



Àncora Equal Project

Project Àncora Development Partnership.

Gandia, SPAIN



Our organization

We are:

- *A public administration (City Council of Gandia)*
- *The head of a small city, Gandia (75.000 habs)*
- *The leader of 31 municipalities (250.000 ha)*
- *The headquarter of an employment and development network: the COC net, made from a past EQUAL.*
- *The CSI-COM, our department, agglutinates all the development initiatives and European projects related with the local development and employment.*
- *The CSI-COM has 34 workers, 9 of that directly related with the actual EQUAL project. In the near future this number will increase until 12.*



Our people

*Carlos Marco: Degree of Economics, Director of the centre.
Project manager. Writer of the project.*

Paula Fayos: Psychologist. Project coordinator.

M. Paz Grau: Psychologist. Employment and workers.

*Margarita Rohr: Degree of Economics. Statistical observatory
and SR.*

Javier Pitarch: Engineering. Statistical observatory and SR.

*Pilar Contelles: Social and work sciences. Employment and
job adaptability.*

Esperanza Costa: Journalist. Communication.



Diagnosis Study

The Problem:

Pronounced movement of people in a vulnerable situation in and out of the labour market. These collectives have poor job stability.



Preliminary study:

Contracting follow up, background data:

- 42% of contracts are for less than 3 months 38% for between 3 and 6 months 19% for longer than 6 months; 3% indefinite



Aim of the study: To determine the possible causes of EMPLOYMENT DISCONTINUITY.



Diagnosis Study

Diagnosis study approach:

- Design of the methodology and data collection tools.
- Field work planning and sample selection.

Field Work:

- Telephone interviews.
 - Workers.
 - Contracting companies.

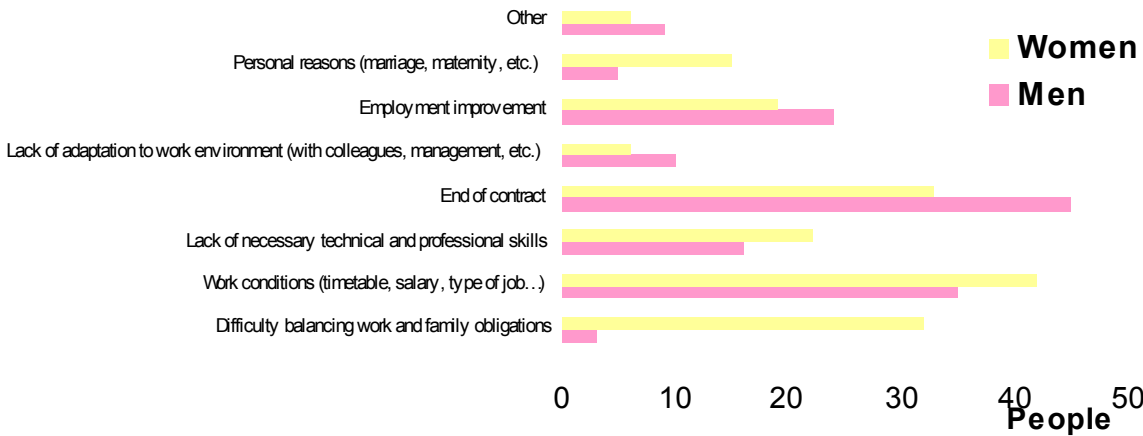
Data Analysis

- Interviews with experts (Delphi method).

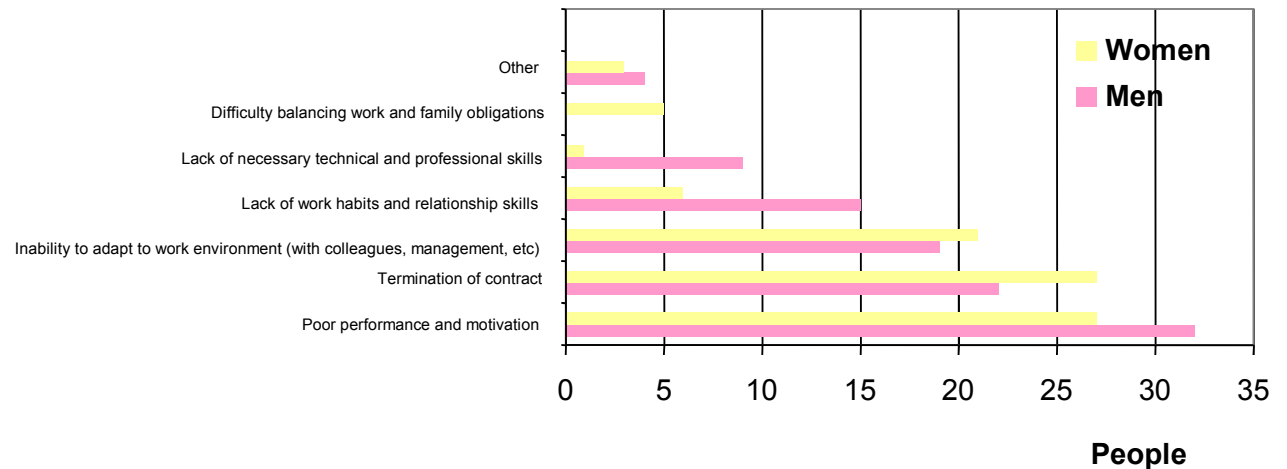
Diagnostic Study

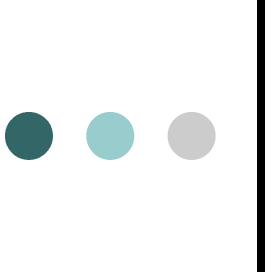
Field Work Results

Worker



Company





Diagnosis Study Conclusions

Data Analysis (Delphi)

Following interviews with experts and data analysis, the underlying obstacles of these problems were defined and grouped into three blocks:

- Obstacles related to the **company-worker dimension**.
- Obstacles related to the **attitude of companies** when faced with these problems.
- Obstacles related to **conciliation support resources**.



Diagnosis Study Conclusions

Obstacles

Company-worker dimension

- Companies lack resources to facilitate integration.
- The view that it is easy to replace contracted personnel persists.
- Intervention with vulnerable collectives ends when they reach the company.
- Mediation professionals do not intervene in the company.
- Some company dynamics confine workers to unstable work situations.
- There are cases in which certain workers have not adapted to the job and to the company in a satisfactory manner: the worker's knowledge, skills and habits are unsuitable.

Basic Idea 1:

Workers with special integration difficulties need support within the company. Companies do not know what to do.



Diagnosis Study Conclusions

Obstacles

Company attitudes when faced with these problems

- Lack of motivation to adapt jobs to individual circumstances.
- Human resource management, in many cases, is not contemplated as a tool to improve company productivity.
- Absence of tools and services adapted to the reality of companies in the area that allow the technical and personal skills of the most disadvantaged collectives to be adjusted.
- Resistance to recognising the company as an agent of social improvement and transformation. Ignorance of the concept of SR.

Basic Idea 2:

Lack of mechanisms to involve companies as active agents of social transformation.



Diagnosis Study Conclusions

Obstacles

Conciliation support resources.

- Political leaders and company directors lack information about conciliation problems.
- Support services for men and women with dependents are deficient.
- Public service management models need to be thoroughly revised and competences and performance areas need to be defined.

Basic Idea 3:

Local public services do not meet labour and family conciliation needs.



Project Àncora Activities

Basic Idea 1:

Workers with special integration difficulties need support within the company. Companies do not know what to do.



Objective 1:

To develop a work system that is useful for companies and that is guided towards continued employment for vulnerable workers

Basic Idea 2:

Lack of mechanisms to involve companies as active agents of social transformation.



Objective 2:

Disseminate and stimulate social commitment in companies in the area with an integrated gender focus, especially with regard to their involvement in labour integration projects.

Basic Idea 3:

Local public services do not meet labour and family conciliation needs.



Objective 3:

Reflect on the role of local public services in labour adaptation of these collectives and try new tools for work and family conciliation.



Actions and products

Objective 1:

To develop a work system that is useful for companies and that is guided towards continued employment for vulnerable workers

Actions:

- 1.1 Design of a work model to continue employment, including professional Integration Assessors and Adaptation and Equal Opportunities Agents in the company.
- 1.2 Training of integration assessors.
- 1.3 Application of partnership model in the workplace and creation of a network of Integration Assessors and collaborating companies. Training of adaptation and equal opportunities agents.

Products and activities:

- Methodological guide to implement the model.
- Didactic materials.
- Training of Integration Assessors and Adaptation and Equal Opportunities Agents in companies.
- Preparation and application of individualised plans to adapt and integrate workers with the aim of improving worker and company competitiveness.



Actions and products

Objective 2:

Disseminate and stimulate social commitment in companies in the area with an integrated gender focus, especially with regard to their involvement in labour integration projects.

Actions:

2.1 Creation of a Social Responsibility Monitoring Centre

Products and activities:

- Guide for socially responsible management in SMEs.
- Forums and debate seminars, videoconferences.
- Documentation and assessment centre. Company assessment.
- SR awareness, dissemination and training.
- Study on the positive effects in companies resulting from management based on SR.
- Battery of good practices in SR developed in the project.



Actions and products

Objective 3:

Reflect on the role of local public services in the employment adaptation of these collectives and experiment with new tools for work and family conciliation.

Actions:

- 3.1 Creation of an Office to adapt public policies with regard to equal opportunities.
- 3.2 Application of experimental support services and measures directed at conciliating home life and work.

Products and activities:

- Awareness activities for local equal opportunities agents.
- Diagnosis study of public and private conciliation support resources according to the needs of companies.
- Guidelines for the incorporation of the gender focus in local employment policies.
- Experimental service voucher.
- Mobility aid.
- Extension of public nursery school and after-school activity timetables.
- Intervention with beneficiaries.



Target publics

- **Workers** that belong to small companies and microSMEs:
 - women with dependants
 - immigrants
 - people with disabilities
 - people over 45
 - and in general workers with unstable work situations.
- **SMEs and MicroSMEs in La Safor.**



Target public access to Project Ancora

- From **bodies** that undertake intermediation and employment insertion (publics from insertion projects).
- The **companies** themselves that, having detected situations related to these problems, opt for proactive intervention to integrate and adapt their workers.



Expected Impact

For the companies

- Improved competitiveness through human resource adaptation management.
 - Have made to measure plans for the adaptation of their workers
 - Improve employment quality
 - New solutions for home life and work conciliation problems
- Incorporation of new management models based on SR
- Improve public image of the company and associations that represent them

For the workers

- Improve work conditions of specific collectives
- Foster job stability
- Foster employability

For unions and social entities

- Extend intervention scope in the business sphere
- Adapt social work to the reality of companies and the labour market.
- Acquire and experience new professional skills in the area of employment partnership
- Incorporate new tools into collective negotiation.



The Project Àncora DP

Composition

- Gandia City Council. Representative body.
- Association of La Safor Towns
- The La Safor Federation of Business Associations (FAES)
- The Red Cross
- Cáritas Interparroquial de Gandia
- Alfons el Vell Local Studies and Sociological Research Centre
- UGT-PV Union
- CCOO-PV Union



The Project Àncora DP

Management and Control System

Management committee

- Formed by a **representative from each one of the cofinancing bodies** of the project
- Supervises **global decisions** that affect the project.

Management/ technical-financial coord.

- Corresponds to **Gandia City Council**
- **Responsible for coordinating territorial and technical project staff.**
- **Assumes financial control of the project, as well as technical coordination of the activities, reports and justifications.**

Parity Commissions

- Composed of **DP member technical teams**
- Execution, follow up and evaluation of the project.

Work groups

- Composed by DP technical personnel.
- **Implementation** of intervention activities.



Project Àncora DP

Participation and Decision Making

- **Project management.** Corresponds to Gandia City Council. Responsible for coordinating territorial and technical project staff.
- **Technical-Financial Coordination** (Management and Administration Technical Office), represented by Gandia City Council, which will assume the role of Responsible Body for fund justification.
- **Project Àncora DP Management Committee**, in which the bodies that are financially participating in the project are included. Responsible for making strategic decisions that affect compliance with the planned objectives.
- **Four Parity Commissions** linked to the each one of the intervention activities of the project, whose mission will be to undertake follow up and evaluation.



Transnational expectatives

What we expect from the transnational project and SR

- See how other projects motivate the enterprises to collaborate and participate in their projects
- See how other projects test how deep are the SR strategies implanted in their respective enterprises
- Learn how to locate good examples of SR running now in our SMEs.
- Learn how to apply the SR big enterprises procedures in the SMEs and very little SMEs
- See if there exist some manuals, tutorials or proceeding books addressed to very small enterprises in order to teach them how to run SR strategies, and, if possible, concreted by activity sectors.
- See if there exists any kind of SR strategies addressed to service enterprises, mainly related with tourism.
- See how implement the other projects their communication strategies (websites, printed documents, etc).