the areas of common interest three working groups have been established:

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### 1st Working Group - Social Responsibility:

Exchange of experience and in part joint development of strategies for expanding social responsibility and diversity management concepts on enterprises.

Participants:

Austria - France - Germany - Italy - Slovakia - Spain - Poland

### 2nd Working Group - Constructive Adaptability:

Exchange and joint development of strategies in developing resources and competencies and maintaining the employment of specific target groups: such as migrants, the handicapped people (including the blind), aged people.

Participants:

Austria - Denmark - France - Germany - Italy - Spain - Slovakia

### 3rd Working Group - Lifelong Learning (LLL):

Exchange of experience and experimentation of methodologies and new models of learning within and out of the working place.

Participants:

Austria - France - Germany - Italy - Poland - Slovakia

## 3. Seminars

In the framework of the transnational CEMA-NET project, four transnational seminars were planned on the topics related to the different working teams:

- A first seminar, organized in Vienna in March 2006 by the Austrian project leader, on the topic of Corporate Social Responsibility.
  - A second seminar, organized in Gandia (Community of Valencia) in June 2006 by the Spanish project leader, on the topic of Constructive Adaptability.
-

- A third seminar, organized in Amiens in November 2006 by the French project leader, on the topic of Lifelong Learning.
- A fourth seminar, organized in Stuttgart in March 2007 by the German project leader, on the cultural diversity as competitive advantage (internationalisation of Lifelong Learning and sustainable inter-cultural human resources development management).

#### 4. Study visits

Organised by single Partners on bilateral level with the objectives to improve and strengthen mutual knowledge and understanding, to facilitate exchange of experience, to implement common training activities as well as parallel and joint development of products.

#### 5. Communication

A common Website facilitates information, communication and dissemination of the common debate, activities and results within the transnational cooperation to the public. An Intranet facilitates communication within the transnational Partnership.

#### 6. Products

Developed by the Working Groups and the Steering Committee.

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constructive  
**adaptability**  
working group

With information  
about this group and the  
work its members have  
developed

## THE WORKING GROUP

Of the eight member countries in the Cema-net Project, seven participate in the Constructive Adaptability Working Group: Austria, Denmark, France, Germany, Italy, Slovakia and Spain. All of them are confronted by the same general problematic: difficulties of inclusion of vulnerable worker collectives (disabilities, disadvantages, low qualification...) in the companies.

The main objective of the working group is the exchange of good practices and the transference of know-how on the professional inclusion chapter of individuals with disabilities or victim of social exclusion.

To achieve this objective several transnational meetings have been organized regularly in the various countries member of the partnership. As a result the group has developed a definition of “Constructive Adaptability” concept, and descriptions of tools (toolbox) related to the application of CA concept in the different national projects.

## Common definition of constructive adaptability (CA) concept

### DEFINITION

Constructive Adaptability (CA) is a creative empowerment process. On an **individual level** it refers to the ability to find and maintain employment as well as to adapt to future changes in the labour market, but on an **organizational level** it refers to the ability to adapt to the diversity of labour force by providing a flexible work environment.

CA requires the implementation of Lifelong Learning concept and inclusive work practices. The responsibility for CA is shared by employers, employees and governmental institutions.

Levels of Constructive Adaptability:

- a) Individual level. Professional and social adaptability

The notion of Constructive Adaptability implies numerous themes bound to the individual and to his or her environment.

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The accessibility to the job market, the sustainability of the employment, the creation of Lifelong Learning opportunities require a concentrated management of the problems and difficulties faced by the target group. Indeed, before entering the business world, it is necessary to work on the associated barriers which can be: social, educational, economic, health related, cultural, etc.

Answers must be given to the raised questions, realistic solutions must be proposed to the target groups on an individual level.

The idea of construction implicates an individual structured path (taking into account the background, personality, knowledge of the person).

The strategies of the teams in charge of the monitoring of the individuals must be professional and human, in the framework of preventive or curative interventions.

The training of the professional staff is fundamental at the initial level as well as at the continuous level. The training must take into account the difficulties linked to the guidance of individuals in term of conflicts, stress, tiredness, motivation, etc.

Our role is to invent strategies to build a bridge between two different ways (social and economic) of guiding and supporting the target groups. It's in the interest of the firm to go ahead in this direction: to open its jobs to disadvantaged people and to work on the idea of a inclusive business culture which has social and economic implications.

We must keep in mind that the firm is above all composed of men and women working for the well-being of their fellow citizen.

#### b) Organizational level

Workers can have some difficulties in finding and maintaining employment due to the firm characteristics. We include in

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the term 'firm' the colleagues, the intermediate managers, the top managers, the workplace, etc.

Amongst these difficulties we can find the following examples:

- There are stereotypes inside the firm affecting the worker (related to migrants, women, disabled people...).
- There is not technical adaptation of the workplace though it is needed for some workers.
- The worker isn't motivated in his/her job.
- The firm has not defined which the tasks of the job are.
- Mobbing.
- The workers are strictly overseen.
- The firm is carrying out changes that require a big adaptive effort.
- There is not transparency and communication in the firm.
- Traditional organizational culture inside the firm.

To adapt company, workplace and worker constructively implicates actions for achieving job-search or maintenance.

## **DIMENSIONS OF ADAPTABILITY**

By doing some literature review it is obvious, that there is no single definition of the subject "Constructive Adaptability". A research study performed by the University of Illinois and Michigan State University defined 6 dimensions of adaptability in the workplace. These dimensions should be taken in consideration before starting a CA-project:

### 1. Solving Problems Creatively:

One aspect of adaptive performance that has been discussed by several experts involves the effectiveness

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with which employees solve the atypical, ill-defined, and complex problems that confront today's work situations and organizations.

Problem solving includes the awareness of the personal convictions and the wish to reach new results – having the understanding of doing the same gives the same result and therefore wanting to try new ways of acting might be a part of it.

## 2. Dealing with Uncertain/Unpredictable Work Situations:

These work situations can result from many different factors, like formal organizational restructuring, shifting business priorities, reductions or changes in available resources, or joining a new organization or group.

Changes are taking place rapidly and also in the work environment the ability of being able to cope with changes is important for maintaining a job.

## 3. Learning New Tasks, Technologies, and Procedures:

This dimension is about learning new ways to perform a job or learning different skill sets or tasks to re-tool for a job or new career. Within this dimension a relationship may exist with the Lifelong Learning subject.

Years ago many employees had the same job for a long period of time. Now the employees have to learn new skills and adjust to the development and changes all the time.

## 4. Demonstrating Interpersonal Adaptability:

The need of this type of adaptive performance has become salient due to more fluid work environments that are increasingly characterized by work or project teams and the shift from manufacturing-oriented business to service-oriented business.

The communication reflects the way we are thinking and acting, so behaviour and communication style must be adapted to whom we're talking to -interpersonal flexibility-

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even to understand that the same word can have different understandings takes an effort. Emotional intelligence is a high demand of today's work place.

5. Demonstrating Cultural Adaptability:

This dimension concerns adapting to cultural demands within an organization. With the globalisation of the business environment and extent to which workers today change jobs and organizations the ability to perform effectively in different cultures and environments is increasingly important.

Having to cope with people of other nationalities and with foreign languages and cultures in our own country requires training and perhaps also the wish of wanting to understand.

6. Demonstrating Physically Oriented Adaptability:

This final aspect involves adapting to various physical factors such as heat noise, uncomfortable climates and difficult environments.

All the factors concerning the working place: noise, dust, no daylight, long working hours, night work can cause stress.

## **CONCLUSION ABOUT THE DEFINITION OF CONSTRUCTIVE ADAPTABILITY**

The CA-working group of the CEMA-NET project defined CA as a creative ongoing empowerment process on an individual and organizational level.

The groups who are involved in this process are employees, employers and governmental institutions.

It should also be taken into consideration that nowadays where unemployment rates are increasing the CA subject concerns not only disadvantaged people but also people who are at the moment completely integrated in the labour market.

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Finally its useful to pay attention to the following 6 dimensions of adaptability in the workplace:

- Solving problems creatively.
- Dealing with uncertain/unpredictable work situations.
- Learning new tasks, technologies, and procedures.
- Demonstrating interpersonal adaptability.
- Demonstrating cultural adaptability.
- Demonstrating physically oriented adaptability.

All these dimensions require the implementation of Lifelong Learning and Social Responsibility.

### **Toolbox descriptive papers of tools used in the application of the CA Concept**

Throughout the transnational CEMA-NET project, the different European partners working on the topic of Constructive Adaptability exchanged about their experiences in this field and wished to capitalize those good practices identified at the level of the different local projects. In this section we present some tools used in the frame of each national project, and related with the application of the Constructive Adaptability concept.

The tools described are the following:

- Appreciative Inquiry. Austria.
  - Holistic Approach. Denmark.
  - Job Invest. France.
  - Cultural Audit. Germany.
  - Experimentation of the Individual Dossier for the Transparency of Learning Paths: Training for operators. Italy.
  - Expert System - ExS. Slovakia.
  - Methodology for the Diagnosis of the Adjustment between worker, work position an company. Spain.
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# Austria

ऑस्ट्रिया



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tool's name **APPRECIATIVE INQUIRY**

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country **AUSTRIA**

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initiator (conception and application)

Developed by David Cooperrider

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project where the tool is used

GESUNDES GESUNDHEITSWESEN

The Austrian DP "Healthy Health Service" aims at the employees in the health system service, in particular in the hospitals, nursing homes and rehabilitation centres. The principal aim is to obtain workability of employees and to provide support and solutions so that they can stay in the working process (within the health care system). Another aim is to point out the problems at system level and at the various tasks of the different hierarchies which, in the long run, lead to mental damages and could make the employees redundant. Find more about the Austrian DP under under: [www.gesundesgesundheitswesen.at](http://www.gesundesgesundheitswesen.at). or [www.hhd.at](http://www.hhd.at)

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development partnership DP Identifier: AT-1B-01/341

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healthy health service

HuMan - Institut für Humanistisches Management.

KDZ - Zentrum für Verwaltungsforschung.

AMZ - Arbeitsmedizinisches Zentrum Modling.

Hill International.

Human Health Design.

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rationale for tool development (identified difficulties, issue...)

This tool originally was developed for oral interviews; we wanted to figure out if it is also useable for written questionnaires. To figure this out we worked together with a student of a university, who wrote her master theses about this subject.

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general goal Solution transfer instead of problem adjustment.

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specific goals Qualities of AI - Not only problem-solving but supporting self-organizing change processes that flow from new ideas.

- A focus on how people think instead of what people do and esteeming it.
- Asking for positive experiences which could be further developed – looking for hidden potentials within an organization.

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target groups - Management.

- Heads of Department (human resources, organisational development).
- Employees: all professions in the health care system - (physicians, nurses, managers...).
- Special focus on employees who are threatened by unemployment or physical and mental disorders.

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content (content's description – synthesis)

### ***Principles of Appreciative Inquiry***

David Cooperrider articulated a set of principles to guide attempts to inquire appreciatively.

In a recent, important theoretical statement on Appreciative Inquiry, Cooperrider and Whitney (2001) respond to concerns about the place of problems and problem-solving in organizational change efforts and articulate another set of 5 principles for appreciative inquiry Principles of Appreciative Inquiry:

#### 1. The constructionist principle

- The constructionist principle states that how we know and what we do are closely interwoven. Organizations are socially, co-constructed realities and so appreciative inquiry should attempt to engage as many members of the system as possible in the inquiry and focus on articulating desirable
-

futures.

## 2. The principle of simultaneity

- The principle of simultaneity is based on the belief that inquiry is intervention, that as we inquire into human systems we change them. "The seeds of change-that is, the things people think and talk about, the things people discover and learn, and the things that inform dialogue and inspire images of the future-are implicit in the very first questions we ask."

## 3. The poetic principle

- The poetic principle states that organizations are more like a book than a living organism, that organizational life is expressed in the stories people tell each other everyday, and the story of the organization is constantly being co-authored. The words and topics that we choose to talk about have an impact far beyond just the words themselves.

## 4. The anticipatory principle

- The anticipatory principle says that what we do today is guided by our image of the future.

## 5. The positive principle

- The positive principle states that momentum and sustainable change requires positive affect and social bonding.

The authors conclude that the qualities of appreciative inquiry, a focus on changing how people think instead of what people do, and a focus on supporting self-organizing change processes that flow from new ideas rather than leading implementation of centrally or consensually agreed upon changes, appear to be key contributions of AI to the theory and practice of large systems change that merit further study and elaboration.

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developed activities (in which phases have the activities been applied?)

Method we use during the whole project; for written questionnaires, interviews and within the project-groups.

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results (final or expected)

Conditions for succesful using of AI:

- The AI method is not well known
  - must be well explained to the participants and the management.
- Written questionnaires: good results from open questions.
- But: people are often not willing to answer them; statistic evaluation not easy.

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innovative aspects of the tools

The innovative aspects of this tool are its objectives.

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opportunities of transferability

This tool could be used in all organisations for change processes.

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evaluation modalities

Evaluation takes place within the project group: first we define measures, present them to the management; after a period (self-defined in each partner-hospital) the project group and the management come together to perform a first evaluation.

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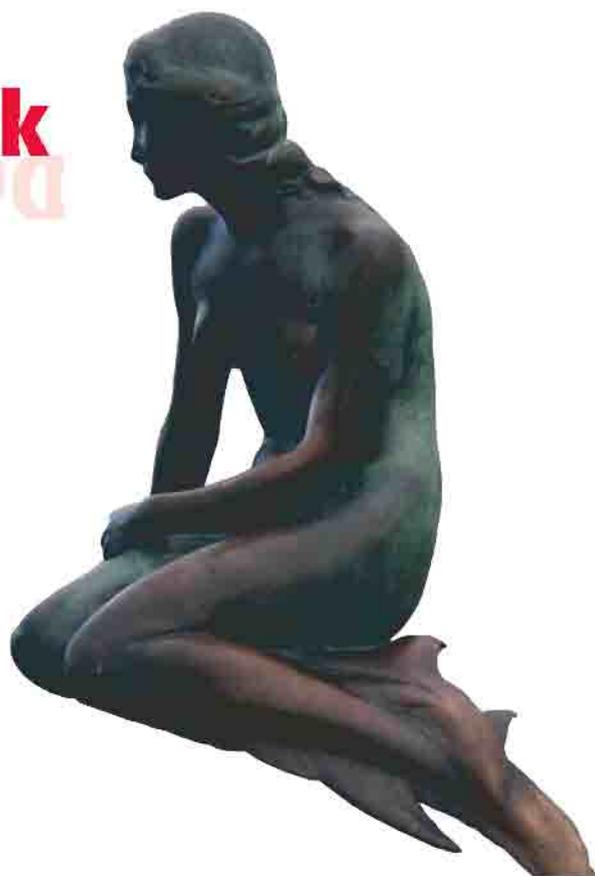
e-mail: office@hhd.at

<http://www.hhd.at>

<http://equal.picardmed.com/en/pageLibre00010681.asp>



**Denmark**



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tool's name **HOLISTIC APPROACH**

country **DENMARK (Vision Trade Center [www.vtc-dk.com](http://www.vtc-dk.com))**

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initiator (conception and application)

The Institute for the Blind and Partially Sighted, Rymarksvej 1, DK-2900 Hellerup. Denmark.

IBS-business, the department of vocational training and development.

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project where the tool is used

**BUSINESS HOUSE/VISION TRADE CENTER**

Project aimed to demonstrate a new concept in comprehensive rehabilitation targeted at the visually impaired people and others with physical handicaps - the establishment of a business house as an independent financial unit. The idea is to establish and operate a combined business and training facility providing call - centre and customer services as well as to give job training to disabled people within a business area with good job prospects both nationally and internationally. The expected outcome is real job creation: breaking down the barriers faced by the disabled employee through the power of example; the test and implementation of new software and telephony tools for the blind; the development of an internationally valid empirical model; the initiation of intensive national and international collaboration to promote the call-centre education as a qualification and to lay the basis for common international educational standards in this field.

So, the aim of the project is to establish an independent business enterprise, known as Business House/Vision Trade Center, in which the visually impaired people and other disabled/marginalised persons may complete their education in an active business environment focusing on normality and visibility. One of the major challenges facing persons suffering from visual or other types of handicap is the tendency to become marginalised. Such marginalisation has not only personal and social consequences, but also makes it difficult to get an ordinary job.

The establishment of a real company in a normal business area is

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a concrete, visible and consistent refutation of the prejudices the handicapped often face. The formation and running of the company on normal commercial terms, with disabled employees playing the major role, can be expected to lead to changes in the views of both the surrounding business world and the disabled themselves about the ability of handicapped people in the labour market.

The company model will be characterised by:

- Business combined with education.
- The creation of new realistic education and job opportunities.
- Giving the visually impaired people the requisite qualifications to achieve job mobility.
- Contributing to technological development in the call-centre business.
- Taking the offensive in both national and international policy development.
- The development of a new business model in this field.
- Being transparent and open, with the focus on getting the message across.
- Full collaboration with the corporate sector.
- The development of a national/international commercial learning model.
- Contributing to international progress in the field.

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development partnership DP Identifier DK-24

Telecom Scandinavia A/S, Bernhard Bangs Allé 31, DK-2000 Frederiksberg, Denmark.

Nykredit A/S, Kalvebod Brygge 20, DK-1780 København V, Denmark.

AF Storkøbenhavn, Vesterbrogade 123, DK-1620 København V, Denmark.

Steen Scheffler Aps, Paul Bergsøees Vej 2, DK-2600 Glostrup, Denmark.

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GN Netcom, Metalbuen 66, DK-2750 Ballerup, Denmark  
Føroya Blindastovnur, Islandsvegur 10A, FO-165 Agir, Faroe  
Islands.

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rationale for tool development (identified difficulties, issue...)

Holistic Approach is a tool for empowering the individual with professional and social skills to match the needs at the job market.

Vision Trade Center creates and develops valuable frames: holistic and possibility oriented surroundings based on the belief that everybody has resources and potential, that can evolve under the right circumstances. The basic principles strengthen and help the individual to become a qualified and flexible labour resource despite the reduced personal predisposed possibilities.

The heart of Holistic Approach the method in the project, Vision Trade Center, is deeply rooted in a systemic theory, thinking, and praxis. The emphasis is on locating solutions and stimulating the resources of the visually impaired people - empowering visually impaired people to own their capacity to solve the problems and take action.

Vision Trade Center has developed a special education, and learning model, which is based on a high level of work in the education and a high level of education in the work.

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general goal

The general goal is to empower disabled people to believe in themselves in a realistic way, as a valuable part of the Danish labour force.

Giving them the opportunity of showing their capabilities for employers:  
- first by showing themselves as a qualified part of the workforce -  
Secondly as being a visually impaired person.

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specific goals

Holistic Approach embraces training and development of as well social competences as professional skills - in a way that the individual

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gets “ownership” for:

“Who am I, what can I offer, what I want”- all related to the future job.

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target groups

Visually impaired citizens and others.

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content (content’s description – synthesis)

Holistic Approach includes: respect for the value of the individual, supporting the individual in finding their special skills and potential.

The individual will experience an active participation in the process of fulfilling life/job goals. The trainers respect and support the innate ability of the participant to solve problems.

Results in positive feedback towards the individual participants, who will feel worthy and equal.

The heart in the method in the project Vision Trade Center is deeply rooted in a systemic basis, with the emphasis on locating solutions to problems and stimulating the resources of the visually impaired people empowering them to solve the problems and take action.

Being in a business environment - with a focus on personal development - the student can train their social skills and when going into a job be a competent employee.

The method for training is “the apprentice principle” - where the students learn through practical assignments under supervision from a professional.

Holistic approach is a strategy for empowerment and a strategy for finding the best match between the individual and the job.

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developed activities (in which phases have the activities been applied?)

Holistic approach is a developed and tested model. The holistic approach model has been a main part of the development of the

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project.

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results (final or expected)

We expect this tool to be known within the CEMA-NET partnership and to be discussed for further development in Europe.

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innovative aspects of the tools

Holistic Approach: The person is received as a whole: body, mind and spirit with focus on resources and the individual job goal.

In the model we are working with theory and practise in close collaboration with the business life - educating the person in a business environment.

Working with a Solution focused approach differs significantly from other working strategies. Instead of spending time and effort trying to find and analyse the possible causes to a problem, the emphasis is here on awakening the resources of the participant.

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opportunities of transferability

The "heart" of the model Holistic approach has already gained interest within Cema-net, and in other countries as well in companies, as Holistic approach gives results:

Visually impaired individuals get and maintain good jobs.

The models 3 steps which are based on an ethical foundation, theory and practice - in close connection to the labour market, - this matches the European understanding of empowerment put into realistic practice.

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evaluation modalities

Holistic Approach is evaluated as a part of the project from national independent evaluators.

Visually impaired individuals taken part in the project, municipalities and small/ medium and large companies is a part of the evaluation.

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**France**  
France



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tool's name **JOB INVEST**

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country **FRANCE**

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initiator (conception and application)

Project « Alter-Action-Insertion » (local partnership)

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project where the tool is used

« ALTER-ACTION-INSERTION »

Project aimed to facilitate the integration and the employability of the public with a high risk of social and professional exclusion, into the small businesses, to further and improve the conditions of equality and the struggle against discrimination, working on:

- The social adaptability of the business.
- The integration strategies linked to the notion of individual responsibility and social cohesion.

For achieving it, « Alter-Action-Insertion » project has the following operational objectives:

- To work in partnership with local protagonists working in the fields of social and professional inclusion in order to create innovative methodologies and tools.
- To create a business network with a label.
- To set up thematic working teams at the local level in charge of developing innovative strategies.
- To use the concept of social marketing to realize awareness campaign for target publics (individuals with difficulties, small businesses, project partners...).
- To set up micro-projects to develop more specific actions according to the typology of publics.

And carries out the following activities:

1. Creation of a plan at the level of the "departament of the
-

Somme" (= local area) to integrate individuals with difficulties in the craft industry. Actions:

- a) Setting up and leading of a network of small businesses which commit themselves to integrating the targeted audience in the craft industry in the "département" of Somme (the name of the network is "R.E.I.", "Réseau d'Entreprises Intégratrices").
  - b) Setting up of a database – Technical and network management.
  - c) Creation of a call-centre in charge of linking with the firms as well as organizing and managing supply and demand for a training period or for a job.
2. Making small businesses aware of social issues and creating training towards the main protagonists involved in the project (monitors in the firm and people working in the integration sector). Actions:
- a) Training for the tutors belonging to the integrating network on the aspect of integration and maintenance in small businesses of individuals with difficulties.
  - b) Information and awareness campaign on the technologic development of the small businesses in the sector of craft/handcraft sector for the experts of professional insertion to improve guidance of the target individuals.
  - c) Putting information online.
3. Setting up of a transversal policy of social marketing towards firms and individuals with difficulties.
4. Creation of a website for the general public and for the direct partners of the project, at a local and transnational level.
5. Setting up of specific plans integrated in the general business network for individuals with high difficulties (specific monitoring).
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6.
  - a) Creation of special help funds for publics in difficulty.
  - b) Organisation of monitoring actions including the idea of personal investment linked to self-esteem.
7. To evaluate how a business net can be used for developing innovative actions in order to facilitate professional insertion of publics with difficulties.
8.
  - a) Setting up of a mainstream action plan.
  - b) Thinking of the change in the professional practises.
  - c) Training courses.
  - d) Development of partnerships and communication actions.

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development partnership DP Identifier: FR-PCD-2004-41016

Chambre de Métiers et de l'Artisanat de la Somme.

Institut Médico Educatif de la Somme (IME 80). The IME is a special school for children and teenagers who need special medical and psychological care.

Union Régionale Ass Parents d'Enfants Déficients Auditifs (URAPEDA). Individuals with hearing deficiencies.

Association pour le Développement l'Insertion la Formation et l'Emploi (ADIFE). Young people in difficulty.

Centre Académique pour la Scolarisation des Nouveaux Arrivants et des enfants du Voyage (CASNAV – Rectorat). Young travellers and migrants.

Centre Hospitalier Philippe Pinel. Persons with psychic problems.

E.S.A.T. de Gézaincourt, individuals with mental deficiencies (adults).

Foyer Educatif Picard. Young people under judiciary monitoring.

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Direction Régionale de l'Agence Nationale pour l'Emploi.  
All types of job-seekers.

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rationale for tool development (identified difficulties, issue...)

This action has been developed to answer to a concern linked to the access difficulties to the labour market for individuals knowing discriminations.

In order to find a solution, a working group made up of organizations specialised in the accompaniment to those individuals has been created.

The group is currently working on the setting up of the scheme "Jobinvest" described in this descriptive paper of goods practices.

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general goal

- To allow to individuals with major difficulties to be accompanied (non compartmentalised) adapted to their specificity within the framework of the labelled businesses network.
- To put at the disposal of inclusion professionals a pilot method to accompany individuals experiencing discriminations.

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specific goals

- The general identification of the blockage of insertion and particularly in relation with the firm (SME).
- Proposal of solutions, better adapted to the problems identified, that can be tested in the framework of the project.
- Creation of 4 specific workshops:

Workshop N° 1: « Simulaction » - activities around job interviews techniques.

Workshop N° 2: « Motivaction » - activities linked to the motivation of the target groups.

Workshop N° 3: « Groupaction » - group activities, works on group dynamics.

Workshop N° 4: « Jobaction » - preparation to the individualised accompaniment scheme “Jobinvest”.

and of a platform of analysis and diagnosis of motivation.

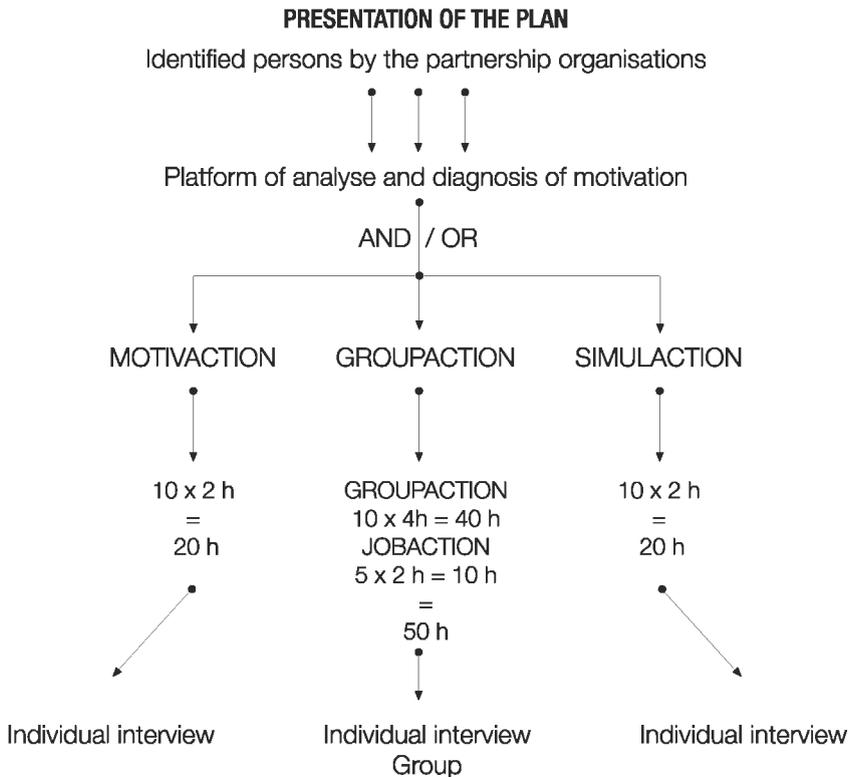
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target groups

All individuals with disabilities.

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content (content's description – synthesis)



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developed activities (in which phases have the activities been applied?)

Plan of common-core syllabus

Coordinating platform of analysis and diagnostic of motivation.

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Initiator Chambre de Métiers et de l'Artisanat de la Somme  
« Alter-Action-Insertion ».

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Goal To evaluate the degree of motivation of all individuals before they enter the plan "Jobinvest" so that we can propose to them a personalised accompaniment adapted to their needs.

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Specific goals

- To identify the situation of the targeted individuals regarding their insertion.
- To identify the factors of motivation and loss of motivation of these targeted individuals in their personal and pre professional positioning.
- To identify the eventual difficulties met by these targeted individuals and to determine the causes.

Contents

The action will be supported by an interviewing tool evaluating the specific degree of motivation and by a specific grid of analysis, which will lead to the creation, by the technicians in charge of making the interview and the evaluation, of an action or reinforcement plan.

Overview of the motivation's factors that would be treated in the guide of interview

The interview will be based on the identification of professional motivation and de-motivation factors. It will allow to identify how the beneficiary views himself faced the different factors linked to motivation and professional integration.

Tools used

- A guidebook for the individual interview preparation.
  - A guidebook for individual interview.
-

- A grid of analysis and positioning.
- A 3-day training session gathering the professionals who intervene in the action, in the framework of a coordinating technique group.

#### Articulations of modules:

Each “Alter-Actor” will have the possibility to participate totally or partially to the different modules according to their needs. The lengths proposed on the 3 themes are maximal lengths.

According to the interviews and the attended workshops, the “Alter-Actor” will capitalise a professional environment on a USB stick (competence’s portfolio, CV, useful addresses, guidebook of the realised activities).

#### Motivaction

The content of the interviews constituting this module will not be developed in this document.

#### Groupaction / jobaction

The GROUPACTION module will be based on the model of a virtual firm and will be able to propose to the “Alter-Actors” to role play in the building or catering sectors.

This will allow to better evaluate the psychosocial competencies and the behavioural attitudes of the participants.

This module will take place over a period of 4 to 6 weeks consisting of 10 half-days of 4 hours. Between the sessions, the “Alter-Actors” will have to take steps in order to evaluate their degree of motivation and their level of autonomy. Every 2 sessions, an individual interview within the framework of “JOBACTION” will be the occasion to express the difficulties met during group animations. JOBACTION has for goal to make raise a professional project.

GROUPACTION and JOBACTION are dependant on each other and will take place simultaneously. If these topics are taken by different trainers, they must co-ordinate their actions and exchange whilst putting in common all information's gathered. JOBACTION

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aims to develop a professional project relying on behaviour and aptitudes observed in GROUPACTION sessions.

### Simulation

This is the validation stage of the project and of orientation towards the relevant organisations. This module will be supported by the work achieved before on "MOTIVACTION", "GROUPACTION" and "JOB ACTION" as well as on the integrating business network.

GROUPACTION					JOB ACTION
Integration within a working group	GA 1 * Presentation	4 h	JA 1 * To draw up a personal report succinct to the individual	2 h	
	GA 2 Positioning	4 h			
Team work	GA 3 Taking into consideration the work team	4 h	JA 2 Recognising key interests	2 h	
	GA 4 Organisation	4 h			
Respect instructions and the hierarchy	GA 5	4 h	JA 3 To emphasise the qualities and competencies of the "Alter-Actor"	2 h	
Autonomy	GA 6	4 h			
Better communication	GA 7	4 h	JA 4 Define piste of professional orientation	2 h	
Company operation	GA 8	4 h			
Professional posture	GA 9	4 h	JA 5 GROUPACTION / JOB ACTION module synthesis interview	2 h	
The right to life long learning	GA 10	4 h			

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#### results (final or expected)

Creation of a global plan facilitating the access for the individuals in the most difficulty to the services of employment.

Awareness of the targeted individuals to the craft/handcraft and small businesses sector and opening of the professional positioning field.

Realization of an efficient work on the themes of:

- Self-esteem.
- Personal and professional motivation.
- Accompaniment adapted in its nature and its functionality to the individuals.
- Holistic approach of the targeted individuals.

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#### innovative aspects of the tools

The innovative aspect of the tools concerns 4 axes of development:

- The organisation of the integration process by the employment.
- The individual accompaniment of the targeted individuals who have the principal characteristic of being in high difficulty.
- The organisation as it stands, of the insertion process via themed workshops and an action of coaching.
- The creation of an interactive local partnership network composed of organisations from different spheres but as the same time compatible.

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#### opportunities of transferability

The plan proposed can be entirely transferable or can be separated according to the targeted themes. The plan can also be used for different types of individuals; in this case we can plan a technical adaptation.

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#### evaluation modalities

The evaluation of the procedure is done at the internal level in the framework of the work team which is in charge of developing it.

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The criteria which have been selected aim essentially at the evaluation of the beneficiary's opinion on the plan and at his/her capacity of integration on short and mid-term in the national, regional or departmental employment plans.

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**Germany**



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tool's name **CULTURAL AUDIT**

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country **GERMANY**

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initiator (conception and application)

Zip. Partners

- BBQ Berufliche Bildung gGmbH (Vocational Training Institution)
  - Forum der Kulturen Stuttgart e.V. (Migrant Association)
  - Institut für regionale Innovation und Sozialforschung IRIS e. V. (Research Institution)
  - Jugendamt Stuttgart (Youth Welfare Office –Stuttgart Town Council)
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project where the tool is used

ZUKUNFTSORIENTIERTE INTERKULTURELLE  
PERSONALENTWICKLUNGSSTRATEGIEN

The main objective of the development partnership zip (Sustainable Intercultural Human Resources Development Strategies) is the development of intercultural resources within companies (especially small and medium sized businesses) and public organisations. The project is based on the hypothesis that cultural diversity (just like gender or socio-economic differences) amongst employees can be utilised as a powerful resource if they are managed properly. Existing diversity management strategies will be acted upon and taken further. Diversity management strategies so far have been approach from an organisational viewpoint and to a lesser extent from the employee's perspective. In particular unskilled employees with a foreign culture background in many cases have not been able to benefit from diversity management strategies. The project intends to put to test, utilises and develop diversity strategies especially for this target group.

This project's main target groups are :

- (1) Employees with a foreign culture background from private companies (emphasis on small and medium sized businesses) and public organisations. Employees who are confronted with intercultural groups (colleagues, customers, etc.).
-

## (2) Decision makers and managers in companies.

Two main objectives can be distinguished :

On the one hand intercultural resources within employees should be detected, analysed and their effectiveness and scope be determined. Thereby the project aims at promoting the employability of the target group. The projects aims at testing in how far the intercultural resources can be made use of in the daily work process and how they influence employment prospects within organisations. The intercultural competencies and experiences of employees in their daily work should be translated into useful "on-the-job" trainings, or into international recognised qualifications. This should lead to improved employment perspectives, the ability to cope more effectively with phases of occupational transition, increased motivation and work satisfaction and an improved working climate. The project aims at promoting hidden competencies within employees and thereby follows a subject and resource oriented approach.

On the other hand the project addresses managers and decision makers in private (with emphasis on small and medium sized businesses) and public organisations.

Together with organisational decision makers and managers the project aims at developing strategies utilising the intercultural resources to optimise organisational structures with the aim to raise organisational efficiency and effectiveness. Thereby the project addresses the development of (passive) employability from the perspective of the organisations. The development of employability is important for companies operating under global pressure. By making managers and organisations more sensible for cultural diversity and equip them with the tools to develop their employees with a migrant background organisational structures can be improved and changed in a sustainable way (mainstreaming effect). The project explicitly aims at improving the work climate through addressing diversity issues. In the context of the horizontal mainstreaming the project aims at unfreezing organisational structures and optimise them so that a appreciation for intercultural resources is established.

The activities of zip. can be summarised under the following five points:

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1. Cultural Diversity Audit Procedures for companies and public institutions.
2. Development of innovative models for international vocational training ("international skilled worker certificate").
3. Training of decision makers, managers and disseminators in regard to the intercultural dimension within companies.
4. Development of informal learning strategies inside and outside of the work situation.
5. Training of intercultural transition counsellors through the use of sustainable cooperation -, network -, empowerment -, coaching-, training-, and diversity-strategies.

#### *development partnership*

The partnership zip. constitutes a number of well-known institutions in the greater Stuttgart area from sectors like vocational training, research and public management:

- BBQ Berufliche Bildung gGmbH (Vocational Training Institution).
- Berufsbildungswerk ENAIP e. V. (Vocational Training Institution).
- Deutsch-Türkisches Forum Stuttgart e.V. (Turkish migrant association).
- Forum der Kulturen Stuttgart e.V. (Migrant Association).
- Institut für regionale Innovation und Sozialforschung IRIS e.V (Research Institution).
- Jugendamt Stuttgart (Youth Welfare Office –Stuttgart Town Council).
- Schulzentrum/Akademie Silberburg (Vocational Training Institution).

#### *rationale for tool development (identified difficulties, issue...)*

The population of the greater Stuttgart region includes at least 25 per cent migrants. And if people are counted who have a German passport but have a migrant background the percentage amounts

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to 40. This section of the population is at the same time customer or beneficiary of rendered services as well as a member of the work force. Immigration needs to receive further attention due to the changing demographic makeup of the region. Small and medium size businesses as well as public institutions have to adapt to the structural transformation processes in order to remain sustainable and competitive.

Diversity Management is a well-known concept especially in countries with heterogeneous populations (e.g. USA, South Africa). In Germany the concept of Diversity Management is not widely applied. Especially in SMEs little attention is given concepts to diversity. The companies who nevertheless apply Diversity Management concepts usually pay attention to the diversity dimensions like gender, elderly employees, handicapped employees, etc. The issue of cultural diversity is seldom addressed. Considering the figures above the concept of cultural diversity needs to receive more attention in companies.

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#### general goal

The tool is used to assess the awareness for intercultural issues in companies and to stimulate the awareness for intercultural issues in the work place.

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#### specific goals

- a) Assess the (intercultural) nature of the workforce, customers and suppliers by questionnaires and interviews and company policy reviews.
- b) Promote awareness for intercultural issues by using a method of reflection on intercultural dimensions via regular e-mail contact with employees of participating companies.
- c) Initiation of organisational change processes through workshops with relevant actors of participating companies.

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#### target groups

SMEs (Management and employees on all levels).

Public Institutions

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The cultural Audit is a tool applied in three steps

- a) Assessment of the (intercultural) nature of the workforce, customers and suppliers by means of questionnaires and interviews and company policy reviews.

In Questionnaires and focus- group interviews as well as interviews questions like these will be asked:

At employee level:

- Where were you born?
- Where do your parents come from?
- What languages do you speak?
- Have lived in another country besides Germany for a longer period of time?
- Do you come in contact with people from others cultures during your work?
- Do you feel your company addresses intercultural issues adequately?
- Have you ever attended a workshop or seminar on intercultural issues?

At management level:

- How does the cultural structure of your company made up: employees, customers, suppliers.
  - Does the company have a policy on (cultural) diversity?
  - In which countries does your organisation operate?
  - Is your company attractive to job applicants from other cultures?
  - Do people with migrant background also fill management position?
  - Does your company have regulations how to deal
-

- Does your company have regulations how to deal with public holidays from other culture groups (e. g. Muslim holidays)?
- etc.

b) Promote awareness for intercultural issues by using a method of reflection on intercultural dimensions via regular e-mail contact with employees of participating companies.

Over a period of 6 to 10 weeks a number of employees of participating companies receive an e-mail every week in which a question is asked in order for them to reflect on intercultural aspects: e.g. Do you think you sometimes have prejudices against specific population groups? If yes, why? If no, do you really think you encounter everybody without preconceptions?.

Have had contact with (personally, telephone, correspondence) with people from other cultures? Can you say if those interactions are more difficult for you than interaction with individuals from the same culture?

Imagine your company would send you for 3 months to another country. How would you like to be treated there by the locals?

c) At the end of the “Cultural Audit period” (8-12 weeks) workshops will be organised for management and employees, where the results of interviews, questionnaires and e-mail technique are discussed and reflected. Also first ideas can be drafted on organisational development activities.

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developed activities (in which phases have the activities been applied?)

The activities developed by BBQ gGmbH and are applied from May 07 till Dez 07.

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Zip. Partner IRIS e.V. and Stuttgart Youth Welfare Office are applying certain aspects of the process already since 2006.

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#### results (final or expected)

It is expected that in most companies where no formal diversity policies and diversity management procedures exist, that in parts diversity management concepts are applied without being aware of it. However it is also expected that in companies much needs to be done to improve on (cultural) diversity measures. It is also expected that the knowledge on cultural diversity is not yet wide spread through out companies.

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#### innovative aspects of the tools

It is mainly a tool of analyses which at the same time creates awareness for the issue of diversity.

The application of the steps (except for the workshops) is not very time consuming. A lot of the reflection can take place during the process of work.

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#### opportunities of transferability

The tool (once in place) is transferable to other countries. However for each company specific adaptations should be done. This is also the case with the use here in Germany. The tool will always look a bit different depending on the company where it is applied.

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#### evaluation modalities

After each of the three steps a evaluation will take place. The results than can flow into the next steps.

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●  
**Italy**  
Italy

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tool's name **EXPERIMENTATION OF THE INDIVIDUAL DOSSIER FOR THE TRANSPARENCY OF LEARNING PATHS: TRAINING FOR OPERATORS**

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country **ITALY**

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initiator (conception and application)

Confservizi Lazio, San Giuseppe Moscati (conception).

UIL Roma e Lazio, in collaboration with Confservizi Lazio and San Giuseppe Moscati (application).

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project where the tool is used

VALORIZZAZIONE, ADEGUAMENTO, RINCONOSCIMENTO DELLE COMPETENZE DEGLI OCCUPATI (VARCO)

General objective of the project is identifying, experimenting and modelling methodologies and instruments to contrast employees' discriminations and disparities.

VARCO's goal is to bring benefits to the training, working and social systems, to operators in the training and educational fields within the target territory (Rome and Latium); to policy-makers interested in social welfare; to workers involved in the project. The individuated beneficiaries are all represented in the VARCO Development Partnership, guaranteeing a wide participation at each stage of the project.

VARCO's final users (unskilled and/or over-45 workers, disabled people, marginalised women) will initiate a fundamental process to sort out subjectively-perceived and objective discrimination, by being given access to learning opportunities in the context of a lifelong integrated learning and training system capable of supporting and sustaining their adaptation to "change".

As specific results, VARCO aims at making available to final beneficiaries innovative pedagogical solutions based on the valorisation of self-training ability of organisations and nets.

All final beneficiaries will be able to use new ICTs (Information and Communication Technologies), including distance learning; they will

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also be conscious of their skills and will be prepared to continuous change. Their gap in basic knowledge - as identified in the research stage of the project - will be filled, and perhaps their new professional position will be more opportunely tailored to their wider skills (formally, informally and non-formally acquired).

On the one hand, referring to operators in training and orientation, employment services, local development and welfare fields, the project pursues the specific objective of identifying and defining the profile of an advisor for the valorisation of learning practices. On the other hand, enterprises will benefit from the advisor's work by fostering their innovative ability.

VARCO will also encourage a collective improvement in the working, training and social systems involved, by attaining the Model for the Valorisation and Adaptation of non-formal and informal abilities.

Last but not least, the project will introduce new ways of institutional co-operation, like the "Equal Agreement". The partnership will strongly attempt to create public/private networks dedicated to the development of structures and integrated tools in order to foster adaptability to change in the working place, and will fight any factors that may cause marginalisation.

In detail, VARCO consists in the following macro-phases:

- Preparatory phase: formalisation of the "main target group" and the "Equal Agreement" in the reference territory. Awareness raising and involvement of territorial key actors. Launch convention and two thematic workshops. Creation of territorial networks. Promotion of the "Equal Agreement". Creation of VARCO website. Duration: 4 months.
  - Research and analysis: searching for discriminating or impairing situations in the working context. Exploring informal and non-formal learning practices. Identifying companies and possible beneficiaries. Field research (interviews, focus groups, questionnaires). Data analysis and life long learning models benchmarking. Duration: 5 months.
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- Methodology and tools: defining the “VARCO Advisor” profile and capabilities. Defining assessment methodologies and tools of companies. Defining recognition methodologies and tools of informal skills. Duration: 6 months.
- Application: training the VARCO Advisors; final beneficiaries detection (orientation and informal skills assessment); training beneficiaries; experimental workshops with a selected group of companies; front-desk, seminars, advising; capabilities assessment and personalised training (distance learning, tutoring). Duration: 12 months.
- Elaboration of the model: test of tools (translation into the partnership’s languages) and production of the VARCO kit (handbook, CD-Rom). Duration: 4 months.
- Trial: test of the VARCO kit by a panel of experts and within the “Equal Agreement” (focus groups). Experimentation of system connection (questionnaires). Tools and methodology validation (by the scientific committee). Impact appraisal (questionnaires). Duration: 6 months.
- Spreading and mainstreaming: spreading innovation and promoting the VARCO model and best practices, horizontal and vertical mainstreaming, through seminars and conventions (with the participation of local key stakeholders, companies, institutions) and definitive production of tested tools (hard and soft copies, publication on the web). Duration: 24 months.

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development partnership DP Identifier: IT-G2-LAZ-011

Confservizi Lazio (local association of public enterprises).  
 San Giuseppe Moscati onlus (NGO).  
 UIL Roma e Lazio (local labour union).

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rationale for tool development (identified difficulties, issue...)

The phase of methodology and tools definition finds itself at the bottom of the phase of research and analysis of the enterprises and

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workers' professional needs, which took place between September 2005 and March 2006. Starting from the research output, the phase of methodology has been oriented towards the definition of a tool that was the most versatile and flexible possible, for the assessment of formal, non-formal and informal learning praxes (*Individual dossier for the transparency of learning paths*). Subsequently the necessary competences for transferring such device in the enterprises have been defined, and on these bases a training/experimenting path has been planned.

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#### general goal

Spreading the *Individual dossier for the transparency of learning paths*, which represents a tool for collecting, summarising and documenting different learning experiences of workers, in the aim of making the competences more clear and readable in a perspective of people employability.

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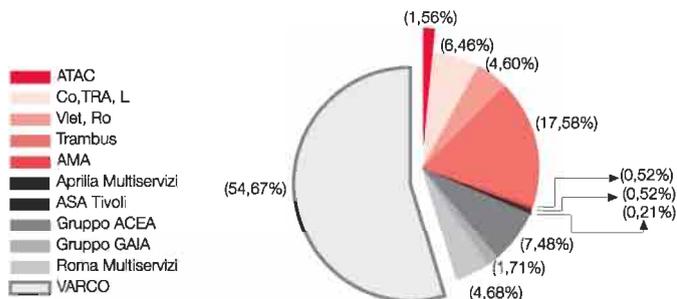
#### specific goals

- Promoting the culture of net-working among enterprises.
- Presenting a new concept of "competence".
- Fostering a common policy among a group of enterprises.
- Vertical and horizontal mainstreaming.

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#### target groups

The experimentation will start in December 2006, among the 10 companies that form the project panel and the *Department for local development, training and work of the Municipality of Rome*. Companies were asked to choose 2-3 managers or high-employees in the area of human resources, who will participate to the training/experimenting path.



Companies	Sector	employees number
ATAC	local public transport	868
Co.Tra.L	local public transport	3.570
Met.Ro	local public transport	2.545
Trambus	local public transport	8.718
AMA	environmental services	287
Aprilia Multiservizi	environmental & social services	287
ASA Tivoli	environmental services	116
Gruppo ACEA	water & energy management	4.132
Gruppo GAIA	environmental services	944
Roma Multiservizi	environmental services	2.588
<b>Total VARCO</b>		<b>30.221</b>

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content (content's description – synthesis)

The training/experimenting path is articulated in six units or “yards”, preceded by a meeting in which the participants will sign the “Equaltraining agreement”. The first yard is related to the entrance competences propedeutical to the next 4 sessions of a technical-methodological kind (knowledge and skills about the services and tools for analysing and enhancing individual competences). The last unit carries out an indicative role on the supply of lifelong learning in the national context.

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developed activities (in which phases have the activities been applied?)

The experimentation hasn't take place yet: it'll start in the next weeks and last about six months. In the meanwhile, contacts have been taken with the companies, in order to individuate the participants of the training/intervention.

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results (final or expected)

- For the people involved in the experimentation: new competences acquired.
  - For the organisations: a new device activated (*VARCO function*).
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- For the public companies system: a set of tools for the enhancement and acknowledgment of workers' competences (*Individual dossier for the transparency of learning paths*) and net-spreading of the companies experiences.

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#### innovative aspects of the tools

The defined tool foresees that the main characters of the training/experimenting path are the participants themselves, who fulfil a professional task aimed at introducing innovation in the origin working context. Participants will have to acquire necessary competences to carry out a new service, by actively participating in the planning of the needed tools and organisation.

The training path will change in a workshop that will produce a valuable professional product, deliverable to the companies. The trainers will assume, in the workshop context, a role of advising support and technical supervision, seeing the participants in the realisation of the agreed tasks and products.

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#### opportunities of transferability

The proposed training path doesn't provide solutions ready-to-use, but it enhance the real experience of the participants (human resources managers) involved in the innovation: that means that the tool is highly transferable in every context, public or private, entrepreneurial or administrative.

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#### evaluation modalities

After every workshop a customer satisfaction questionnaire will be filled up by the participants, on the quality of the training path and on the usefulness of the on-line tutoring. At the end of the path, the final judgment of the participants will be pointed out, mainly on the transferability of the tools detected during the training path.

In the meanwhile, the experimentation of the tools will take place on a closed group of final beneficiaries (workers at risk of marginali sation); the opinion of final beneficiaries on this experience will as well be asked.

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# Slovakia

Slovakia



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tool's name **EXPERT SYSTEM - ExS**

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country **SLOVAKIA**

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initiator (conception and application)

Employment Institute  
Office of labour social affairs and family

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project where the tool is used:

**OZ INSTITUT ZAMESTNANOSTI**

This project is focused on studying labor market. It has the following objectives:

1. Creating regional prognoses about labour market for pilot regions. These prognoses will be based on research of Institute of Economic Research SAS and will be completed with information from regions in cooperation with Labour Offices.
2. Creating manual and expert system for effective selection of activities of active labour market policy and ways of preferring it before less active methods.
3. Supporting the development of Employment Institute, that will process and update the manual and expert system. It will also obtain other necessary data for creating updated manuals with the help of regional colleagues in their network. Employment institute will continue in its work in creating regional prognoses and manuals also for other regions after project closure.

The manual is the expert system, which will enable to search for suitable active labour market policies (re-training).

The main product of the project is an expert system which will help to better understand labor market and will make it possible to make suggestion to individuals on how to change their knowledge and practices to have better chances in the labor market.

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development partnership DP Identifier: SK-39

Employment Institute

Office of labour social affairs and family

Slovak academy of sciences

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rationale for tool development (identified difficulties, issue...)

Creating regional prognoses about labour market for pilot regions. Prognoses will be based on research of Institute of Economic Research at Slovak Academy of Sciences (IER SAS) and will be completed with information from regions in cooperation with Labour Offices. Estimates of future trends will be calculated to the year 2013 Prognoses should help us to identify core due for economical gap between regions Lucenec and Bratislava.

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general goal

Creating manual and expert system for effective selection activities of active labour market policy. Expert system joins informations of unemployed with labour market present situation and future trend and an experts knowledge(specialist on LO) enters significantly to this joining procedure.

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specific goals

- Effective selection activities of active labour market policy.
  - Research on filed of unemployment.
- 

target groups

- Unemployed persons in region Lucenec and Bratislava in general and special focus on term-unemployed.
  - Staff (especially new or young) at labour offices to have a tool for knowledge sharing with other colleges and access to prognoses about future trends.
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content (content's description - synthesis)

IER SAS is responsible for creating regional prognoses of labour market for pilot regions (Lucenec, Bratislava). Employment Institute creates expert system (software) for distributing active labour market

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policy based on prognoses and region demand and in cooperation with experts on Labor Offices takes into account their knowledges. The close cooperation between creators of ExS and users(specialist at LO) will be needed.

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developed activities (in which phases have the activities been applied?)

Prognosis and ExS are finalized yet. The next enhancement of ExS to provide better results is processed.

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results (final or expected)

- Expect enhancement of effectiveness of labour market policy.
- For labour offices: new tool for communication and knowledge sharing.

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innovative aspects of the tools

Joinig of prognosis and experts knowledges to make an active labor market policy more effective by fluent and continuous enhancement of system. ExS includes a self learning process based on interactive inputs of LO specialist. Gained data opens possibility of next using.

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opportunities of transferability

If this pilot project will be successful, Employment Institute assume transfer between the region of Slovakia by working out the prognoses and implementing expert system.

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evaluation modalities

During a developing of ExS had their primary receivers (labour offices), possibility to make a notes about the needs and failures of system and this possibility continue. The way of communication is via meeting or by electronics ways.

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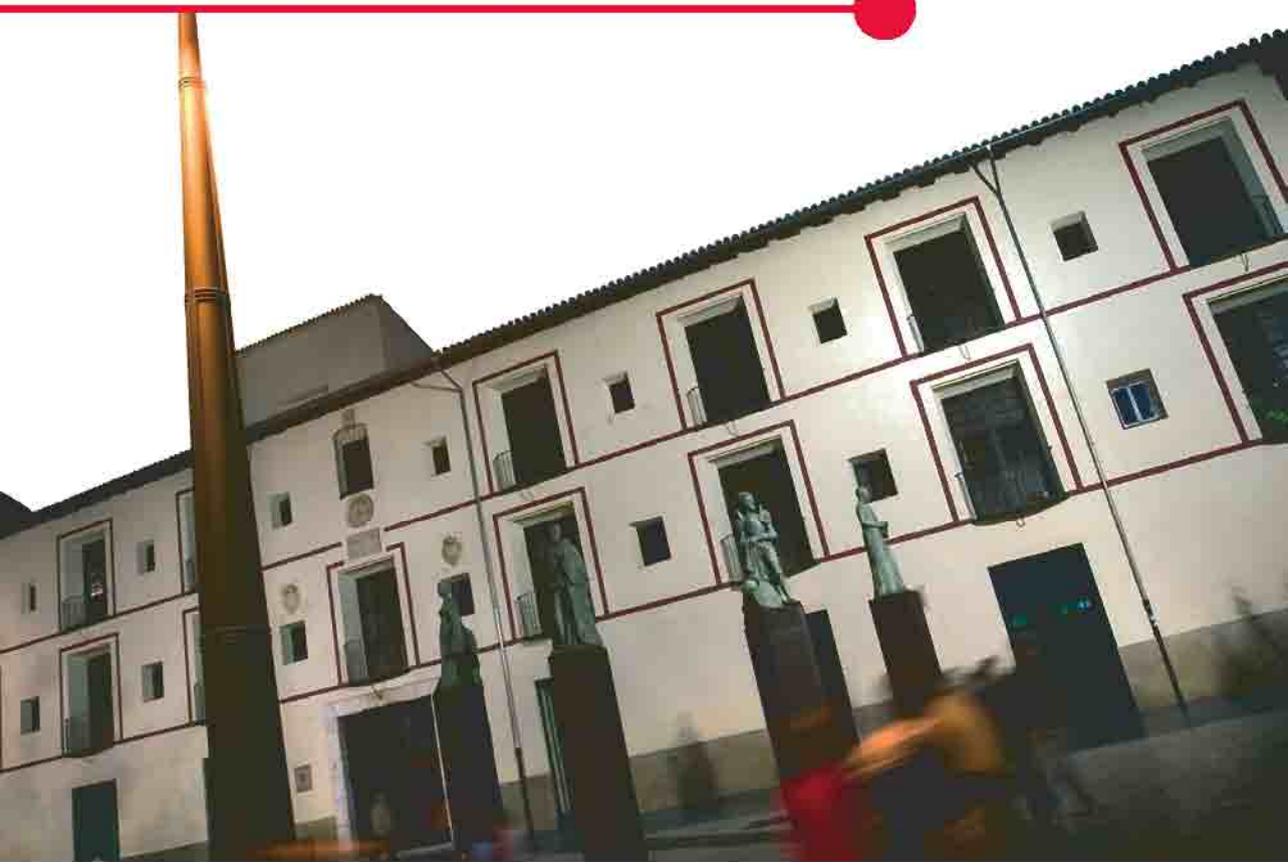
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<http://www.iz.sk>

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# Spain

Spain



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tool's name **METHODOLOGY FOR THE DIAGNOSIS OF THE ADJUSTMENT BETWEEN WORKER, WORK POSITION AND COMPANY**

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country **SPAIN**

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initiator (conception and application)  
Gandia Town Council

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project where the tool is used:

The setting for the Àncora project 2005-2007 is the region of la Safor, situated in the South of the province of Valencia (Spain). It is made up of 31 townships and 150.000 inhabitants. Half of the region's population is concentrated in its capital, Gandia and it offers services to several neighbouring regions, providing for near to 300.000 people.

An integrated and well-developed region, la Safor's economy relies principally on the tertiary sector (services, primarily tourism, business and construction) and, to a lesser extent, on the secondary sector (industry).

More than 98% of business is generated from small to middle sized companies (including the self-employed). For this reason, the main initiatives of Àncora are going to develop alongside the small and very small company.

In a diagnostic study carried out for the design of the Àncora Project, it was revealed that a sector of the workforce in the la Safor region finds itself in a dynamic constant of joining and leaving the labour market. Some of the difficulties of remaining in employment were consequently revealed. Those in this sector are :

- People over 45.
  - Immigrants.
  - Women with dependants.
  - People with disabilities.
  - In general workers with unstable work situations.
-

The results of the fieldwork obtained from this study indicate 2 main reasons why these groups find it difficult to renew their job contracts:

- Reasons relating to the economic sectors in general and in particular to the structural sectors within the company.
- Reasons due to subjective factors, such as employee / employer relations:
  - In regards to the employee: a lack of job flexibility, a lack of training, difficulties for balancing work and family life, a lack of motivation etc.
  - In regards to the company: the assignment of physically and professionally inadequate jobs to the employee, inadequate human resource management, poor awareness of its role as an ambassador for the improvement of society, etc.

The main objective of Àncora Project is to provide the improvement and maintenance of job posts in equal conditions for those target groups with major risk of social and labour exclusion, and most of all those who come from labour insertion programs, as well as to help the adaptability of the firms developing mechanisms for the incorporation of the social responsibility.

Its specific objectives and the activities developed for reaching them are the following:

1. To promote the job quality and security of those who work but are threatened by exclusion from the labour market. For achieving this first specific objective, the Àncora project develops the following activities:
  - Design and test of a complementary model to aid and advice the company.
  - Training of specialists who will implement the model in the workplace.

2.To promote the social responsibilities that companies have towards Human Resource management and, above all, towards the employees who may find themselves involved in situations resulting in job loss. In order to achieve the second specific objective, the Àncora Project has created an Observatory for the Social Responsibility of Companies and for its continuing development.

3.To promote public-private cooperation procedures regarding the balance between family and work life for the benefit of job security, especially in the case of women. In order to achieve this third specific objective, the Àncora Project diagnosis and analyses the suitability of resources as regards the compromise of the needs of the women and the companies that cohabit the region.

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development partnership DP Identifier: ES20040153

Public Administrations:

Gandia Town Council.

Association of La Safor Towns.

Companies Representatives:

Federation of La Safor Business Associations.

Trade Unions:

UGT- PV.

CCOO- PV.

Non Governmental Organizations:

Spanish Red Cross.

Cáritas Interparroquial de Gandia.

Other:

Centre for Regional Studies and Sociological Research Alfons el Vell.

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rationale for tool development (identified difficulties, issue...)

In previous projects we detected that a sector of the population is in a constant dynamics of entrance and exit of the labour market. Àncora Project arises with the objective to facilitate the quality and the maintenance of the employment of vulnerable persons. In order to achieve this general objective it develops several activities. One of them consists of developing a system of work to improve the employment adaptation between individuals, their positions and the companies, and to help them to maintain their jobs. We have called this system of work, ADAPTEM.

ADAPTEM is offered to companies as a consultancy service in order to improve their Human Resources management, and consists of the following parts:

1. Execution of diagnosis of the degree of adjustment between person, position of work and company.
2. Establishment of an Improvement Plan (IP) for achieving a better degree of adjustment between worker, position and workplace.
3. Carrying out the IP.

The tool we present in this descriptive paper allows carrying out the two first parts.

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general goal

To carry out a diagnosis of the degree of adjustment between person, position of work and company and to establish a personalised plan for the adaptation between them in order to achieve the maintenance and the quality of job.

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specific goals

1. To know the competency profile required by the company for a position of work.
  2. To know the competency profile, the needs and the expectations of the worker.
-

3. To study the gap between point 1 and point 2.
4. To establish a plan for reducing the gap between point 1 and point 2.

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#### target groups

- People over 45, immigrants, women with dependants, persons with disabilities and, in general, workers with unstable work situations.
- Companies with workers that have difficulties for maintaining the job.

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#### content (content's description – synthesis)

The “Methodology for the diagnosis of the adjustment between worker, work position and company” includes the following steps:

1. Individual Diagnosis of the Employee:
  - Collection of information about personal and family dates, training, professional path and characteristics of the last positions of work.
  - Diagnosis of personality and capacities.
  - Diagnosis of needs and expectations.
2. Performance evaluation:

Establishment of the competencies profile that the company considers that is critical for the success of that company. It includes two sort of competencies:

  - General competencies for all the company.
  - Specific competencies directly related with the position of work or a family of positions.

Execution of the performance evaluation by the hierarchical superior with the support of instruments.

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### 3. Report of results and establishment of the “Improvement Plan”.

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developed activities (in which phases have the activities been applied?):

1. Design of the methodology of work.
2. Application of this methodology of work in companies of La Safor region.

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results (final or expected)

For companies:

- A better knowledge of the company and of the position of work.
- A better adaptation to the changes introduced in the company and in the position of work.
- More facilities to carry out the management of human resources.
- Through the Improvement Plan, the worker feels more implied with the objectives of the company.

For workers:

- Maintenance of the job.
- Greater quality of the employment, since the company also knows his/her needs and his/her expectations inside the company.
- Adjustment between the person, the position of work and the company when the worker has just begun to work in the company; or when it is perceived that the degree of adjustment has diminished, or when the company wants to promote a person.

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innovative aspects of the tools

- The methodology proposed is innovative because its objective is to know the company and the worker in order
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to achieve the maintenance and the improvement of jobs.

- Another innovative aspect is the one that refers to the size of the companies. Usually only the large companies have the professionals and the necessary resources to carry out a management of the human resources of greater quality, and this methodology will permit that also the SMEs have access to this type of resources.

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#### opportunities of transferability

- The methodology for the diagnosis of the adjustment between worker, work position and the company has been applied inside the company by the Àncora Project, but it can be used for the company by itself.
- Although it has been developed and tested in la Safor region, it can be transferred to other national and international territories, without need to modify it.

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#### evaluation modalities

- Before testing the methodology in companies, it has been experienced inside the representative body of the Àncora Project.
- Every time this methodology is used in a company, the worker and his/her hierarchical superior fill in an evaluation form about their satisfaction with the results and the procedure of the methodology.
- During the length of Àncora Project, the technical team carries out a periodic monitoring to verify if the workers maintain the employment.

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