



Skills and Labour Market
to raise youth employment



Education and Culture DG

Lifelong Learning Programme



UNIVERSITÀ
DEGLI STUDI
FIRENZE

SCIFOPSI
DIPARTIMENTO DI
SCIENZE DELLA FORMAZIONE
E PSICOLOGIA

SALM Project

WP 4 – Good Practices: Examples of employment for young people in tourism senior and Social Services area

Good Practice Report – Italy

University of Florence

According to the objectives defined for this WP, and using the information derived from:

- a) Case studies (See WP3 -National Report);
- b) Focus group (See Focus group Report);
- c) Advisory Board (The members of AB analyzed the recent experiences considering innovative strategies, approaches and practices which are successful in promoting young people into labour market).

In order to identify the best practices and based on case studies conducted the following indicators were considered:

- Job creation trends
- Qualification structure (improvement);
- Training of new competences;
- Gender opportunities;
- Key performance indicators (Sustainability indicators):
 - i) sources of income;
 - ii) balance budget.

One entity was selected from the social service sector, **Cooperativa Di Vittorio**. We give a short description of the evidences that came out of the SALM activities in relation to the contribution of Cooperativa Di Vittorio to youth employment for university students.

COOPERATIVA DI VITTORIO (TUSCANY)

It is a no-profit organization (type A) (see National Report WP3 by UNIFI).

It deals with health, social and educational services. Around 60% of employees are also cooperative's members.

It is one of the biggest cooperatives in the social services on a regional level. It is characterized by a set of articulated and ground activities for planning and delivering social services addressed to a wide variety of targets: disabled, minors, addicted people, vulnerable groups, people at risk of social exclusion.

Activities covered five regional provinces: Firenze, Siena, Massa Carrara, Lucca, Livorno. More than 1300 workers are employed for that.

Attending the selected indicators, Cooperativa Di Vittorio has the following situation.

a) Job Creation – New trends

In the last 3-4 years the Cooperativa Di Vittorio has been quite stable and is going towards a growth trend. The growth perspective also involves its personnel. The number of employees is between 1,000 and 1,300 units.

The increase trend is due to a new openness to new development opportunities. This year there will be a surge because a new service in Livorno has been awarded, which will require the hiring of 110 new employees; this will lead to an increase in personnel alignment with the number of 1,300 employees.

An area that has increased is the mental health field in which the cooperative has more grip and increased use of workers.

The cooperative is trying to organise itself at the very best in a market that has changed and is changing, even with the arrival of large cooperatives in Tuscany in the north; Di Vittorio believes to be able to give a strong response against these transformations also through the opening of new services which in the past had been more cautious about.

- b) Qualification structure –
New professional profiles and new leadership needed (coordination, management, high responsibilities roles).
Increase of youth employment at Isced 3-4 and 5-6: 39 (Isced 3-4) and 45 Isced 5-6 (absolute values - update November 2013)
- c) Training of new competences
- New competences are needed as for the knowledge of the working context, the ability to manage educational relations.
 - Training in behavioural and managerial skills
- d) Gender opportunities
82% are women workers (November 2013)
- e) Key performance Indicators:
- i) Sources of income: Funding from final users: one experience like this. Total funding from public authorities (99%).
 - ii) New trends: funding from private entities to be set up and tested on a short term (i.e. via agreements with private organisations that need to be supported in social services management following the acquisition of infrastructure).
Enlargement of services offered in the private sector: support to families as for minors and disabled people (following demands of users of Cooperative's traditional services)
 - iii) Balance Budget: in 2012 and 2013 there were a lot of investments by the Cooperative. Re-negotiations were referred to the management aspects of the services.

Annex

Entity name: G. DI VITTORIO – Società Cooperativa Sociale ONLUS

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Address:
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Post Code:
54100

Municipality:
Massa

Principal Economic Activity (s) - identify the code (s) of the economic activities classification - Statistical classification of economic activities in the European Community (NACE)

NACE: **88.99**

ATECO: **Q 88.99.00**

Typology A

II. ACTIVITY DESCRIPTION OF THE REPORTING ENTITY

II.1. For each field of sector in which your entity operates, please indicate with an X what are the main activity undertaken.

	Residencial	Not Residencial	At Home	Health Tourism	Leisure Tourism	Religious/Cultural Tourism
Social Services	X	X	X			
Senior Tourism						

II.2. What population targets. (male, female, ageing, handicapped, etc)

Services are delivered in the provinces of Firenze, Siena, Massa Carrara, Livorno, Lucca, Grosseto. Activities delivered are of three types:

- **RESIDENTIAL**

More than 90% of the residential structures do not belong to the cooperative but they are entrusted through tendering or public competitions that provide facilities (RSA, psychiatric residency, etc.). These are fully managed by the cooperative: there is not only the supply of labour force, but they also organise, coordinate, write care/education plans, take care of planning and overall management of the service, with the exception of the provision of medical specialists, as it is a type of task that is not covered by the contract, it is to be paid instead by the public authority.

- *Elderly, Disabled, users with psychiatric problems, Addicts:*
 - a. general services of care and basic assistance;
 - b. specific activities in social health and entertainment
 - c. educational and individualised planning
- *Minors*
 - a. services of temporary emergency reception
 - b. foster homes (*casa-famiglia*) for minors sent by social services, even with judicial urgent judgements but not with criminal procedures; There is also the inclusion of frequently unaccompanied minors
- Users with marginality and discomfort problems
 - a. popular reception hotels
 - b. services for receiving mothers and children

○ **NON RESIDENTIAL**

- *Elderly, Disabled, users with psychiatric problems*
 - a. day care centers with assistance activities, entertainment and rehabilitation
 - i. **SEMI-RESIDENTIAL**
- *Users who are in need of specific rehabilitation:*
 - a. day care centers with extended hours for care services and rehabilitation.
 - **SCHOOL**
 - *Minors:*
 - a. educational services support extra-curricular activities;
 - b. services per la first infancy.

○ **HOME/TERRITORIAL SERVICES**

- *Elderly, Disabled, users with psychiatric problems*
 - a. assistance and educational services.
- *Minors and Youth:*
 - a. educational services, guidance, assistance and support to school activities.

II.3. Number of clients served last year in these different social services/senior tourism

Interviewees do have some problems in answering.

It is a huge census, thousands of users; quantify and divide them by types and varieties of service is complex. Moreover it is a not fixed data but quite unstable. Difficult to provide that.

		Men	Women	Total
Children	0-6 years	X	X	NA
	6-11 years	X	X	NA
Adolescents 12/13-18 years		X	X	NA
Young adults 18- 34 years		X	X	NA
Adults 34-60 years		X	X	NA
Elderly	65-75 years	X	X	NA
	75-85 years	X	X	NA
	Over 85	X	X	NA
Disabled		X	X	NA
Migrants	No dedicated services			
Multiproblematic families	No dedicated services			
Psychological distress		X	X	NA
Addicted users		X	X	NA

III. CHARACTERIZATION OF HUMAN RESOURCES

III.1. Please indicate the average number of employees with less than 25 years old in your organization, taking into account: their ISCED level, the working time arrangements and the gender. Data are dated from November 2013

2012	Fulltime		Part-time or Sporadic service		Voluntary	
	Total	Women	Total	Women	Total	Women
0-2 level	1		3			
3-4 level	16		39			
5-6 level	9		45			

III.2. How many employees your company has (year 2013):

1,312 employees:

- 544 FULL-TIME - 768 PART-TIME (diverse typologies)

- 64% employees who are also members of the Cooperatives

- average age : 43 years
- 82% women, 1,074 women employees
- youngest wmployee aged 21

III.3.1 How many workers have specific training in the field of social service or tourism senior?

- 1,195, considering all levels of pay grades providing a professional qualification / university degree: managers, administrators, coordination profiles (coordinators of services and owners of contract services) and service workers
- Main professional profiles: ODB / OSS, qualified for the animation of communities, educator without title (certified qualification to be an EP-Professional Educator), professional educator (Faculty of Medicine), social worker, psychologist, rehabilitation therapist, nurse
- Qualifications are mainly related to the work done. In some cases there may be a situation in which graduated in social, physicology, pedagogic areas . other than the ones on educational sciences – or people with a professional qualification hold the job of "untitled educator" (provided by the Negotiable framing D1). Tasks of coordination are covered mostly by graduates in pedagogy, psychology and social work.
- Administratives are 33 including 5 perform the role of manager, with management responsibilities of the area: responsible for administration, human resources manager, two managers for local services, legal manager.
- The Cooperative has a system of internal organization that provides integration of the services managed and therefore the immediate substitution of the staff responsible for coordination (Contract Managers and coordinators of services). There is also the possibility to replace an executive profile with the profile that is responsible for the area.

III.3.2.What was (were) the training course(s) attended last year (2012-2013) ?

The Cooperative promotes internal training courses run by external training agencies. If there are workers without a university degree, the Cooperative promotes paths of competency as that of "Qualified technician for the animation of the community", useful to bridge the gap between the educator untitled and profiles required by regional legislation.

Other training carried out include: D.Lsg 81/08 on the protection of health and safety in the workplace; Legislative Decree 193/07 on the HACCP regulations on food safety; first aid; fire regulations.

	Yes	No
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INTERNAL TRAINING COURSES (within the Cooperative)	Leaded by internal staff			X
	Leaded by external staff		X	
EXTERNAL TRAINING COURSES			X	
UNIVERSITY SPECIALISATION COURSE				X
UNIVERSITY MASTER				X
UNIVERSITY STUDIES				X

III.3.3. What kind of training courses must be attended by the employees to avoid the main mismatches?

The university courses are considered the result of personal choices of workers.

In the selection of personnel candidates who already have the university degree are preferred to others who do not. Workers who do not have a university degree should acquire a professional qualification.

			Yes	No
INTERNAL TRAINING COURSES (within the Cooperative)	Leaded by internal staff			X
	Leaded by external staff		X	
EXTERNAL TRAINING COURSES			X	
UNIVERSITY SPECIALISATION COURSE				X
UNIVERSITY MASTER				X
UNIVERSITY STUDIES				X

III.4. What are the 3 types of qualifications / skills / training you have had more difficulty in finding for your entity?

III.4.1. Professional Educator (in medical and education science areas) in the coast area of Massa Carrara, Livorno and Grosseto;

III.4.2. Social and sanitarian professionals (OSS);

III.4.3. Professional educators in healthcare area.

III.5. What were the main reasons for these difficulties?

III.5.1. Lack of individuals with the right professional profile

Graduates who are selected do not have sufficient expertise to play the delicate and important role of the professional educator. This profile must realize PEI user, but

he/she is unable to do so because, while possessing theoretical knowledge, he/she misses practical skills; therefore it becomes difficult to entrust him/her with such a big responsibility.

The knowledge of the context and the ability to manage relationships education are missing. This is due to a lack of experience and practice.

III.5.2. Budget difficulties intended for hiring professionals

III.5.3. Barriers or other institutional constraints

- a. The cooperative has a regional dimension. Not in all provinces it is so easy to find the needed personnel.
- b. The cooperative puts pressure on regional workforces/discussions so as to create awareness of the difficulties that the ASL (regional healthcare services) do have in the field of training of the professional profile of the OSS (that is of their responsibility). In the last two / three years a phenomenon of migration training towards the region of Emilia Romagna occurred. Training agencies prepare OSS in Tuscany but OSS take their exams in another region (Emilia Romagna).
- c. In public tenders, the ASL require professional educators coming from Medicine faculty. The Cooperative within its staff has predominantly professional educators who come from Education Sciences Faculty/Department. It is a legal issue: for the Cooperative investing in personnel training of its employees, and for employees that do possess a formal title that is not recognized, in spite of the experience gained. The Cooperative can easily organise training courses for community animators also taking charge of the cost, but something different is allowing educators to acquire a university degree.

III.5.4. Other reasons. Please specify:

The stage/training placement should be more significant, an experience where to learn to act more concretely their own professional role. This is an indication that the Cooperative does willingly: hosting more trainees and for a longer/more appropriate time, with the possibility that they can reach all the provinces of Tuscany.

IV. FUTURE PERSPECTIVES

IV.1. What is the activity in each sector that will experience the greatest growth over the next five years?

- Head of HR : elderly, because the regional health tends to go towards the home care and reduces hospitalisation. This is because of a banal factor that is the aging of population, although on the other hand, the reduction of resources brings difficulties: on the one hand the need is real, on the other financial restraint policy and the administration do not help.

- Head of Training : the limitation of resources causes an increase in unmet needs. These are needs in the field of care and education; we realise that there are more and more educational needs who come from families; as regards children, and those families who have social problems and are not adequately taken over by the services. There are also mental health problems that affect people confined within the family context and who can not find an answer to their needs. This answer can not be covered by the public service any more. Thought these needs are always present, they are more and more alarming, however they are not answered by the public services and, consequently, not event by us managing public services on behalf of the public authorities. We are in fact reflecting on how we could do to respond to these needs even privately, being then also a problem of resources. Surely there will be an increase of social needs.

IV.2. What will be the employment prospects in your entity in the next five years:

Head of HR : the situation in the social cooperation market is very competitive because there are organisations working in the field of cooperation, even bigger and more structured than us, who are entering with new skills. That increased competition and we are living this situation. Saying that in a period like this we can think of creating/enlarging personal is quite hard. it is sure that our Cooperative (being a major player at the regional level, the first social cooperative in Tuscany and at the national level it is among the first ten ones) must have a vision. Certainly our Cooperative is trying to strengthen its tools in order to have a better vision of market analysis, strengthen internal expertise and know-how. We are doing so by searching additional competences and expertise as we want to be competitive. Should this lead us to an expansion of our market and therefore to hire more people we still do not know. Surely we are gearing up to go to new types of users, or integrations with other cooperatives to enable us to cover more easily the market. The Cooperative never stops.

Head of Training : Not really expansion. It will be more a maintenance.

IV.2.1. Additional jobs will be created, for existing occupations or for new occupations?

Head of HR : for social operators.

Head of Training : The job profiles that are within the Cooperative are those ones that better respond to the needs of socio-education and assistance services' requests. These refer to the vocation of the Cooperative. Over the coming years we will need ODB / OSS and professional educators. They are prevalent in the Cooperative, but there may be others as well. According to the functions of the Cooperative and the objectives of the work sectors, profiles mainly concern this type of services that provide this kind of profiles.

IV.2.1.bis will new competences and skills be necessary for existing profiles?

Head of Training : professional profiles are the ones we have already spoke about. A lot of things depend on the existing regulations at the regional level that tells us and requires us to have certain professional profiles, such as the regulation for health facilities or for services for children or law on Accreditation. As for the knowledge and expertise required it is clear that it depends on which are the needs; for example in services for the elderly, in nursing homes, increasingly seek to consolidate the skills also on the management of the moments of the end of life. It is one of the most difficult moments in the Cooperative when the guest is missing. This is especially true for operators who need to manage a difficult time; what is needed is not only technical know-how but primarily a relational competence to cope with this moment of passage, for supporting the person but also family members. This is, for example, a skill that we are trying to enrich and to be consolidated much more over the time. But also in school or in the community for children, our coordinators tell us that it is increasingly common for the arrival and support for children in certificates: there are cases of learning disabilities and autism, so there is the need for us and for our educators to implement these skills in managing these situations as well. Educators must be increasingly prepared to address issues that are not only of a social kind but also more of a specific kind referred to cognitive learning.

IV.2.2. Some jobs will be substituted (replacement needs)?

Head of Training : they are more integrations instead of replacements. Professional profiles are the same ones but they can be enriched with new skills and competences.

IV.2.3. Certain jobs will be eliminated?

See above.

IV.2.3. Existing jobs will be redefined?

Head of HR : the market is telling us that it needs trained personnel. Moreover the tasks that are not directly of social and welfare kind does not necessarily have to be carried out by the Cooperative, which is a social cooperative. The unskilled jobs tend to be excluded. The contracts stipulate that certain tasks are tracked in other works.

IV.3. What kind of qualifications, skills or training your entity will need more in the next five years referring to:

IV.3.1. Personal qualities/attributes (self-control, assertiveness, initiative, responsibility, etc)

IV.3.2. Communication skills (communicate ideas, written and oral expression...)

IV.3.3. Human Relations and Interpersonal Skills (Coaching, dealing with conflits, Interaction and collaboration with peers, Cooperation and team working, sharing of information)

Head of HR : as we must be confronted with the users, we can not say that the self-control capacity is more important than the expressiveness.

Head of Training : they are crucial. In social work you need to have the technical skills required by the role but also the relational abilities are important.

IV.4. What kind of training providers will be more appropriate to guarantee the skills and qualifications required?

Head of Training : universities or training agencies depending on the professional profiles that are required. Surely this is a world to be connected to. Professional profiles of ODB / OSS / animators are released from the vocational training system of Tuscany region, and by regional accredited agencies.

IV.5. Does the training provided in education centers meet the needs of jobs required in your entity

	Nothing	Not much	Enough	Much
University			X	
polytechnic				
VET			X	
Continous Training				

Head of Training : let's exclude polytechnics because we do not have experience of workers arriving from polytechnics. We can provide continuing education and we are doing so. We are presenting right now the continuous training plan funded by our professional fund. I would more consider university and vocational training fields as we can make some evaluation on both. We consider quite important the contribution by University as well as by VET depending in particular on who is the training provider.

This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

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