



Networking seminar of the European Globalisation adjustment Fund (EGF) on synergies and complementarities

Rome

14 March 2018



Tervetuloa

Siate u ben
vinutu

Bienvenidos

Bienvenue

Vitajte

Добре дошли

Välkommen

Ongi etorriak

Willkommen

Bem-vindo

Merhba

Witajcie

Vítejte

Esiet sveicinati

Welkom

Velkommen

Tere tulemast

Fáilte

Benvinguts

Degemer mat

Üdvözöljük

Sveiki

Bun venit

Croeso

Wëllkomm

Hos geldiniz

Benvenuto

Benvidos

Fáilte

Mišto avilan

Καλώς 'Ηλθατε

Dobrodošla

Welcome



Introduction and welcome

European Commission

Szilárd Tamás
Head of Unit, DG EMPL F2



Keynote presentation:

**European Quality Framework on
restructuring policy**

Nicholas Costello, EC DG EMPL



Restructuring: What do we mean?

Business reorganisation driven by a managerial decision with a possible negative impact



Complex phenomenon...

Factors

- Trade liberalisation
- Innovation
- Regulatory changes
- Changes consumer demand
- Competitive pressure
- Profitability
- Internal causes

Forms

- Reorganisation
- Closure
- Insolvency
- Downsizing
- Externalisation
- Delocalisation

Regulatory framework:

- Regional framework
- National framework
- European framework
- International framework

Actors:

Management, workers repres, Social Partners (Employers Org, Trade Unions)
Public authorities (national, regional, local)
EC/EU, international

Restructuring
DECISION

Effects:

- *Positive*
 - _ Competitiveness, Productivity
 - _ Changes working conditions
- *Negative*
 - _ Job losses
 - _ Territorial impact
 - _ Sectoral Impact

Follow-up measures:

- Support measures, different funds
- Social protection
- ALMP
- sectoral, regional policies... etc



BACKGROUND

- Between the onset of the crisis and 2016, net job loss of over 1,6 million
- Restructuring remains a major source of concern as our economies adapt to current challenges (digitalisation, automation, transition to a low-carbon economy)
- In reality actors often reactive rather than anticipative and proactive
- Anticipation and socially responsible management of restructuring are crucial to encourage the adaptation of industry
- QFR offers list of the main good practices to be followed on a voluntary basis by all the major actors in this field



EU QFR

December 2013
COM(2013)822 final

*As necessary and unavoidable as it may be,
economic adjustment and restructuring may have
an employment and social impact that should be
addressed by adequate policy means*

WHO WILL BENEFIT AND HOW?

- QFR can contribute to companies' long-term competitiveness and to facilitating employment transitions
- Regions that are affected by restructuring will find guidance on how to reduce the economic and social impact of restructuring and succeed in their economic revitalisation.



WHY DOES ACTION HAVE TO BE TAKEN BY THE EU?

- Often corporate restructuring reflects developments which impact in more than one EU Member State
- A European QFR will disseminate and promote the best national practices throughout the EU
- EU action in addition to national, regional or local action

WHAT STILL NEEDS TO IMPROVE?

- Reinforcing a culture of anticipation in the implementation of restructuring measures
 - Promotion of socially responsible management in restructuring processes
 - Prevention of conflict
- ⇒ increases companies' competitiveness
- ⇒ increases workers professional mobility

OUTLINE OF THE QFR STRUCTURE

- Fiches addressed to each actor.....Companies, employee' representatives, employees themselves, social partners and national/regional authorities;
- Good practices constitute real experiences of companies, workers' representatives and stakeholders;
- Need to be seen in context but a good source of inspiration.

References: the Quality Framework and the Restructuring Monitor

- <http://ec.europa.eu/social/main.jsp?catId=782&langId=en>
- <http://www.eurofound.europa.eu/emcc/erm/rll/>
- [http://www.eurofound.europa.eu/emcc/erm/supp
ortinstruments/](http://www.eurofound.europa.eu/emcc/erm/supp
ortinstruments/)

EMPLOYERS

- Anticipation of change: strategic monitoring, mapping of jobs and skills, targeted measures for individuals, external partnerships;
- Management of restructuring processes: Building internal consensus, help organise personal support, involve external actors at an early stage.

SMEs may not be able to implement all...



EMPLOYEES' REPRESENTATIVES

- *Anticipation of change: mapping of companies' jobs and skills needs; measures for individual employees (promotion of mobility).*
- *Management of restructuring processes: joint diagnosis with management, agreement on company-specific procedures, follow-up mechanisms for supporting individuals, follow and assist employees in looking for alternatives, external partnerships.*

SMEs may not be able to implement all...

INDIVIDUAL EMPLOYEES

- *Anticipation of change: step-up capacity to collect info; review their skills, strengthen employability and mobility, exercise rights and duties on education and training.*
- *Management of restructuring processes: seek info, explore action to avoid redundancy, make use of individual support.*



SOCIAL PARTNERS AND SECTORAL ORGANISATIONS

- *Anticipation of change: mapping of jobs and skills needs, drawing up frameworks for workers' involvement, preparing targeted measures, promote internal and external mobility.*
- *Management of restructuring processes: joint diagnosis, explore all options for avoiding redundancies, support redundant workers individually.*



NATIONAL AND REGIONAL AUTHORITIES

- *Anticipation of change: mapping plus matching of skills, reinforce ALMPs and other measures, develop incentives and frameworks for mobility, measures to promote regional economic adaptation, full use of ESIF.*
- *Management of restructuring processes: joint diagnosis through data and impact analysis, explore all options before redundancies, support redundant employees (PES), facilitate partnerships.*



STATE OF PLAY

- The Commission is monitoring the way in which the good practice promoted by the QFR is being applied in member states.
- Results will be published soon.
- Preliminary findings show lack of awareness of the QFR across stakeholders at national level.



LOOKING FORWARD

- The QFR called on member states to support and promote the implementation of the QFR and all stakeholders to cooperate on the basis of the good practices outlined.
- *How can we increase awareness and generalise the implementation of anticipative, proactive and socially responsible management of restructuring?*



THANK YOU

Q&A



WORKSHOP:

Synergies and complementarity between EGF and other EU funds

*What has (not) worked so far and
looking beyond 2020?*



Introductory remarks

"Συνεργία – working together "

The interaction or cooperation of two or more organizations, substances, or other agents to produce a combined effect greater than the sum of their separate effects

$$1 + 1 = 3$$



Introductory remarks

Synergies mean **joint** or **coordinated efforts** to achieve greater impact and efficiency and could be achieved through:

- Combining funds in the same project;
- Projects building on each other;
- Parallel projects, complementing each other



Introductory remarks

Complementarity –

how can the different current funds investing in people (**better**) complement each other, aiming at increasing the European added value of the investments in Social Europe and streamlining the current funding structure



Questions

- What do you understand by synergies and complementarities between funds investing in people?
- Which current rules support synergies and complementarities and should be maintained?
- Which current rules increase fragmentation and overlaps and should be removed?
- What new measures could be included in the future Regulations in order to increase synergies and complementarities between the Funds, investing in people?



Conclusions of the workshop

11:00 – 11:15





EGF IN ITALY

**Welcome and introduction by
Profesor Maurizio Del Conte**

***President of the National Agency for
Active Labour Policies (ANPAL)***



EGF IN ITALY

**Focus on the complementarity with other funds, especially with the ESF by
Mr Raffaele Ieva**

***National Agency for Active Labour Policies
(ANPAL)***



EGF in Italy: Focus on complementarity with other funds, especially with the ESF

Rome, March 14th, 2018



1. EGF in Italy

2. The experience in Italy within two recent EGF co-financed interventions :

2.1 Whirlpool intervention

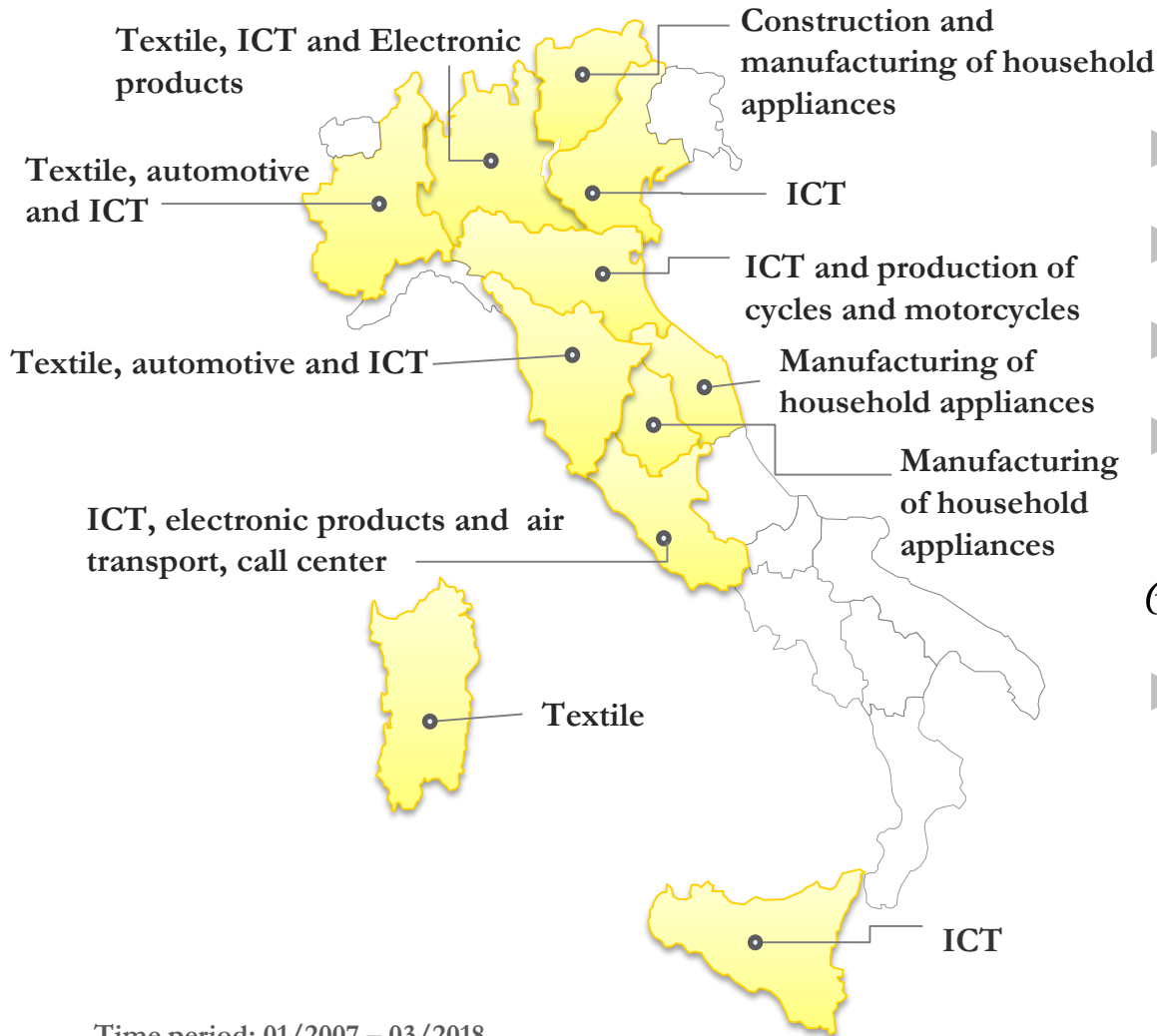
2.2 Almaviva intervention

3. Organisational activities carried out by ANPAL and Anpal Servizi



1. EGF in Italy

Overview



- ▶ 14 Applications
- ▶ 11 Regions involved
- ▶ 14,371 workers involved
- ▶ Overall requested financing:
€ 117.951.775,00 (€
63.885.182,35 EGF)
- ▶ Final overall amount of closed applications (13 out of 14): € 17.722.772,84 (€ 10.029.594,80 EGF)

Time period: 01/2007 – 03/2018



1. EGF in Italy

Funded actions

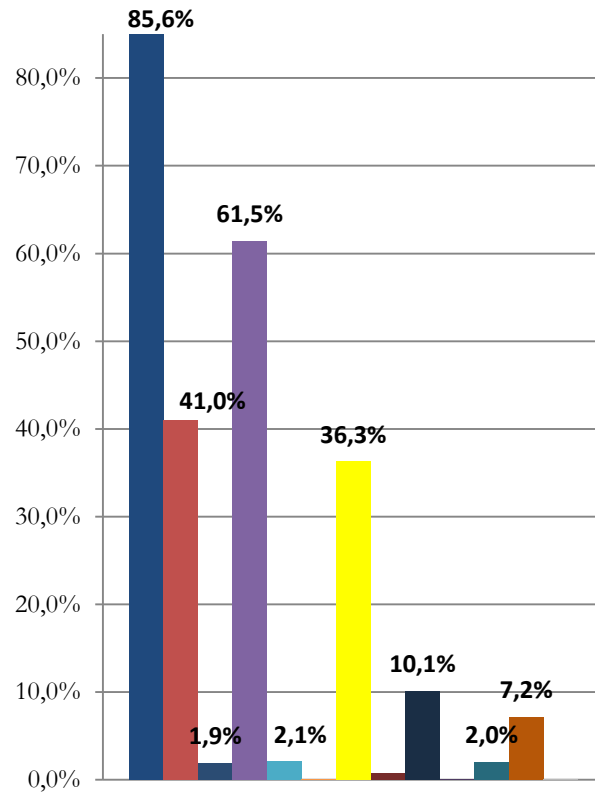


EGF applications submitted since 2011

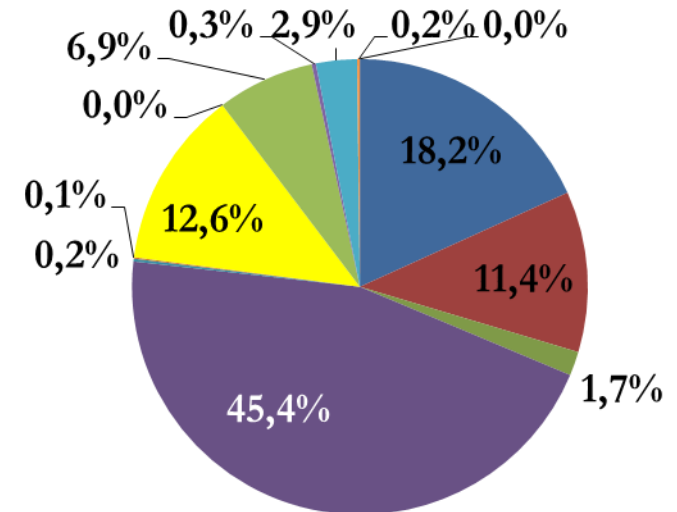
Actions

- Individual job search assistance
- Job rotation and job sharing
- Supported employment & rehabilitation
- Training and re-training
- Promotion of entrepreneurship
- Bonus for entrepreneurship
- Job search allowances
- Mobility allowances
- Training allowances
- Measures for disadvantaged workers
- Hiring benefits
- Voucher for improving the work-life balance
- Internship

% of workers beneficiaries of actions



% of expenses by type of action



Reference period: 01/2007 – 03/2018

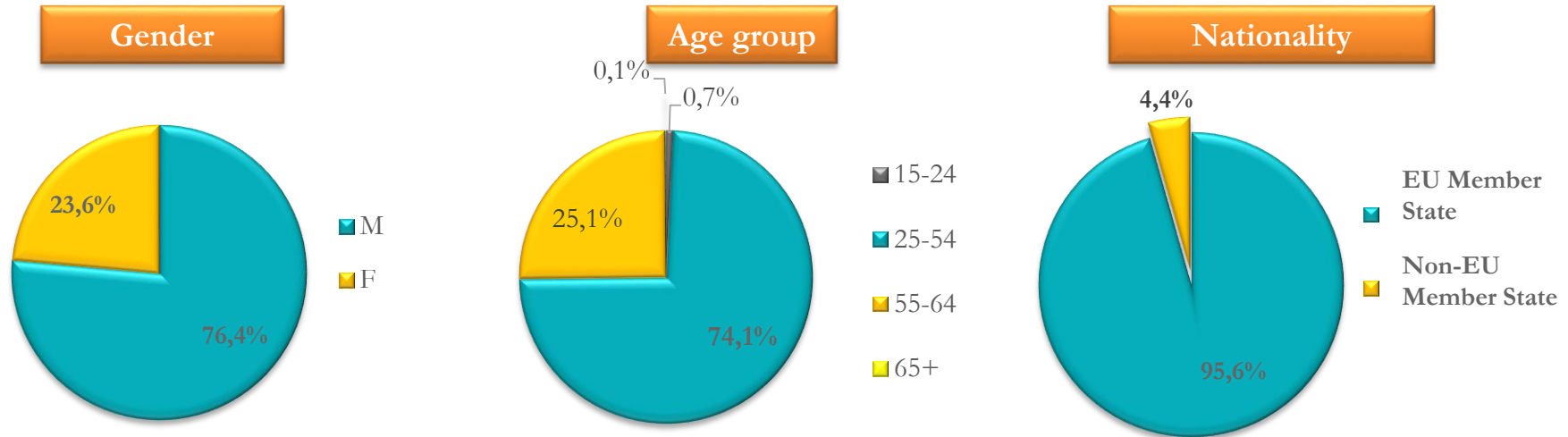


1. EGF in Italy

Workers beneficiaries of EGF assistance

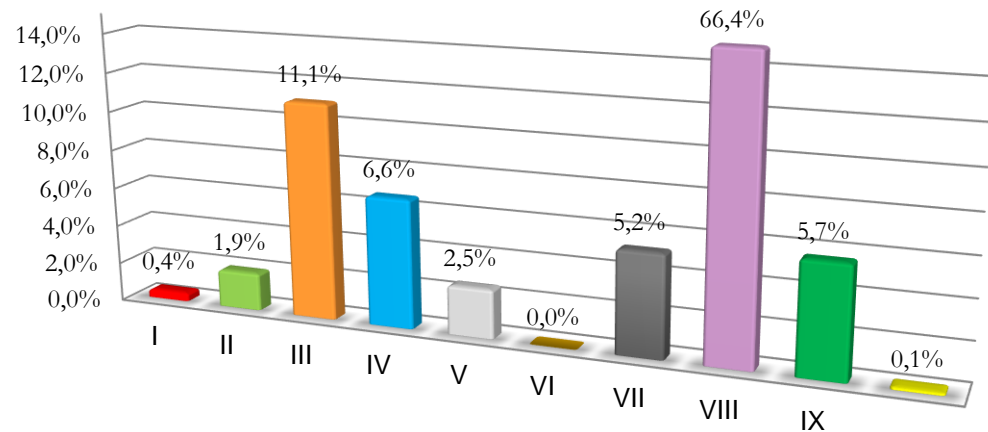


EGF applications submitted since 2011



Professional categories (ISCO 88 Classification)

- I Managers
- II Professionals
- III Technicians and associate professionals
- IV Clerical support workers
- V Service and sales workers
- VI Skilled agricultural, forestry and fishery workers
- VII Craft and related trades workers
- VIII Plant and machine operators, and assemblers
- IX Elementary occupations
- ND not known



2.1 EGF/2010/010 Whirlpool (1/2)



At the end of the 24 months period, 318 participants out of 608 had found new employment, 340 after 12 months, i.e. 56% of the original workforce. The budget reported to the EC was 83,2% of the total amount requested (the certified value is €2.621.205,29 out of €3.150.000,00 requested)

ESF-funded measures:

- Basic vocational guidance
- Training for self-entrepreneurship
- Support for business creation

Three main advantages:

1. Rapid outreach to laid-off workers
2. Quick implementation of some initial services, notably guidance
3. Considerable savings in terms of administrative work load

Why the EGF:

- Drastic contraction of ESF funding for the 2014-20 Programming Period, so EGF was used to the target audience
- The rationale for standard costs within the ESF also leads to a standardisation of actions and interventions in general. EGF measures often are not standardised
- Better focus on training actions, especially on:
 - The original sector of the laid-off workers;
 - The specific qualifications meeting the particular needs and characteristics of the target;
 - The needs of local companies considering to take on new workers



Key points of Whirlpool intervention

The possibility of launching measures for the workers before submitting the application to the EC, for two main reasons:

- On the one hand, first measures were co-financed by the ESF, as these were actions already envisaged under the mainstream regional programming
- On the other hand, in anticipation of the EGF, local government financed the kick-start of active policy measures so that workers could be promptly re-activated

2.1 EGF/2010/010 Whirlpool (2/2)



Therefore, the measures co-financed by the **EGF** were **complementary** to the active labour policies actions, which workers could have accessed only through the ESF or national co-financing.

On the other hand, acting with ESF measures and procedures would have resulted in a massive amount of **administrative and bureaucratic adjustments**, resulting in delayed action or nullified outcomes.

The joint use of the two Funds required **constant coordination** between the two competent administrative offices.



The company's crisis (call center services) was rapid and led to 1,610 redundancies.

Still, workers were taken in charge promptly; activities began about two months after the redundancies were notified.

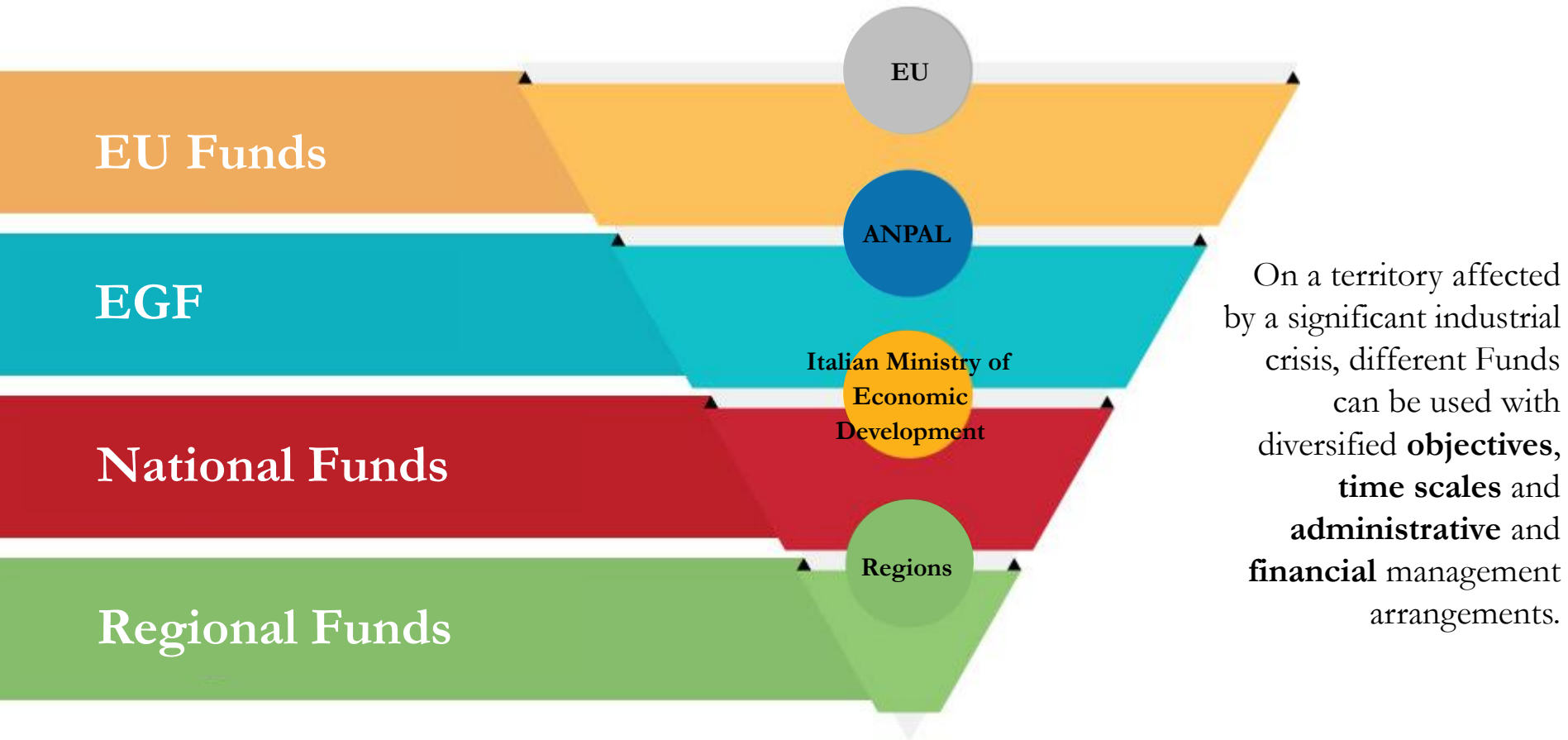
An additional and relevant aspect of complementarity of this intervention is represented by the support that the public employment services received in the framework of a technical assistance action, provided by Anpal Servizi (ANPAL's in-house body) and funded by the ESF, for the development of their skills.



Key points of Almaviva intervention

- Early financial coverage of the entire intervention provided by ANPAL
- Complementarity with the ESF
- A new measure, called employment voucher (AdR), being pilot tested at national level, granting an amount to be spent in intensive job-search services at accredited providers (public or private)

3. Organisational activities by Anpal and Anpal Servizi



On a territory affected by a significant industrial crisis, different Funds can be used with diversified **objectives**, **time scales** and **administrative** and **financial** management arrangements.

A plurality of funds can be used in a complementary way to fight industrial crisis situations



3. Organisational activities by Anpal and Anpal Servizi



Role

ANPAL is responsible for coordinating and defining interventions for **active labour market policies**



Challenges

- Continuous monitoring of real or potential **industrial crisis** early on
- Use all available Funds, including EGF
- More coordination and synergy to maximise Funds effects on the territory
- Better coordination of stakeholders involved



Policy

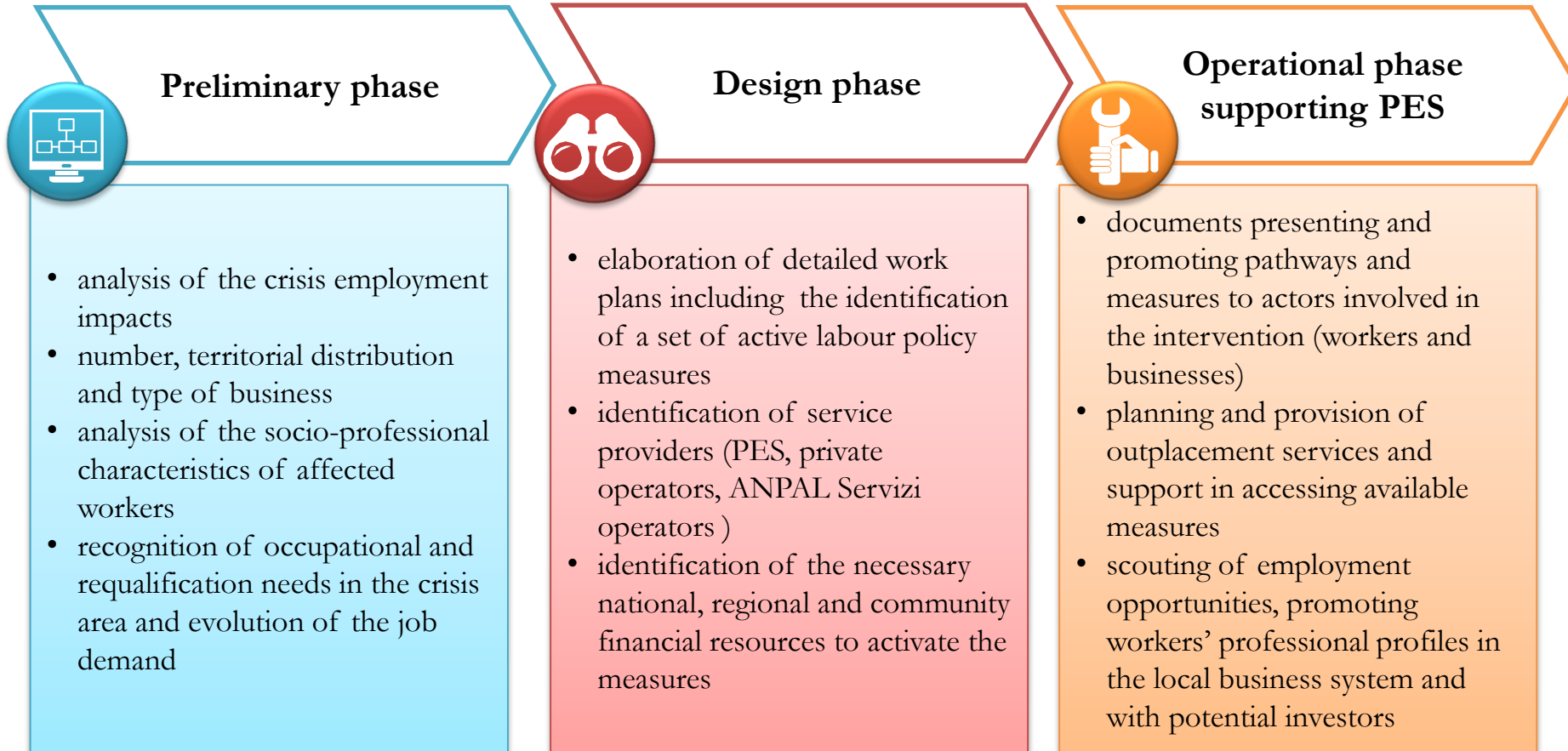
ANPAL activated a specific line of interventions, managed by ANPAL Servizi and co-financed by ESF, aimed at aligning standards for industrial crisis management across different Regions



Governance

The design of active labour policies intervention programmes, requalification and reemployment of workers in corporate or sectoral crises, includes several phases (preliminary, design and operational phase)

3. Organisational activities by Anpal and Anpal Servizi



Almaviva was the first EGF intervention to apply this scheme

3. Organisational activities by Anpal and Anpal Servizi



EGF Almaviva is a relevant form of EGF -ESF complementarity for three reasons:

1

It integrates EGF and ESF interventions at regional level, with a closer look at direct beneficiaries

3

It allows timely assessment of the possibility and opportunity to submit an application for EGF co-financing

2

It allows accurate monitoring of crisis situations evolution, in coordination with the Ministry of Economic Development



Thank you for your attention!

Raffaele Ieva

Raffaele.ieva@anpal.gov.it





Member States discussion

In MS experience what non-EGF funded measures are most effective in supporting the successful delivery of EGF interventions?



EGF IN ITALY

**Overview on the Almaviva
intervention with a focus on the
self-employment measure by
Mr Marco Noccioli
Lazio Region**



THE REGIONAL MODEL OF ACTIVE LABOUR MARKET POLICIES APPLIED TO THE ALMAVIVA PROJECT

Supporting intervention aimed at the replacement of Almamviva contact workers



The Regional Model for Active Labour Market Policies

Thanks to the programmes realised by the Lazio Region between 2014 and 2017, such as Youth Guarantee, Relocation Contract (ESF Operating programme) and EGF Projects, a specific package of measures to be adapted to the target has been designed:

Tailored coaching measures are foreseen, in order to facilitate the beneficiaries' participation to the active labour policies:

1. Attendance allowances
2. Mediation bonus
3. Mobility measures for new hires

Tailored coaching

Employment coaching

Employment coaching pathways are tailored for single individuals, comprising:

1. Relocation contract:
 - Employment coaching (training courses, traineeships)
 - Self-employment coaching (specialised training courses)
2. Active citizenship interventions:
 - Community service

Measures addressed at enterprises

The measures addressed at **enterprises** are:

- Hiring bonus by «de minimis» rules or under an exemption regulation
- Support for the creation of new businesses
- Measures aimed at improving productivity, flexibility and work-life balance

The Almaviva intervention

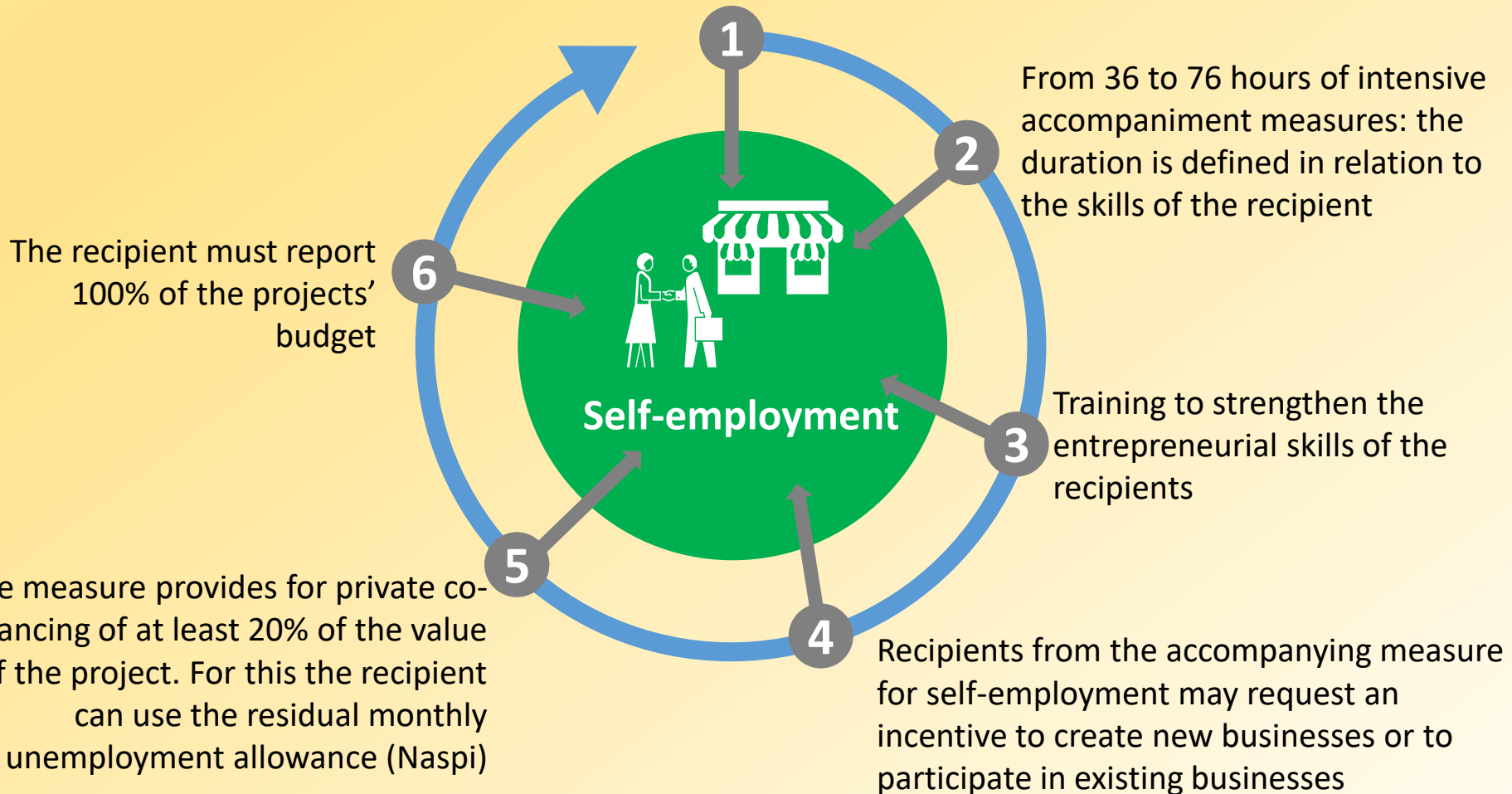
For the former Almaviva workers, a set of measures financed by different funds has been prepared: the EGF, the ESF, funds of the Lazio region

The active policy measures developed for the former Almaviva workers are:

- Self-employment support and incentive for the start-up of new businesses (EGF)
- Training and professional requalification (EGF)
- Allowances for territorial mobility (EGF)
- Conciliation measures (EGF)
- Relocation allowance (EGF)
- Employment bonus
- Intervention aimed at workers over-60 (regional funds)

Support for self-employment and for the start-up of new businesses (1/2)

24 Hours of specialist guidance



Support for self-employment and for the start-up of new businesses (2/2)

Different forms of investment are accepted:

- Creating and launching a new business.
- Take over, also free of charge, in the sale of the company or branch of the company. The contribution shall be granted in the light of a plan for the development of the detected activity and cannot in any way be allocated to the payment for the transfer of the pre-existing business.
- Spin off company: to support the aspiring entrepreneur to transform an idea, a potential, a productive, technological or market opportunity in a new enterprise, starting from an already existing company. At least 1/3 of the members must be in the possession of a degree.

Data of Self-employment

92

The former
Almaviva
workers who
have chosen
the measure
of the
accompanim
ent to self-
employment

41

At the end of
the
accompanying
activities, 41
business plans
and incentive
requests were
submitted by
45 recipients

Thank you for your attention
Marco Noccioli
direzione.lavoro@regione.lazio.it





Summary & Conclusions

by the Commission



12:30 – 13:30

Networking lunch



Afternoon session

Almaviva project visit



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*Networking Seminar on synergies and
complementarity between EGF and other EU funds*

Almaviva

An innovative approach to cope with a
crisis and support dismissed workers

Luigia Maria Mirena

Roma 14 marzo 2018



- Cooperation and complementarity
 - Actors and funds
 - Measures, services and supports

- Prompt coordinated package of active labour market services and measures

- Motivation and worker's choice
 - Guidance and involvement
 - Diversified offer

- Detailed information about
 - Involved workers
 - Reference labour market



Interinstitutional
Governance



*Anpal,
Anpal Servizi
Regione Lazio*



In cooperation and synergy
to integrate
competence and funds

Operative
Governance



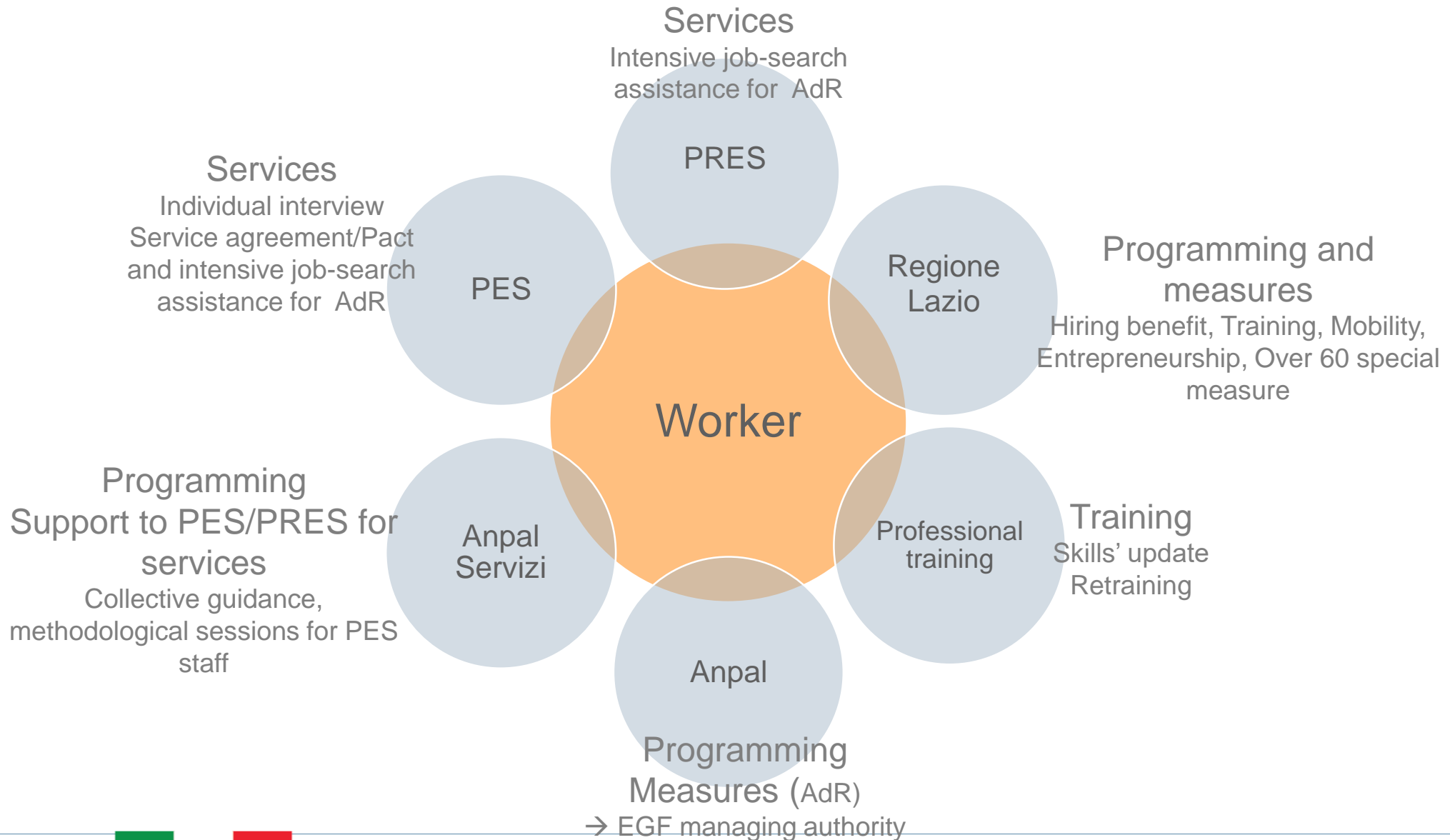
*PES, PRES,
Anpal Servizi,
Professional training
institutes*



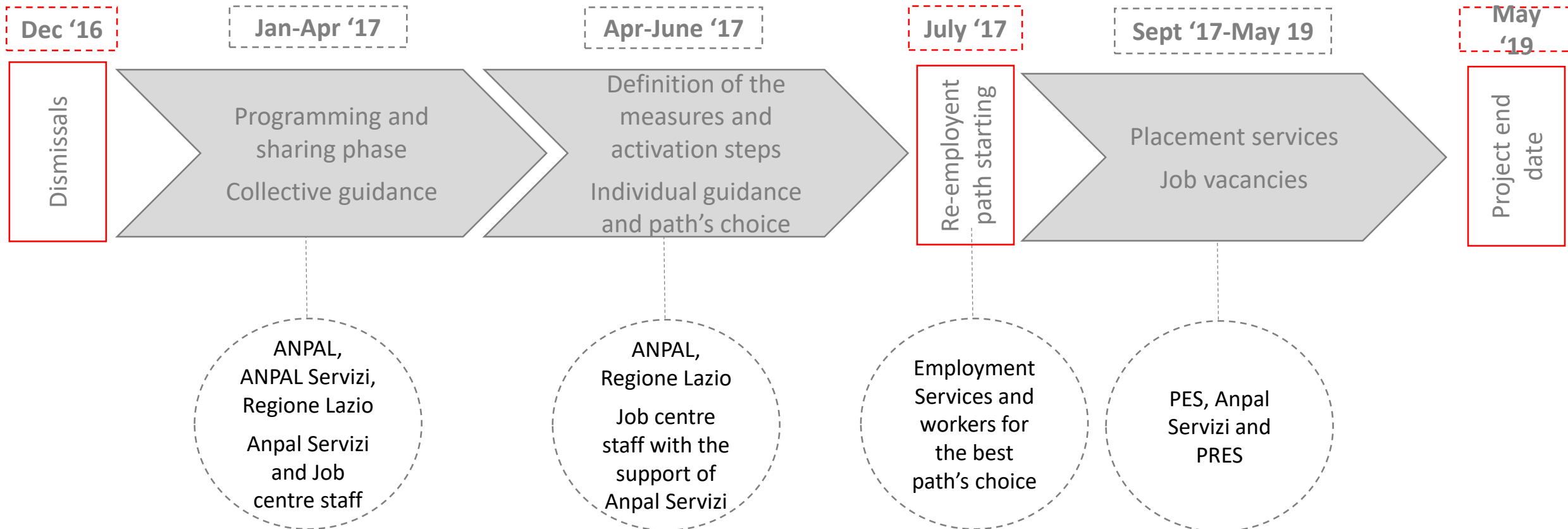
Involvement/commitment of
the labour market services
network to empower an
open system that supports
the re-employment paths



Sinergy between actors and funds



Prompt supports and services



■ Motivation: information and involvement

- Collective sessions/Group guidance to motivate and involve workers:
 - Information about the path: actors, services and measures
 - Information about their professional profile and the labour market, at a national and local level
 - Analysis of their professional profile and their expectations

82 sessions of collective guidance

Managed by Anpal Servizi, together with 11 involved job centres
1.524 involved workers out of 1.610 (94%) potential workers

- Individual guidance aimed at the activation:
 - Analysis of the worker's profile and his/her expectations
 - Detailed description of paths and measures
 - Support of the personal choice

1.538 (about 95%) Pact/ Service Agreement signed at 32 Job centres
- 1.338 workers participate in the Almagiva project -

- Formal and informal meeting with workers representatives to collect suggestions, proposals and goals about the path
- Activation of a dedicated email address to send documents and collect information
- Anpal info line: direct telephone number for workers and companies



REPLACEMENT VOUCHER	1.213	91%
SELF-EMPLOYMENT	92	7%
OVER 60	30	2%
TOTAL	1.335	100%

PES: 860

PRES: 353

Data: February 2018



- Analysis of workers' characteristics in the programming phase
- First step: in-depth analysis in phase of collective guidance (workers complete a form)
- Second step: workers prepare CV and profile autoanalysis and they send documents to the dedicated email address
- Following steps are identified during the individual interview



Activities aimed at:

- Designing a personalised package of active labour market services and measures
- Activating the analysis of job vacancies
- Organising collective and individual guidance

- Analysis on:
 - most dynamic sectors
 - hiring, with reference to the same (or similar) profile of ex Almagora workers (source: «Compulsory communications» Comunicazioni obbligatorie)
- Analysis of the professional needs of skills per sector and profile (source: Indagine Excelsior)
- Suitable preparation of the guidance service, in group and individual
- Careful guidance on:
 - ✓ Active sectors
 - ✓ Requested profile
 - ✓ Training activities
- Useful search for employment opportunities

Direct contact (in the first phase) with the most dynamic local companies (in terms of hiring propensity) - 1.500 - to promote workers' profiles and benefits and to detect professional skill needs



■ Contacted companies

Direct contact with 1.500 local companies

Professional skills needs	260
PES contacts with workers for placement	1.220
Application for the vacancies	442
Job interviews	435

** Data refer to companies contacted by Anpal Servizi staff in support of PES staff*



Attention
Information Awareness
Guidance Interest
Motivation
Consideration **Promptness**
Cooperation Detailed information about workers
Clear path



Thank you for your attention

Luigia Maria Mirena
Immirena@anpalservizi.it

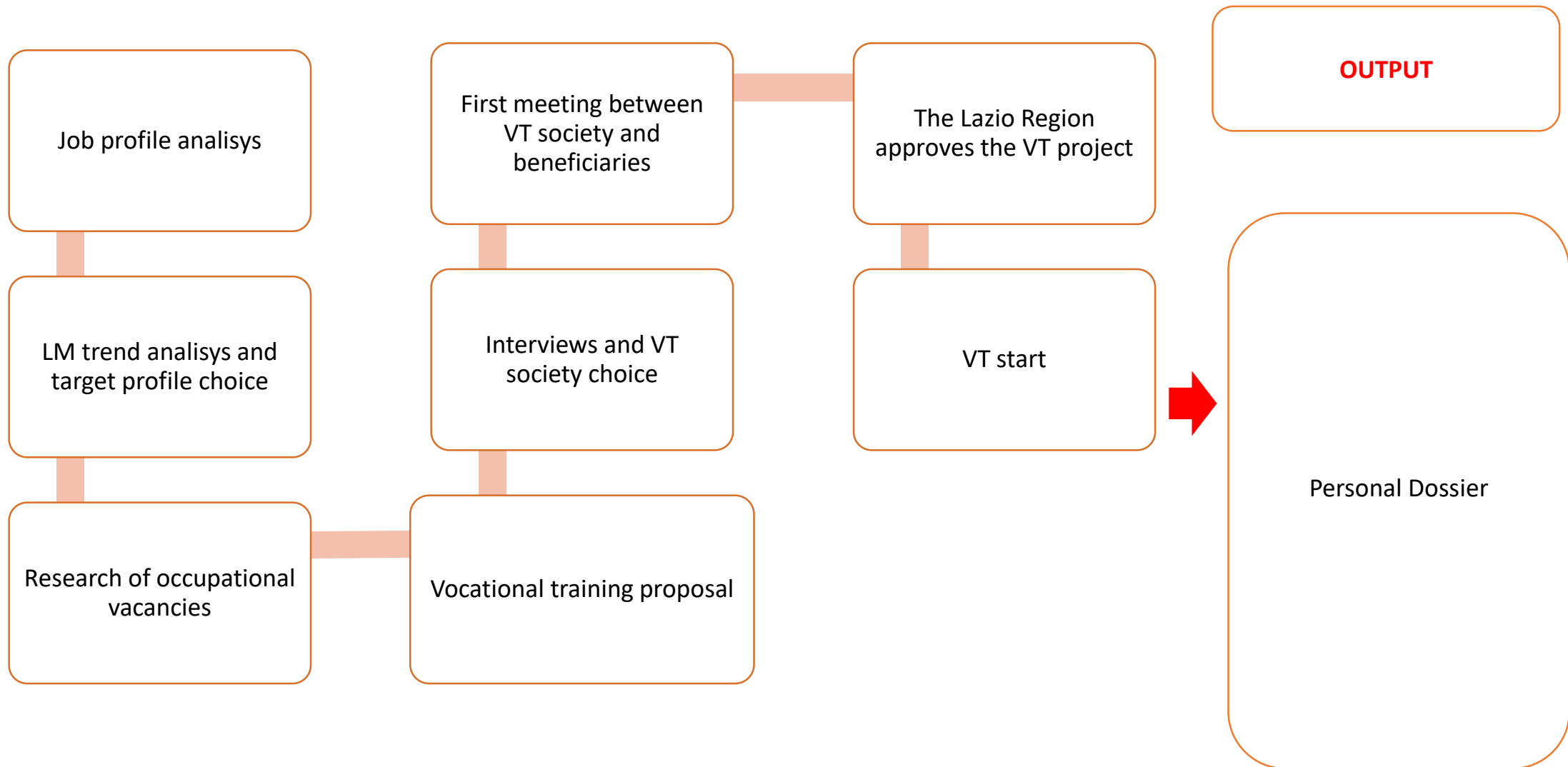
Almaviva Contact re-employment plan

Vocational training and requalification of competences

Ilaria Castiglione, *Anpal Servizi*

14 th, March, Rome

- ❑ Supporting Lazio's job centers in activation of vocational training and 'ADR' beneficiaries' reintegration
- ❑ Adjusting, updating and requalifying competences and the expertises of the employees who have been laid off by Almaviva Contact Ltd
- ❑ Identifying strategic professions and future tendencies of the labour market



- ❑ Analysing previous job experience of the workers acquired in others professional sectors
- ❑ Analysing job profiles ‘sought after’ by the beneficiaries as indicated on the *Intensive research agreement*
- ❑ Assessment of the compatibility between the job profile of the position ‘sought after’ by the beneficiaries and their previous work experience

Expressed in italian classification of occupations (4 digit) (Istat, CP 2011)

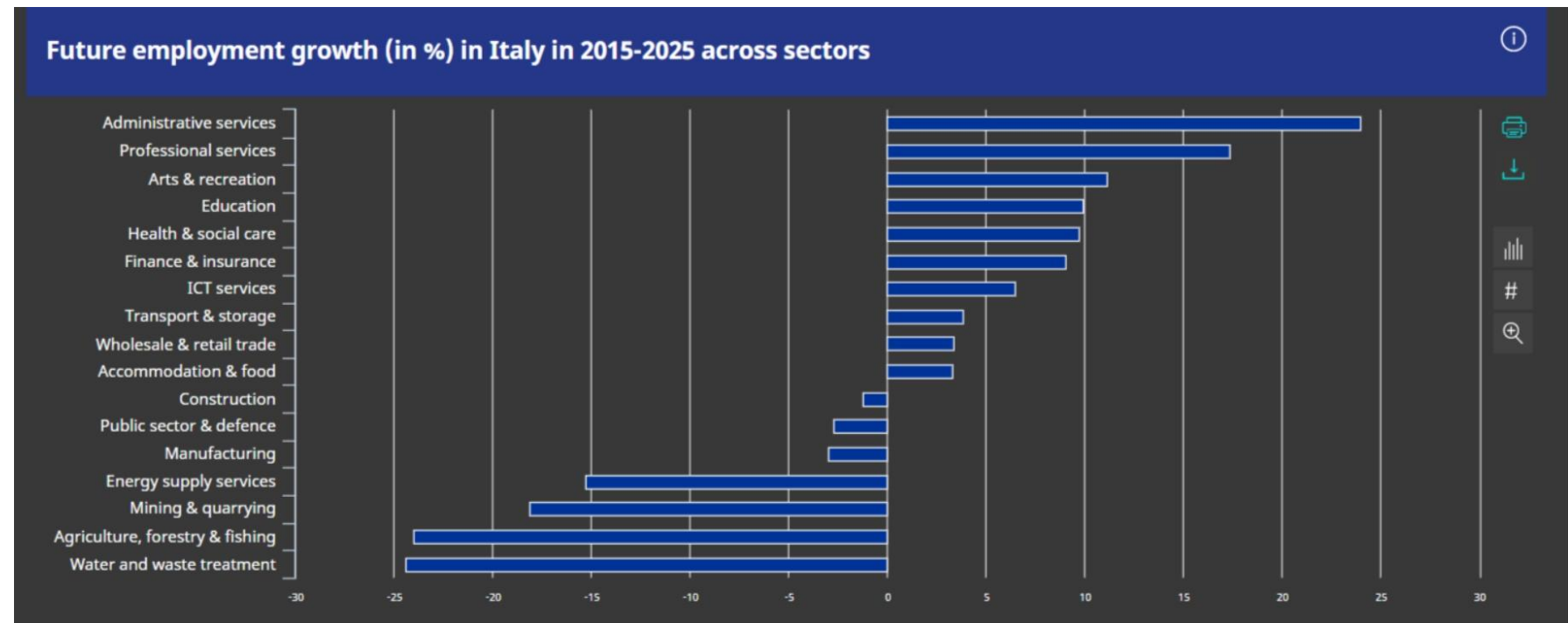
To establish the demand for the future position (short and long term), a number of available data banks should be consulted:

1. Excelsior monthly survey and forecast (3 digit, IT classification)
2. Skills Panorama long term forecast (3 digit, International classification)

The long term forecast:

The analysis of long term forecast is based on **Skills Panorama** data, a project elaborated by Cedefop, that provides the labour market trends until 2025.

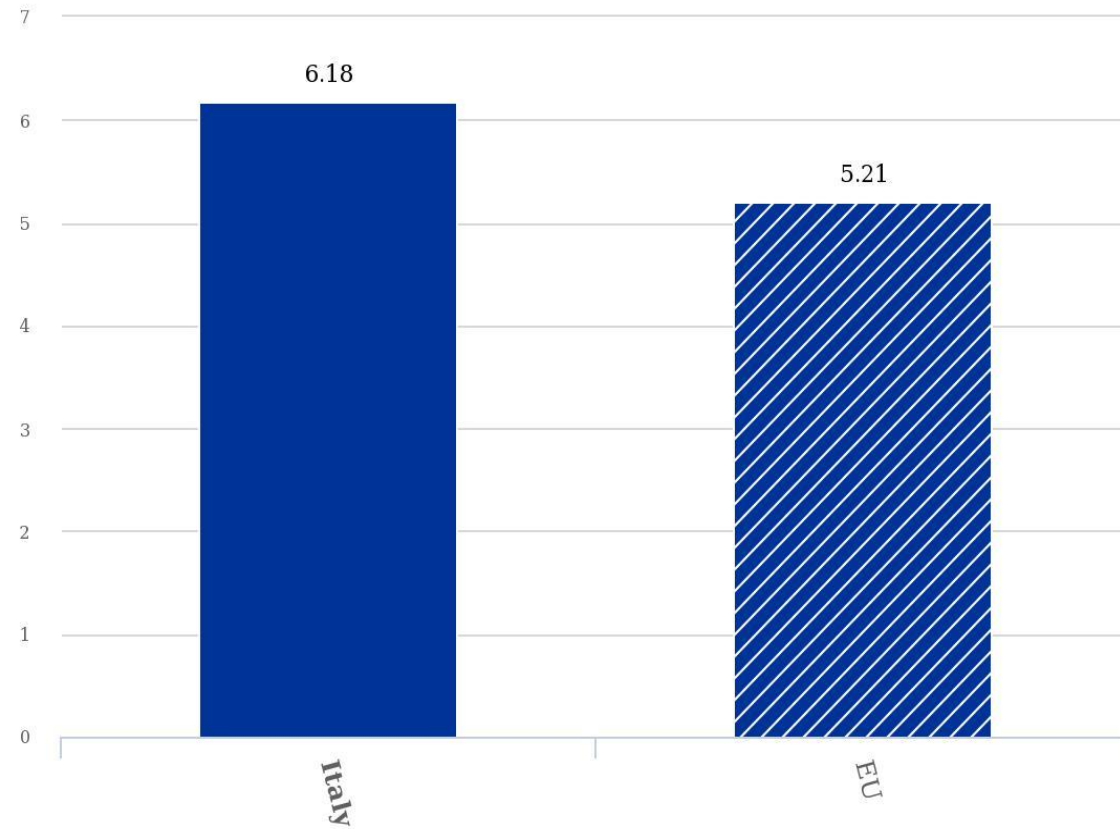
We convert IT classification 3 digit (Istat CP 2011) in international classification of occupations (ISCO 08)



The long term forecast:

Tecnici informatici, telematici e delle telecomunicazioni (3 digit) = ICT technicians

We insert the data in the personal dossier



Trend growth (%) of italian and european occupation of "ICT technicians" from 2015 to 2025

The job profile choice:

On the basis of 'sought after' of applicant and the labour market forecast, we select **at least two job profiles**:

- We select and order the job profiles considering the labour market forecast
- We connect a job vacancy selected with 'scouting procedures', for each job profile chosen

- ❑ We connect the 'sector' of vocational training, using the Italian classification **Orfeo** (coherent with Cedefop class.), for each job profile chosen
- ❑ In addition to the VT, we propose the **Massive Open Online Courses (MOOC)**
- ❑ **All these information are described in the personal dossier**

1. The job center calls the beneficiaries for the individual interviews
2. During the interview we describe the personal dossier
3. During the interview the workers choice the VT society
4. The workers meet the VT society and accept the VT individual projects
5. The Region approves the VT individual projects
6. The VT courses start

- ❑ The job centers of Rome have contacted about **840 beneficiaries** from 16 to 23 febraury
- ❑ At 23 febraury almost **471 beneficiaries** (56%) have confirmed their interest
- ❑ To date many others beneficiaries ask us to partecipare
- ❑ The individual interviews started from 6 march

Thank you for your attention

Description of the initial measures, such as collective and individual guidance and the role of the public employment services during the intervention Almaviva

Rome, 14th of March 2018

Antonio Capitani

PES activities for the Al maviva intervention

PES have been activated immediately to support Al maviva former workers through the following measures:

01 Collective guidance

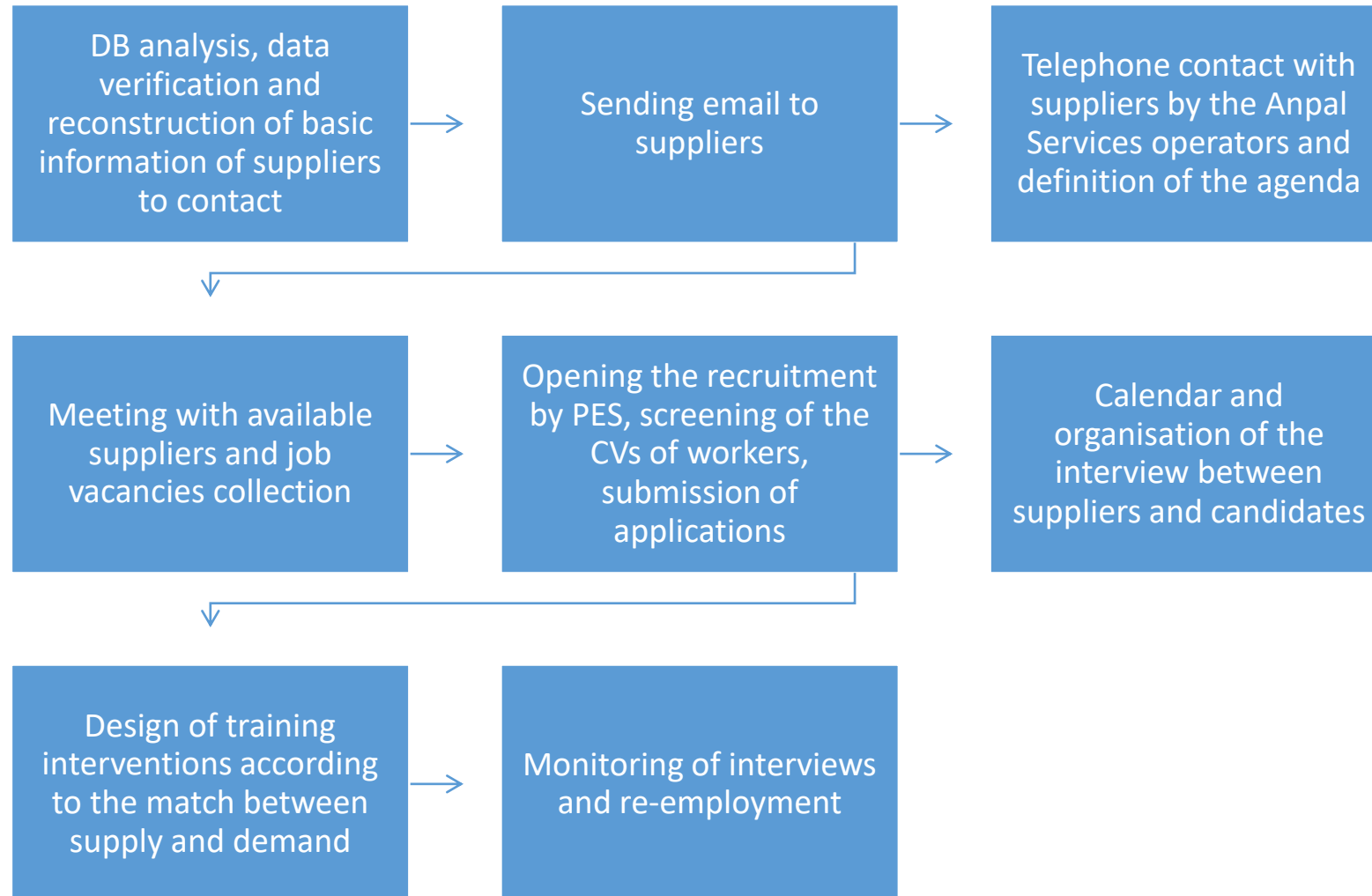
02 Individual guidance

03 Job search

04 Re-employment allowances

- Starting from the 9th of March 2017, PES, with the support of Anpal Servizi, organised 1.5 hours of informative group sessions for maximum 20 people on available services, guidance towards reintegration into employment, making also available specific active search tools. In particular, Metropolitan city of Rome capital (CMRC) made:
 - 1,582 emails
 - 1,582 recalls
- Starting from the 6th of April 2017, PES started 2 hours of individual guidance, that include skill assessment, profiling of the participant workers and design of the customised reintegration paths, as well as the enrolment procedure

The flow of demand scouting activities



Job search (2/3)

Preliminary results of job search (figures as at 15th of January 2018)

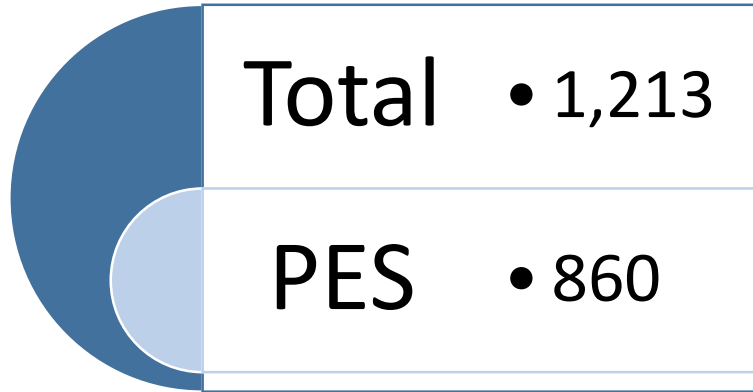
Overview of pre-selections and selections	Numero
Workers contacted by PES for a job proposal	862
<i>COMDATA spa</i>	550
<i>AF srl</i>	288
<i>Philmark Informatica spa, Key partner srl, Indra Italia spa (on going)</i>	24
Workers candidates for vacancies	411
<i>COMDATA spa</i>	352
<i>AF srl</i>	50
<i>Philmark Informatica spa, Key partner srl</i>	9
Job interviews carried out	270
<i>COMDATA spa (in corso)</i>	218
<i>AF srl</i>	50
<i>Key partner srl</i>	2

Job search (3/3)

Figures as at 15th of January 2018

Profiles Required	Number
Inbound call center operator	120
Outbound call center operator	50
Java programmer	13
Systems engineer	1
Receptionist	1
TOTAL	185

Reemployment allowances



Figures as at March 2018

Contract type	Workers reemploy <=6 months	Workers reemploy >6 months	Total
	Permanent	55	
Fixed-term	20	155	175
Flexible/Temporary	6	25	31
Fixed-term (substitution)	3	14	17
Internship	1	5	6
Housework	1	1	2
Intermittent Work	1	0	1
Other	0	1	1
Total amount	87	201	288

Source: Processing on reporting obligation data by Metropolitan City Rome Capital figures as at 7/12/2017

Supporting workers in the active job search consists of two main services:

- personal assistance and tutoring aimed at continuously assisting the former workers in the necessary activities for their relocation, through the assignment of a tutor, the definition and sharing of a personalised program for active job search;
- intensive research of employment opportunities aimed at promoting the professional profile of the workers towards potential employers, the selection of vacancies, screening assistance, up to the early stages of the recruitment.

- Intensive job services for the beneficiaries of the re-employment allowances;
- Provision of retraining and relocation services to workers involved in the crises such as Almagora (activation of training courses) and Ericsson;
- Strengthening suppliers services and scouting job opportunities;
- Improving organisation of the PES services and enhancing the operators skills.

Thank you for your attention

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*Networking Seminar on synergies and
complementarity between EGF and other EU funds
Wednesday 14 March 2018*



Preliminary results of the survey targeted on
the former Almayva employees:
how personal resources and coping
strategies influence the approach
to re-employment and to the future

Chiara Consiglio, Laura Borgogni, Guido Alessandri, Pietro Menatta



SAPIENZA
UNIVERSITÀ DI ROMA

In collaboration with



Unemployment and reemployment



Financial crisis → increase of unemployment rates (**Europe** and **US**)

- ✓ **Job loss** is probably the career transition more difficult to face (Zikic & Klehe, 2006) and unemployment has a number of negative consequences: lower level of psychological and physical health (Wanberg, 2012)
- ✓ More recently, studies investigated **factors influencing reemployment success** (situational factors, job search behaviours, and individual characteristics)

Personal resources facing job loss

It is well known the **protective role of personal resources in stress situations, transitions, crisis and changes** (Van Den Heuvel, 2010; Kozlowski, et al., 1999)

Personal resources help the individual **to maximize from environmental opportunities, cope with difficulties, persist and capitalize** from failures

Hence they can be crucial in job loss!



Evidence also showed that the **quantity and quality of efforts** invested in job search activities are related to future reemployment

Approach to future reemployment

The perceptions of future reemployment, namely a positive look towards future job opportunities, is also associated to reemployment success



On the other hand, **hopelessness** (the loss of hope referred to the future) pushes individuals to disengage from job search behaviours and to exit from the job market becoming more vulnerable to depression



Main research questions

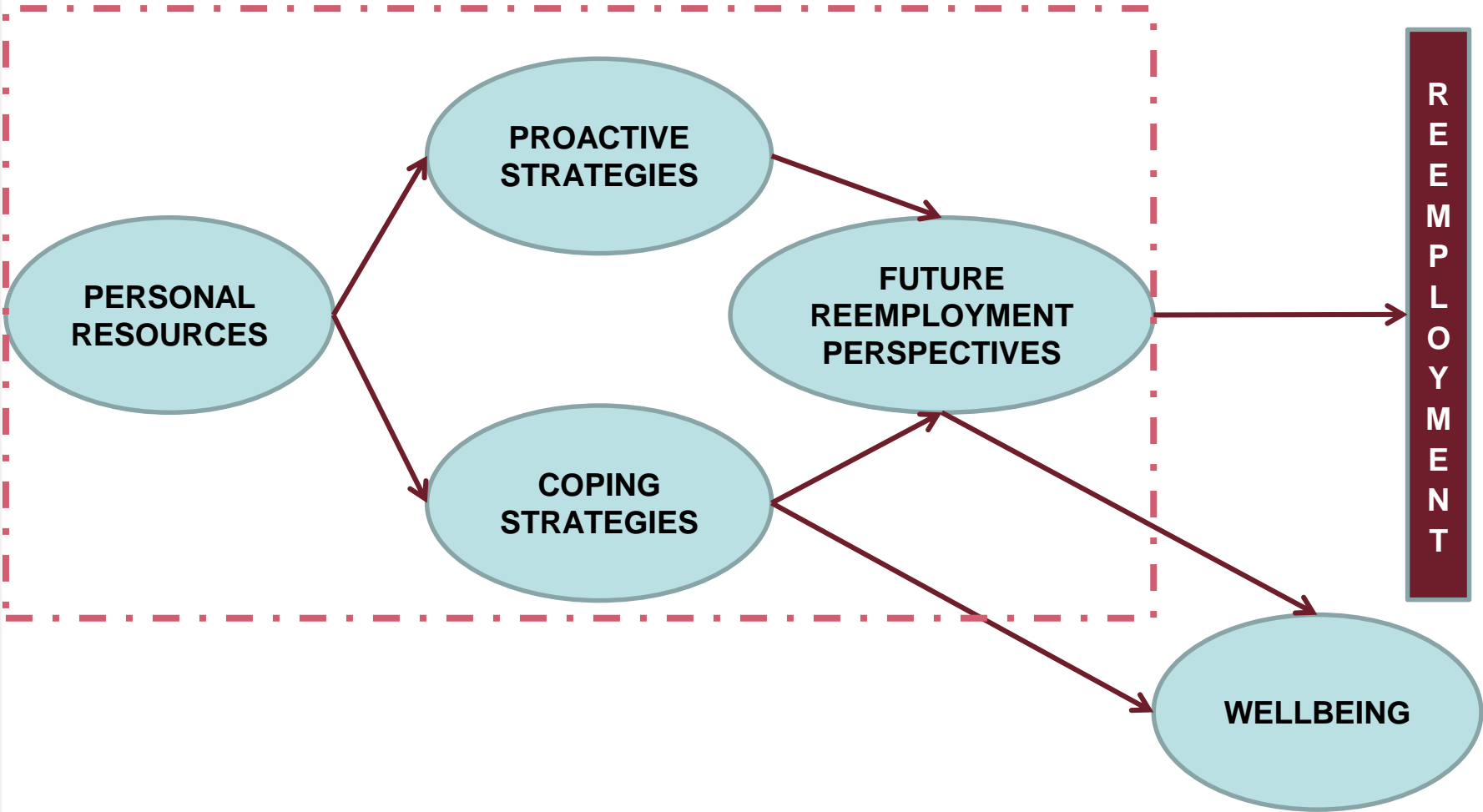


Explore to what extent **personal resources** are related to:

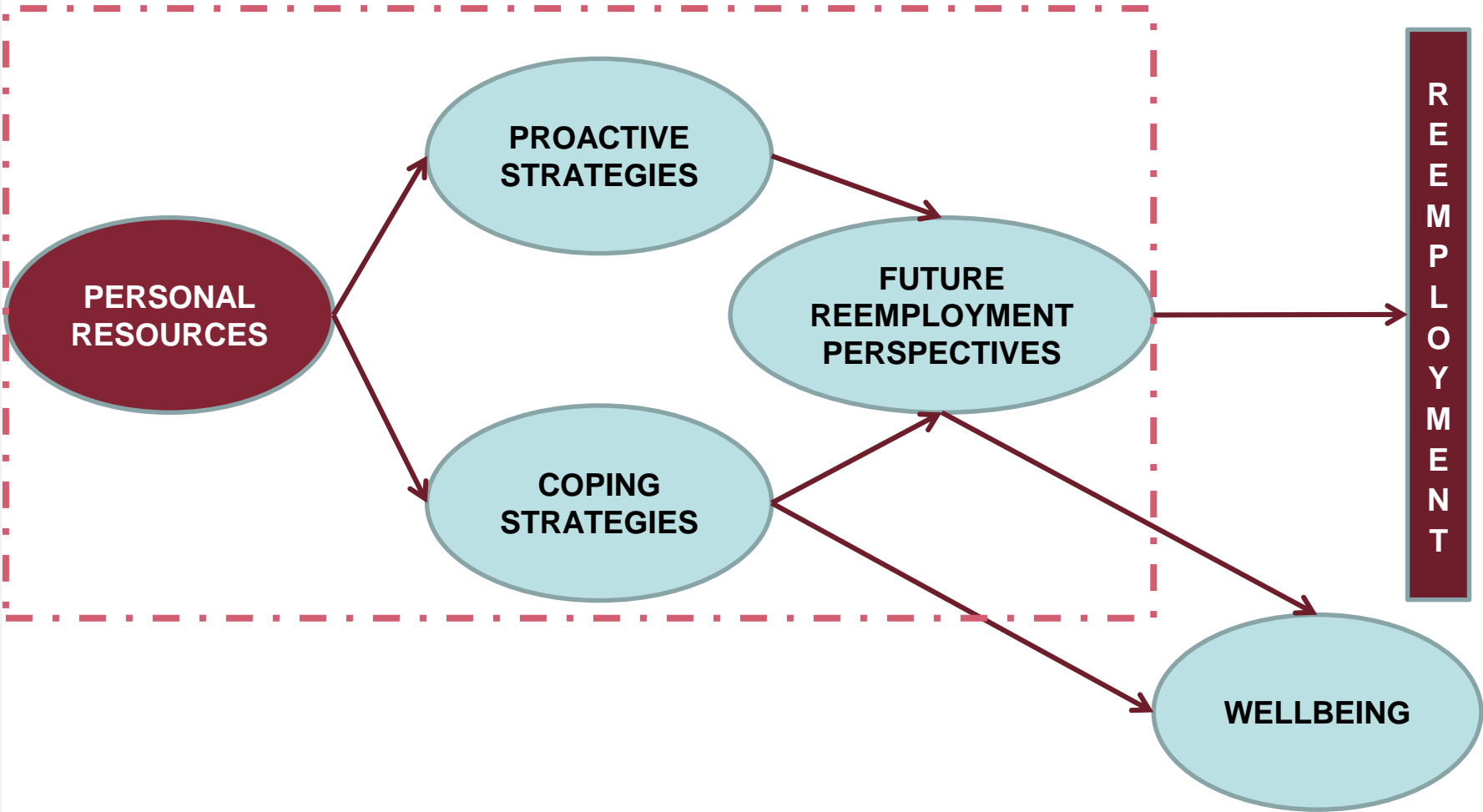
1. **Behavioral coping strategies** targeted to reemployment
2. **Cognitive coping strategies** to face job loss
3. **Future employment perspectives**
4. **Reemployment outcomes** and future **well-being**



The hypothesized model



The hypothesized model



We focused on 4 personal resources (1/2)

1. **Self-efficacy** (Bandura 1986; 1997), declined into **job search self-efficacy**, the individual's perceived capabilities to organize and perform the behaviors necessary to obtain the desired employment outcome (Moynihan et al., 2003; Nesdale & Pinter, 2000)

"I am sure I am able to develop all the skills that I need for my future job"

2. **Resilience**, the ability to sustain and bounce back when facing difficulties and problems, overcoming frustrations and recovering emotional balance (Masten, 2001; Luthans et al., 2007)

"After bad moments, I quickly recover all my calmness"

We focused on 4 personal resources (2/2)

3. Openness to work change characterizes individuals that are open and willing to begin new experiences, and are more adaptable to different work requirements

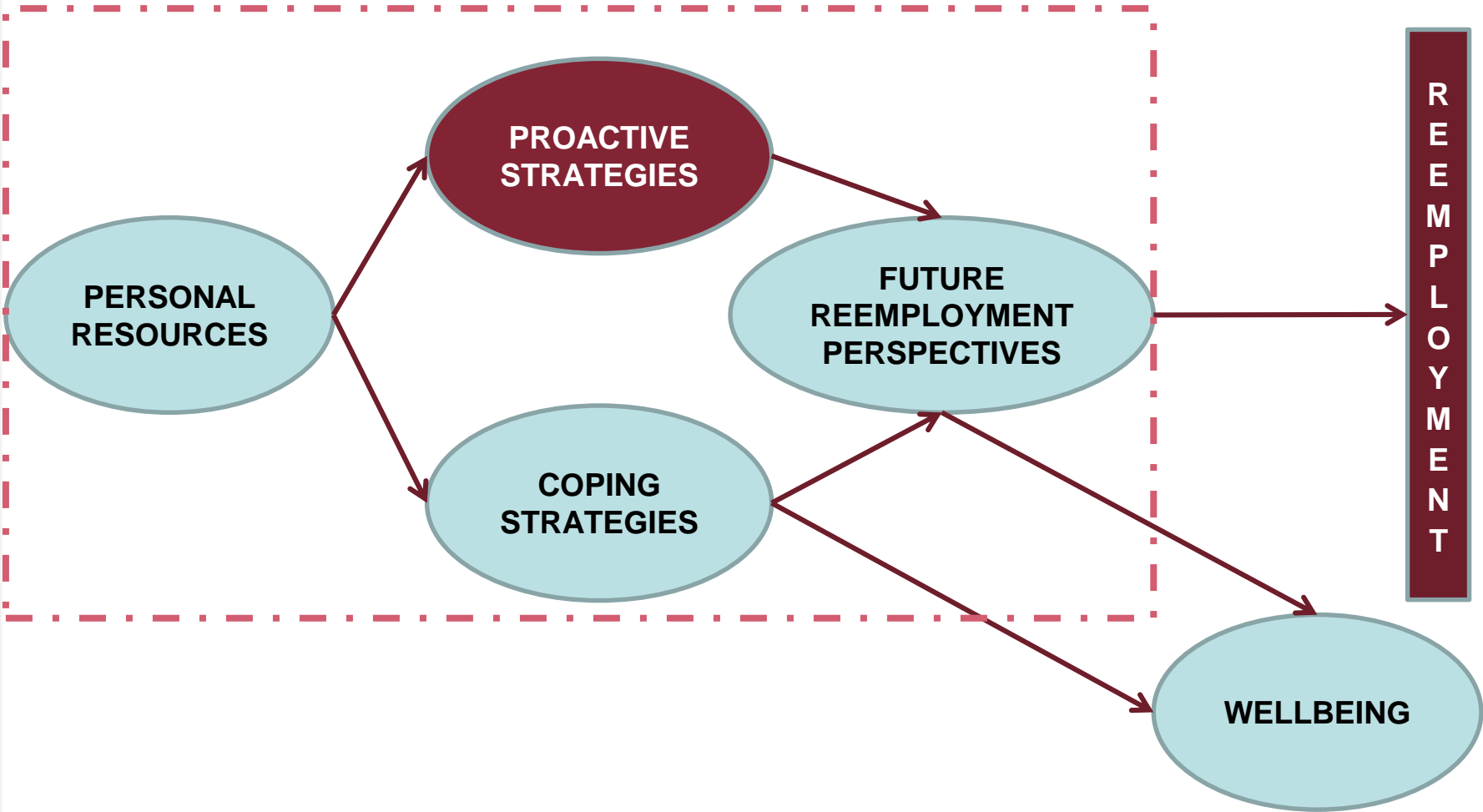
“I am open to do a job completely different from the previous one”

4. Work locus of control, the belief that work events depend on internal versus external factors (Rotter, 1966). Individuals with internal locus believe that work success depends on people effort, whereas people with external locus attribute work outcomes to external circumstances (Wang et al., 2010)

“Work success depends overall on the effort”

“The possibility to find a good job depends most of the time on fate”

The hypothesized model



We focused on 3 proactive behavioural strategies targeted to find another job

1. Active job search refers to the direct attempts to find another job, focusing time and energy on active job search activities (Kinicki & Latack, 1990)

“I have invested a lot of time and energies on job search activities”

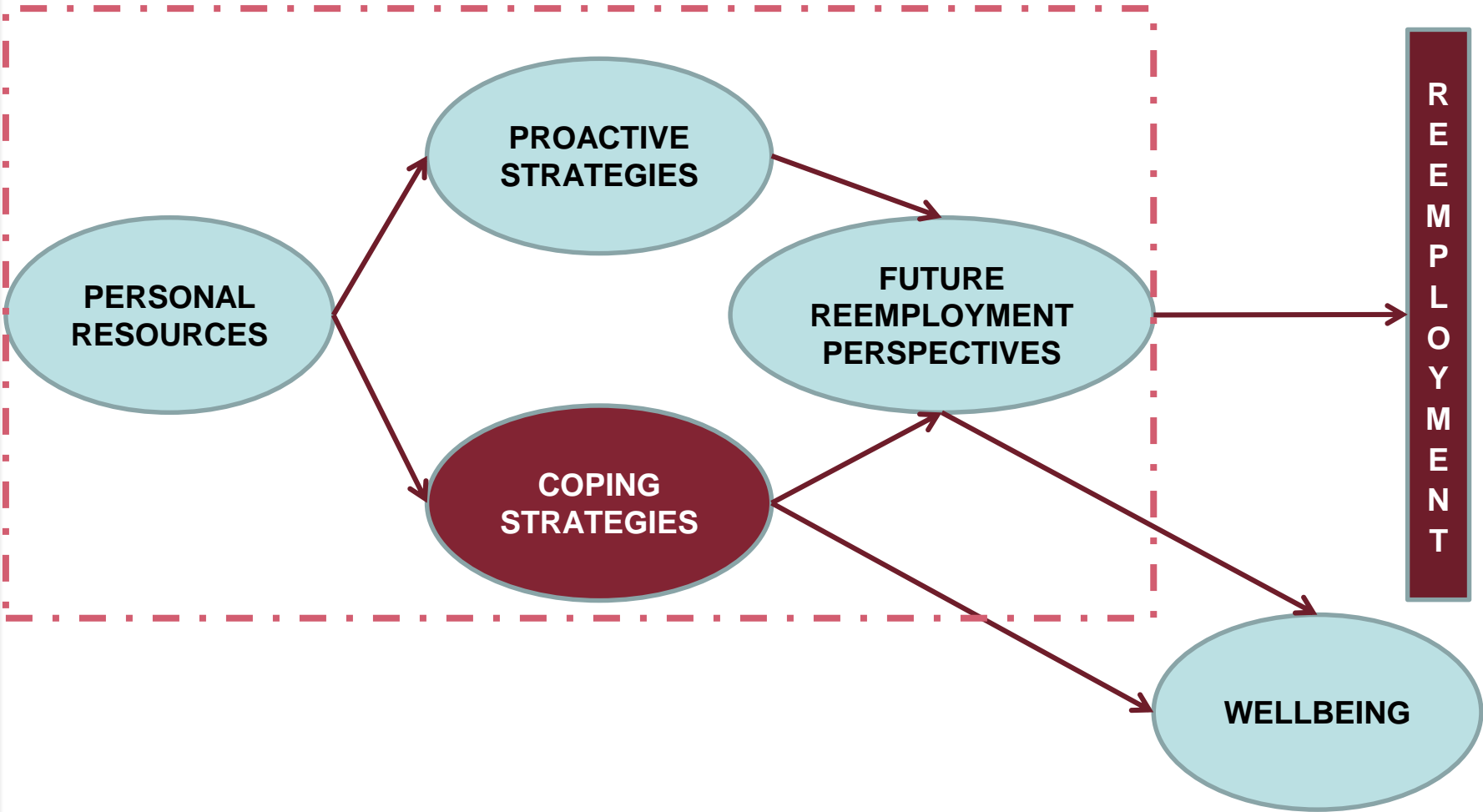
2. Networking refers to leverage on personal and professional network increasing the possibility to find a job (Kinicki & Latack, 1990)

“I have talked to people that can help me to find another job”

3. Skill improvement refers to behaviours targeted to increase professional skills and competences (such as training) in order to increase opportunities for reemployment

“I have looked for training opportunities in order to improve my professional competencies”

The hypothesized model



And 2 cognitive strategies to face job loss

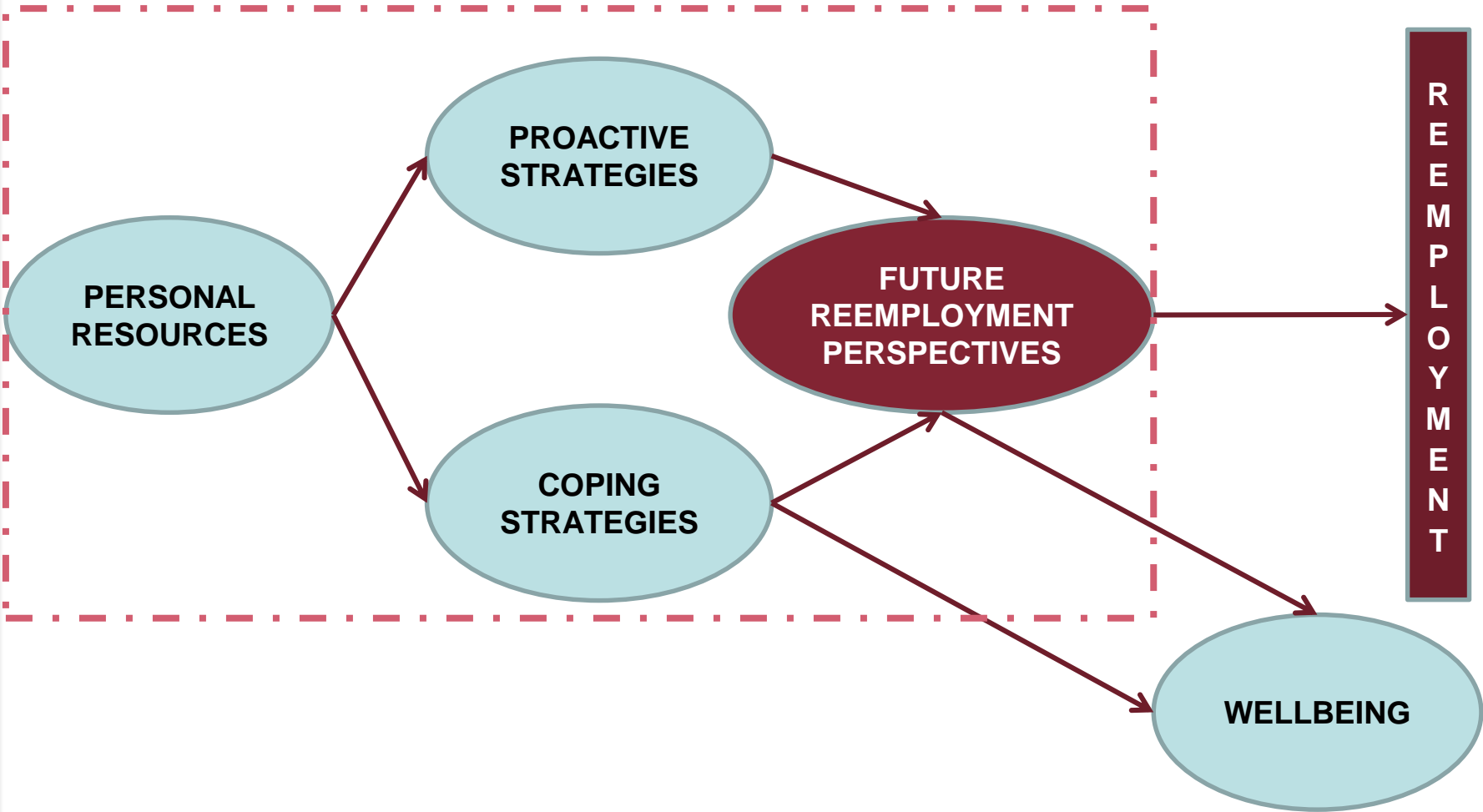
1. Rumination when the person is excessively focused on the stressful event, by passively and repetitively focusing on symptoms of distress and on the circumstances intensifying negative emotions

“I often find myself thinking about what went wrong in my professional life”

2. Avoidance coping, is a coping style characterized by thoughts and behaviours targeted to deflect attention from job loss and from the negative feelings associated

“I told to myself that in life job is not everything”

The hypothesized model



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And 2 dimensions related to future employment perspectives

1. Perception of future reemployment refers to the positive perception of future reemployment

“I trust my chances of professional accomplishment in a time not too long”

2. Hopelessness refers to a general negative attitudes, thoughts and feelings towards his/her professional future.

“It is totally useless trying to obtain what I want in the working life”

The sample (1)

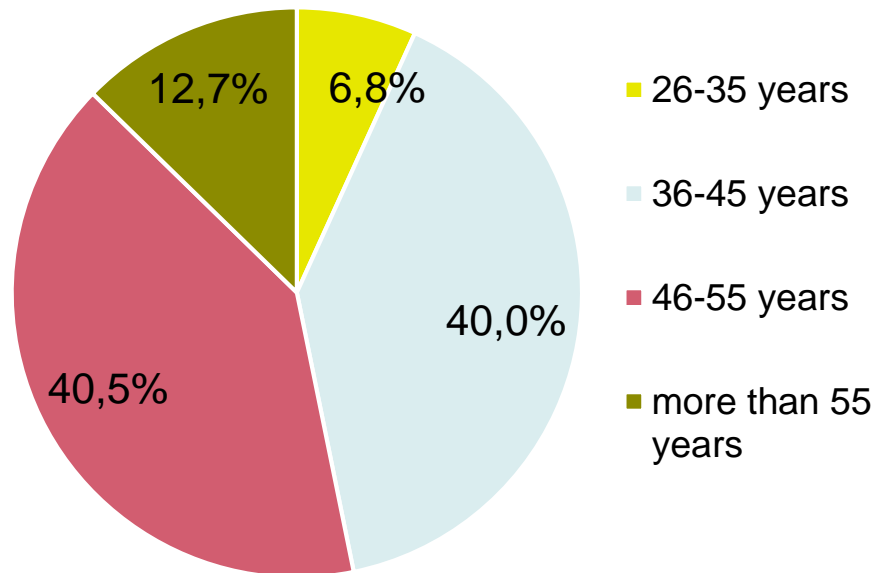
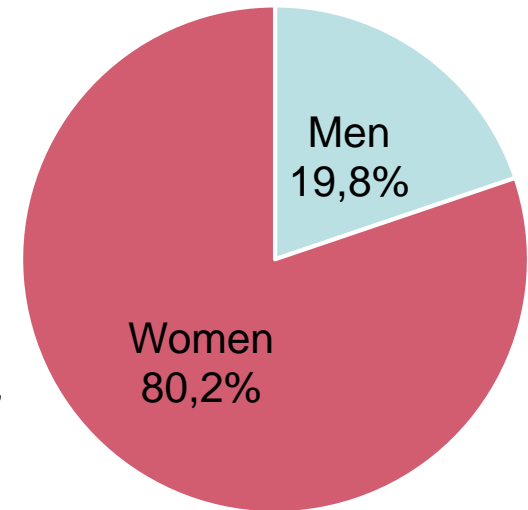
872 Almaviva ex-call center workers

61,6% response rate

(1415 participants to the reemployment plan)

(1666 population)

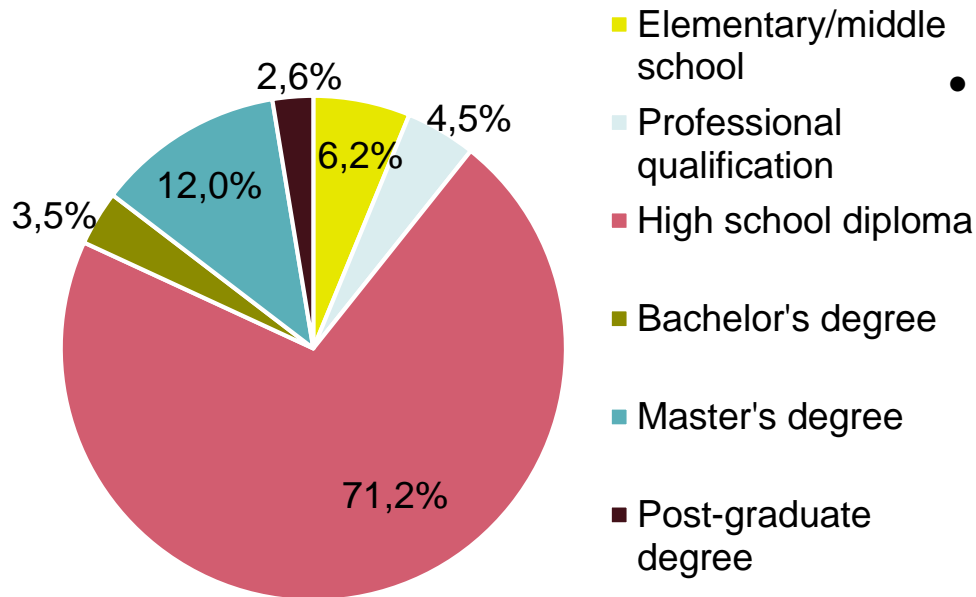
- **Sex:** the majority of the sample are women (80,2%),



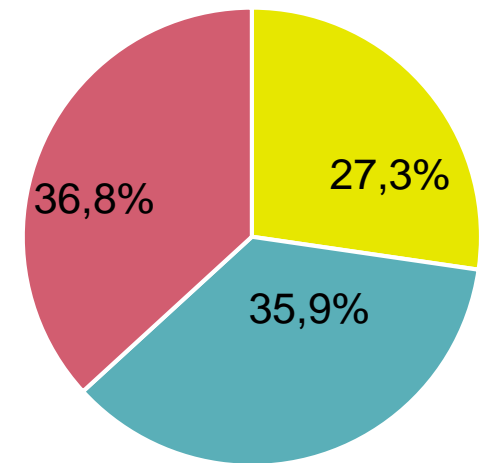
- **Age:** about 80% of the sample is between 36 and 55 years old

The sample (2)

- **Education:** the vast majority of the sample have an high school diploma (71,2%)



- **Tenure:** 74% of the sample have worked in the call centre for more than 10 years



- **Dependent family members:** 31,3% of the sample have dependent family members (such as children, partner, ...)

■ 1-10 years ■ 11-15 years ■ >15 years

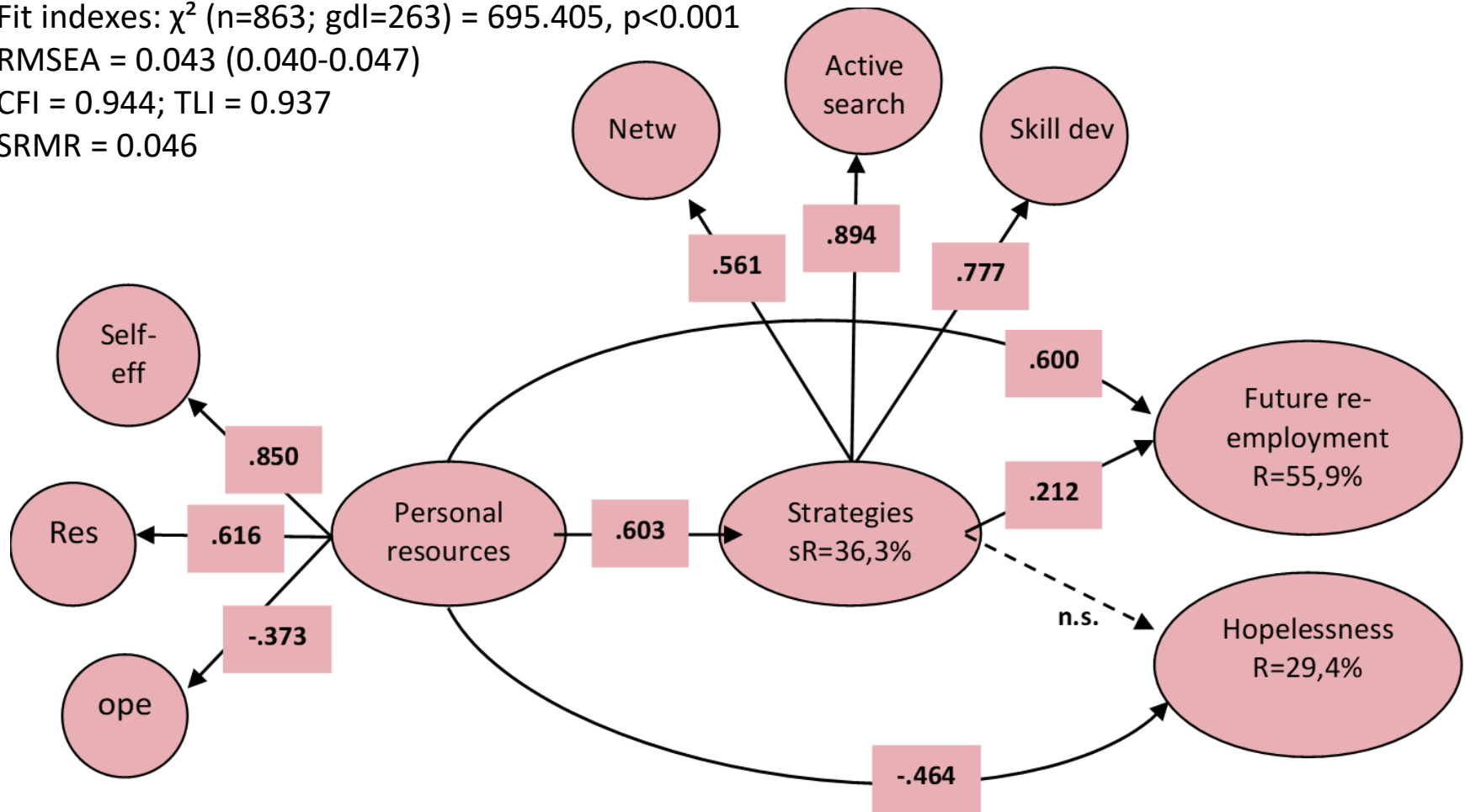
The tested model

Fit indexes: χ^2 (n=863; gdl=263) = 695.405, $p < 0.001$

RMSEA = 0.043 (0.040-0.047)

CFI = 0.944; TLI = 0.937

SRMR = 0.046



Personal resources (self-efficacy, resilience and openness) influence proactive strategies (active job search, networking, skill development), hopelessness and future reemployment perceptions. Moreover, proactive strategies partially mediate the relationship between personal resources and future reemployment perceptions (.13 $p = 0.000$).

Frequencies %

PERSONAL RESOURCES	LOW	MEDIUM	HIGH
Self efficacy	11%	55%	34%
Openness	8%	35%	57%
Resilience	14%	45%	41%
Locus ext	8%	55%	37%

STRETEGIES	LOW	MEDIUM	HIGH
Proactive job search	22%	40%	38%
Networking	26%	42%	32%
Skill development	29%	31%	40%
Rumination	35%	37%	28%
Avoidance coping	16%	44%	40%

FUTURE PERSPECTIVE	LOW	MEDIUM	HIGH
Perc. future reemployment	31%	55%	14%
hopelessness	79%	17%	4%

Next steps

- **Analysis on the second wave of data** investigating the perception of participants' actual professional situation and their level of satisfaction (in relation to their job and reemployment plan)
- **More sophisticated longitudinal analysis** in order to test the mediation effect of career strategies using the two waves of data and the changes all along this year
- At the end of project, we will analyze how personal resources and coping strategies predict the **effective reemployment** (considering also the type on job found)

Practical implications

- **Psychological resources should be investigated** and monitored since they are able to influence the approach to future reemployment
- Staff should be trained to understand the role of personal resources and **detect the critical situations**
- **Personal resources can be developed** through targeted interventions, in order to enhance the effectiveness of reemployment plans
- Also **proactive career strategies could be easily developed** through specific training
- In specific cases (high level of rumination and hopelessness) also **counseling could be useful to avoid negative consequences**

Grazie

THANK YOU FOR ATTENTION

For questions, comments or suggestions:

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Networking Seminar on synergies and
complementarity between EGF and other EU funds

**THE IMPLEMENTATION OF ALMAVIVA INTERVENTION:
EVIDENCE FROM MONITORING DATA**
(31ST DECEMBER 2017)

Cristina Lion

14th March 2018
Rome

Research Structure 1 – Monitoring and evaluation of employment services and labour market
policies



MONITORING AND EVALUATION OF ALMAVIVA INTERVENTION

Objective:

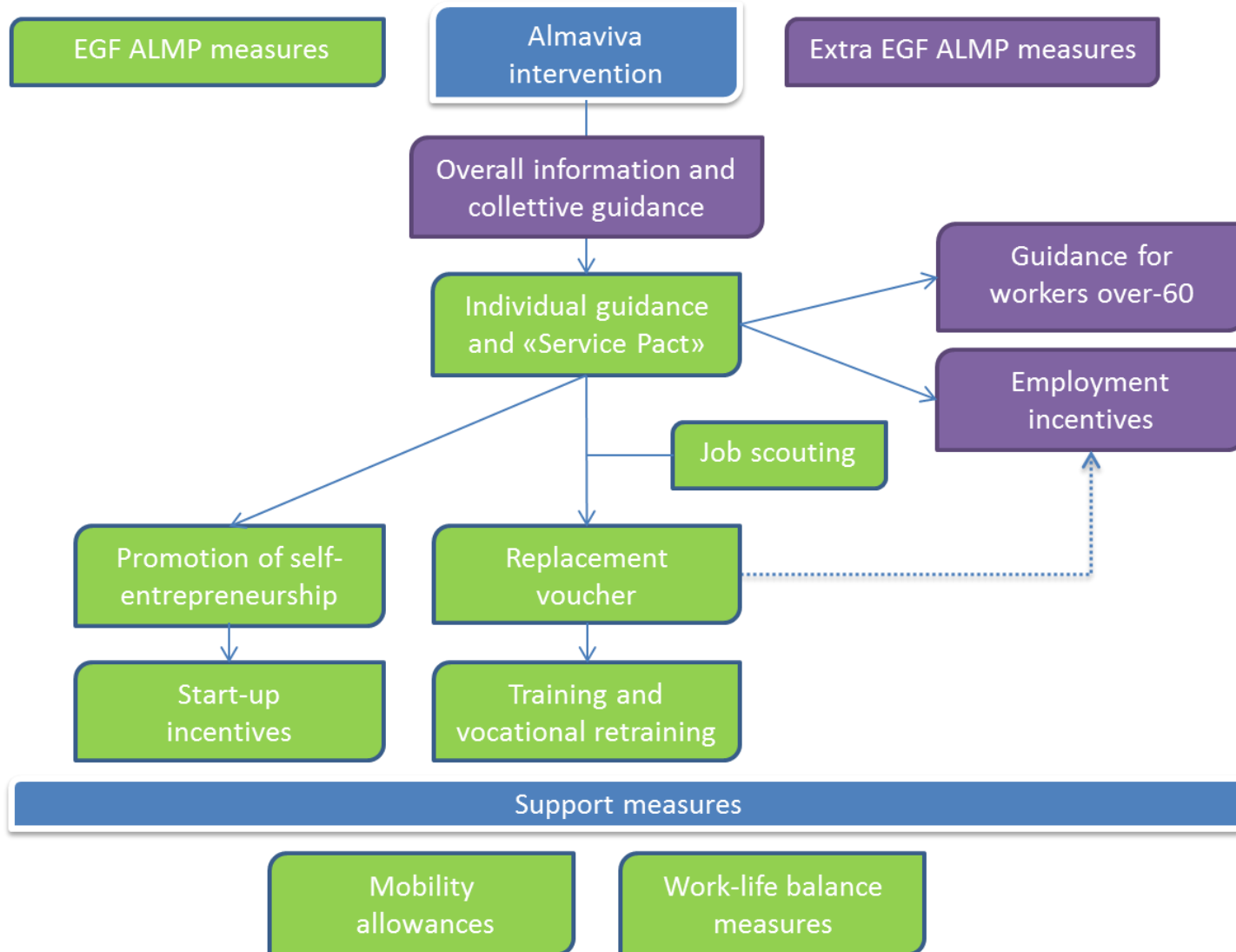
- ❖ Monitoring the implementation process (calls for proposals issued by different actors)
- ❖ Monitoring the implementation of the project in terms of participation in Active Labour Market Policies (ALMP)
- ❖ Evaluating the effectiveness of ALMP in terms of employment outcomes

Methodologies: quantification of output and outcomes indicators

Information source:

- Si Feg (EGF Monitoring Information System) - ANPAL
- ANPAL National Data set on Replacement voucher (SIU)

THE «ARCHITECTURE» OF ALMAVIVA INTERVENTION



THE IMPLEMENTATION PROCESS: CALLS FOR PROPOSALS

ANPAL

Replacement
voucher*
26/05/2017



LAZIO REGION

* Afterwards ANPAL issued some addenda to the call

THE TARGETED BENEFICIARIES

	Total		%		M	W
	Beneficiaries	%	M	W		
Total	1.610	100,0	100,0	100,0	20,7%	74,0%
<i>Age group</i>						
29-34	94	5,8%	9,0%	5,0%	31,9%	68,1%
35-39	218	13,5%	15,3%	13,1%	23,4%	76,6%
40-44	424	26,3%	31,2%	25,1%	24,5%	75,5%
45-49	339	21,1%	18,6%	21,7%	18,3%	81,7%
50-54	305	18,9%	15,9%	19,7%	17,4%	82,6%
55-59	165	10,2%	6,6%	11,2%	13,3%	86,7%
60+	65	4,0%	3,3%	4,2%	16,9%	83,1%
<i>Educational level</i>						
Primary education	153	9,5%	5,4%	10,6%	11,8%	88,2%
Upper secondary and post-secondary education	1241	77,1%	76,9%	77,1%	20,6%	79,4%
Tertiary education	214	13,3%	17,4%	12,2%	27,1%	72,9%
Not available	2	0,1%	0,3%	0,1%	50,0%	50,0%
<i>Professional category</i>						
Professional	3	0,2%	0,3%	0,2%		66,7%
Technician	54	3,4%	7,8%	2,2%	48,1%	51,9%
Clerks	1.551	96,3%	91,9%	97,5%	19,7%	80,3%
Not available	2	0,1%	0,0%	0,2%	0,0%	100,0%
<i>Nationality</i>						
UE - Italy	1.549	96,2%	96,4%	96,2%	20,7%	79,3%
UE - Other	18	1,1%	1,2%	1,1%	22,2%	77,8%
Extra UE	37	2,3%	1,8%	2,4%	16,2%	83,8%
Not available	6	0,4%	0,6%	0,3%	33,3%	66,7%

Source: Si Feg

THE PARTICIPATION OF WORKERS: COLLECTIVE AND INDIVIDUAL GUIDANCE

Collective Guidance

- 82 sessions
- March 2017
- Selected PES in Rome and other Provinces



Participation rate: 94,7%

Individual Guidance

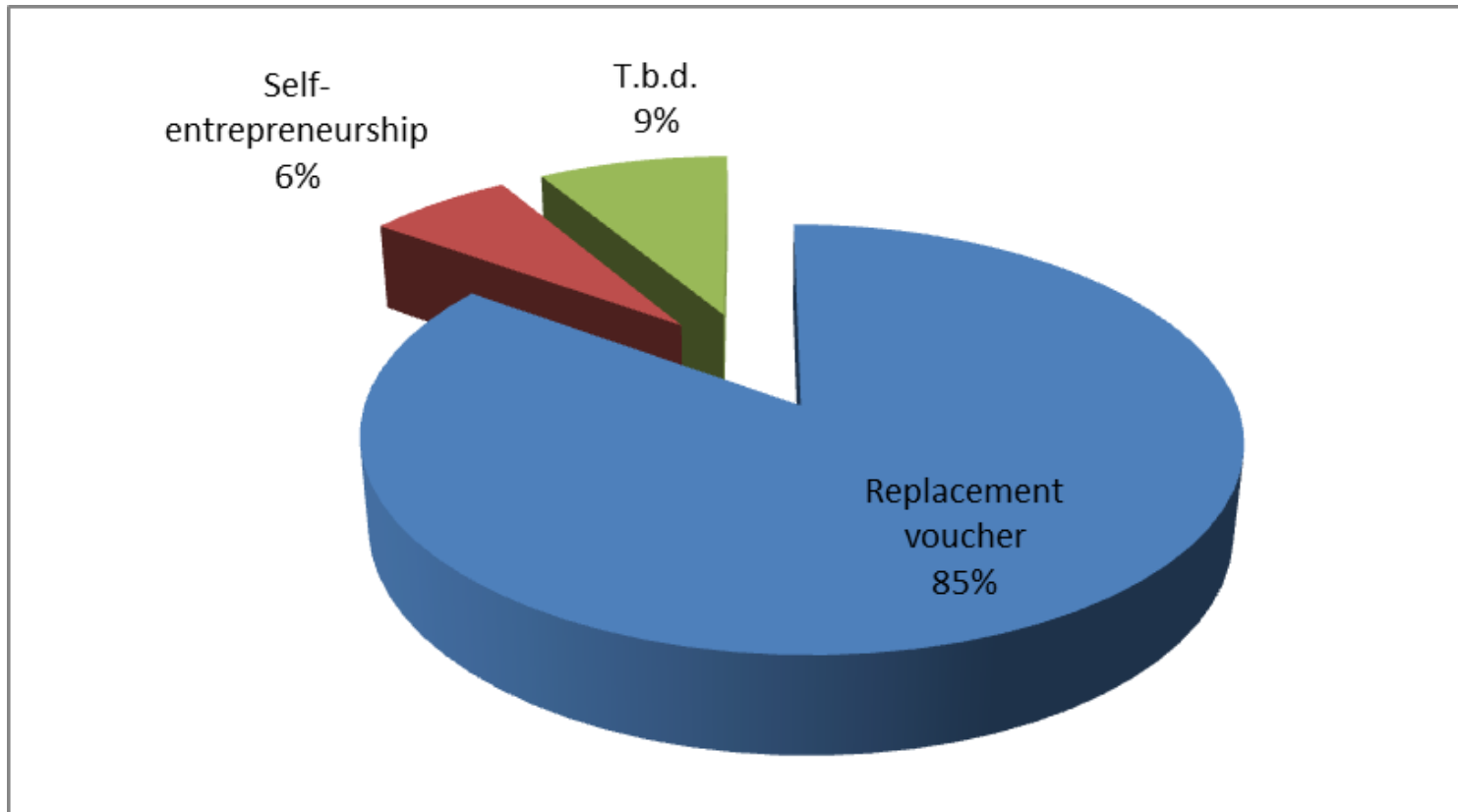
- Starting in April 2017
- PES in Rome and other Provinces



Participation rate: 88,4%



THE PARTICIPATION IN ALMP MEASURES*



* N = 1.424

Source: Si Feg

REPLACEMENT VOUCHER: THE NATIONAL MEASURE

The replacement voucher was introduced in Italy in 2015 (D. lgs 150/2015).

It is a voucher that can be spent for an Intensive Job Search Assistance, both in PES and private agencies (PRES)

- Beneficiaries: unenemployed with «NASPI» - *New Employment Social Insurance* (4 months)
- Duration: 6 + 6 (months)
- Activities: personal assistance and tutoring, intensive job search activity
- Voucher amount: it depends on the characteristics of the unenemployed – profiling (age, gender, education)

N.B. The remuneration to PES/PRES is linked to the employment outcome, but there is a sum (Fee4services) payed to the employment service

REPLACEMENT VOUCHER: THE NATIONAL MEASURE

- In 2017 ANPAL carried out a pilot test on a sample of unemployed
- In 2018 (April) the replacement voucher will be extended to all unemployed beneficiaries of «NASPI»

 **This requirement does not apply to Almaviva workers**

In the framework of Almaviva intervention ANPAL decided to extend the Replacement voucher to Almaviva Workers as a national ALMP

REPLACEMENT VOUCHER FOR ALMAVIVA WORKERS

	Total	Replacement voucher	
		Participants	% Part.
Total	1.610	1.210	75,2
Men	20,7	19,4	71,2
Women	79,3	80,6	76,4
	100,0	100,0	
29-34	5,8	5,5	72,3
35-39	13,5	13,3	74,3
40-44	26,3	27,2	77,6
45-49	21,1	21,7	77,6
50-54	18,9	20,1	79,7
55-59	10,2	10,4	76,4
60+	4,0	1,8	33,8
	100,0	100,0	
Primary education	9,5	9,8	77,8
Upper secondary education	77,2	78,0	76,2
Tertiary education	13,3	12,1	69,2
	100,0	100,0	

Source: ANPAL

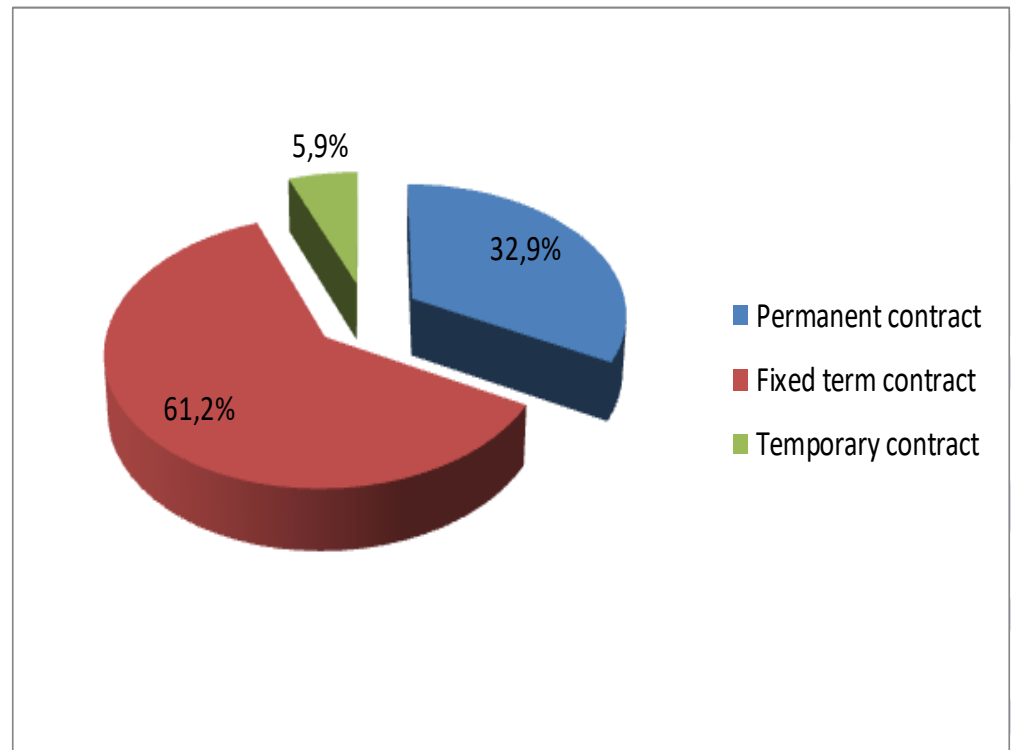
REPLACEMENT VOUCHER FOR ALMAVIVA WORKERS

	Total		%		M	W
	Number	%	Men	Women		
Total	1.210	100	100	100	19,4	80,6
<i>Profiling</i>						
up to 0,5	1	0,1	0,4	0,0		
0,5-0,6	10	0,8	2,1	0,5	50,0	50,0
0,6-0,7	74	6,1	17,4	3,4	55,4	44,6
0,7-0,8	725	59,9	73,2	56,7	23,7	76,3
0,8-0,9	398	32,9	6,8	39,2	4,0	96,0
0,9-1,0	2	0,2	0,0	0,2		
<i>Employment services</i>						
PES	863	71,3	65,1	72,8	17,7	82,3
Private agency	347	28,7	34,9	27,2	23,6	76,4
<i>Family members</i>						
1	242	20,0	34,5	16,5	33,5	66,5
2	279	23,1	25,1	22,6	21,1	78,9
3	369	30,5	27,2	31,3	17,3	82,7
4	287	23,7	9,8	27,1	8,0	92,0
over 4	33	2,7	3,4	2,6	24,2	75,8

Source: ANPAL

EMPLOYMENT OUTCOMES: FIRST EVIDENCE

Month	Replacement voucher		Employed 31/01/2018	
	Workers	%	Workers	%
July	1167	96,5	83	7,1
August	17	1,4	1	
September	4	0,3	0	
October	20	1,7	1	
November	1	0,1	0	
December	1	0,1	0	
Total	1.210	100,0	85	7,0



Source: ANPAL

SELF-ENTREPRENEURSHIP SUPPORT

➤ **Promotion of self-entrepreneurship**

Number of participants: 92 (67 women, 25 men)

➤ **Start-up incentives**

Number of workers: 16

Number of start-up: 13

Economic activities:

- Wholesale and retail trade; repair of motor vehicles and motorcycles
- Accommodation and food service activities
- Human health and social work activities
- Administrative and support service activities
- Other service activities

THANK YOU FOR YOUR ATTENTION!

For more information:

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THE PRIVATE EMPLOYMENT SERVICES IN THE IMPLEMENTATION OF JOB PLACEMENT MEASURES

WORK EXPERIENCE srl

A decorative graphic consisting of several parallel white lines of varying thicknesses, slanted diagonally from the bottom left towards the top right, set against a blue gradient background.

Work Experience Srl: who we are

Work Experience is a private labour intermediation agency, which has been authorized at national level to perform services of personnel search & selection and outplacement. It is accredited by the Lazio Region for Employment Services.

Within the Al maviva Intervention, Work Experience performs the following actions:

1. Self-employment coaching
2. Granting of the redeployment allowances



1. SELF-EMPLOYMENT COACHING FOR EX ALMAVIVA EMPLOYEES

Specific case: 3 female employees, with different background, willing to start up their own business in the private social care services sector

Individual specialized orientation

24 h of individual specialised orientation activity

This phase had the following objectives:

- Working out a competence assessment for the three employees, in order to highlight those competences and attitudes necessary for a leading role in the new businesses (and recognising any gaps to work on through specific vocational activities)
- Make the employees draw up their own business ideas, related to the industry of interest, with the help of a tutor (scope, objectives, motivation, expectations)

Coaching

73 h of individual coaching:

36 h of group activities (max 5 participants) aimed at transferring entrepreneurial competences such as accounting and budgeting, performance auditing, fiscal and company legislation, marketing and communication etc.

37 h targeted specifically for the three employees, with the assistance of experts in order to finetune their own business model (Canvas model):

- Discussion of the business idea taking in consideration the acquired technical competences
- Identification of the flaws of the initially designed business model
- Review of the business model, which was based on the online intermediation (thus not direct supply) of social care services
- Quantitative analysis of the potential market share and the market segmentation

Technical assistance

Still ongoing, exceeding the hours provided for by the Programme:

- Assistance in the elaboration of the grant request for the start up of the business, an action financed by EGF
- Assistance in the company set up phase (the company today is already established and working)
- Assistance to the managing and reporting of the achieved grant

1. SELF-EMPLOYMENT COACHING FOR EX ALMAVIVA EMPLOYEES

THE LAUNCHED BUSINESS IDEA: SUBSIDIUM srls

- Establishment of a limited liability company, which is already actively working today
- Sector: social and healthcare services
- Business object: online intermediation booking services for medical laboratories, care homes etc
- Funding obtained: € 45.000
- Overall investment: about € 60.000
- Employees expected in three years: 7



2. ANPAL REDEPLOYMENT ALLOWANCES FOR EX ALMAVIVA CONTACT EMPLOYEES

Provided services:

- 3 h spent individually for definition and sharing of a WORKING PLAN
- 12-16 h spent individually for the ASSESSMENT OF COMPETENCES
- 8 h spent individually of ASSISTED ACTIVE EMPLOYMENT RESEARCH
- 36 h of THEMATIC GROUP WORKSHOPS (max. 10 participants)
 - o techniques and methods for an Active Employment Research
 - o Performing of an individual job interview
 - o Participation to group job interviews (assessments)
 - o SELF MARKETING
 - o Web reputation and proactive use of social media
- Free unlimited participation to ACTIVE EMPLOYMENT RESEARCH at Work Experience's premises, with the assistance of its operators

Results today

- Employees in charge: 28
- Successfully redeployed (> di 6 months): 3 (1fixed- term 12months – 1 fixed-term6+months – 1fixed-term)
- Suspended for contracts < 6 months: 4

NB: the programme is ongoing (extension), the vocational training phase still has to be opened

CRITICAL FINDINGS RESULTING FROM «ADR» MANAGEMENT FOR THE EX ALMAVIVA EMPLOYEES (1/2)

- Emotional support to ex Almaviva employees due to:
 - Scarse knowledge about changes the Call center Sector has undergone over the years
 - The fear to «picture» oneself in different positions and sectors
- Therefore there was further intervention and support – individually and in groups – in order to:
 - Comprehend and define further competences of the workers
 - Understand how to maximise the training outcomes
- Our difficulty in communicating with other companies in the CALL CENTER sector (which prefer to relate with Administration Agencies)

CRITICAL FINDINGS RESULTING FROM «ADR» MANAGEMENT FOR THE EX ALMAVIVA EMPLOYEES (2/2)

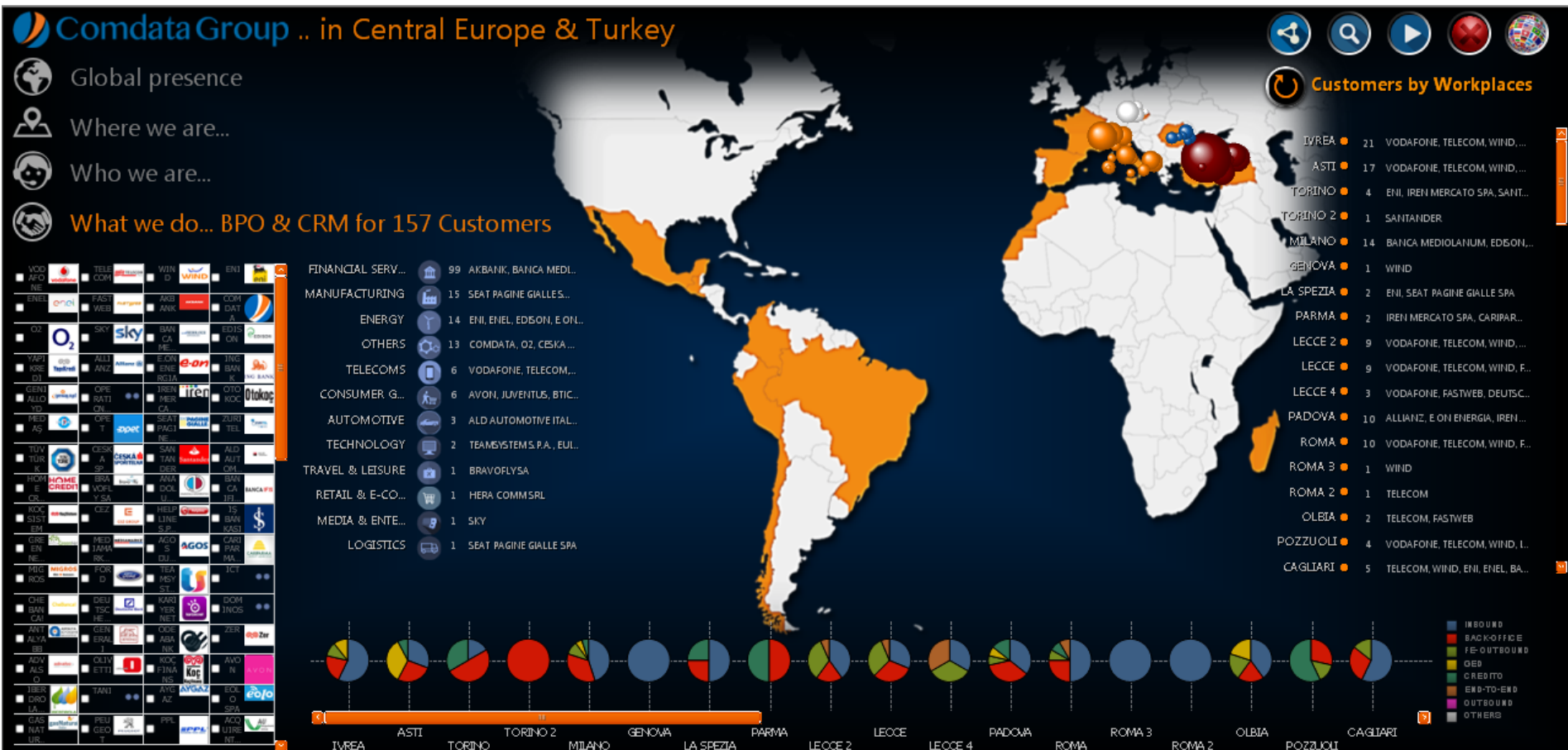
Based on the experience we have gained, we suggest the following:

- To imagine professional redevelopment paths which last more than the 300 h foreseen by the «AdR» programme
- To include a preliminar action in order to improve the workers' awareness about which operator to choose and where to «spend» their AdR (i.e. Work Experience is not the ideal agency for workers willing to remain in the telephony sector)
- To improve the dissemination of information regarding possible job vacancies which may influence the workers' behaviour



OUR GLOBAL PRESENCE

We provide services in 16 countries and 23 languages.



WE REALIZE VALUE

A strong track record fuelled by organic expansion and growth.



*Pro forma after the acquisition of Izlum Group

OUR SERVICES ARE TAILORED TO INDUSTRY REQUIREMENTS



Automotive



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Energy



Financial services



Healthcare &
Pharma



Logistics



Manufacturing



Media &
Entertainment



Retail &
e-Commerce



Technology



Telecoms



Travel & Leisure

Comdata and ANPAL Servizi

Within a M&A operation that has planned a partnership's strengthening with a customer and, therefore, a strengthening of the related business, Comdata has chosen to give an answer also to a social and occupational problem present in the territory to a population similar to their own.

From November 2017 to February 2018 a Comdata team - composed by people from HR and Operations - has interviewed, along with the support of *job center (centro per l'impiego)* and some employment agencies, all the candidates expressing their availability, **400 people** in total.

▪

Comdata and ANPAL Servizi

Our interlocutors have been: ANPAL Servizi, Region Lazio, Job Center (centro per l'impiego città metropolitana Roma) and employment agencies

- ❑ **ANPAL SERVIZI:** Normative support and organizational support over the whole recruiting period. Besides, it has facilitated and coordinated communication process and relationships with Comdata.
- ❑ **REGION LAZIO:** Normative and administrative support.
- ❑ **Job center Città Metropolitana Rome and employment agencies:** initial candidature screening according to Comdata hiring proposal and subsequent logistic/ organizational support to conduct interviews

Comdata and ANPAL Servizi

Evaluation criteria of recruitment process have been:

- suitability with the profile required for activities' execution,
- flexibility,
- customer orientation,
- phone skills,
- problem solving,
- teamwork
- empathy for customer's needs.

The process, long and complicated, has been completed in the last weeks.

Hirings will be possible, in the next weeks, as soon as we will have completed the last items needed to completely accomplish the project

THANK YOU



Improving your customer experience