



Erasmus+



Final report

WP1 AIM AT WORK

1. Erasmus+ project HanDS. Background to the project

The current economic climate in Europe contributes that youth unemployment in recent years has increased. In some parts of Italy the rate of youth unemployment is over 50% and for pupils out of the practical education the numbers are even higher. Also a change is taking place in the labour market where unskilled work in particular (east) Netherlands and Italy decreases and is being replaced by automation, which reduces the chance of a match between school and (low graded) jobs. Teachers have the impression that they are now educating their pupils for long-term unemployment. This is for the pupils and for the teachers very frustrating.

Mismatches between education curricula and labour market needs can increase the risk of educational failure as pupils lack prospects within their chosen educational pathway. Linked to this, another phenomenon that is a risk factor for unemployment is early school leaving. High early school leaving rates not only have long-term effects on the societal developments and on economic growth; at individual level early school leavers also have an increased individual risk of unemployment, poverty and social exclusion.

The aim of the HanDS project partners was to develop an integrated innovative approach to prevent current pupils to be unemployed and get stuck at home, and to reengage people in education and training who have had their education interrupted due to various reasons. Therefore the results of this project are a right mixture of prevention, intervention and compensation measures.

The development of an integrated innovative approach had to be achieved through comparing and exchanging the teaching and trainings methods used in Italy, Germany and the Netherlands. Based on the analysis and the experiences, a joint product in which the strengths of the different approaches are exploited from one another and applied, had to be developed: a suitable employment/internship programme and a connection between the (warm) school and the (cold) labour market through the development of two new labour-based school environments. Through the exchange of pupils and teachers the concepts developed should be proved and adjusted. Focus on strengths, not just weaknesses was the key factor for success. Linking organisations in the field of employment to schools had to lead to a good synergy.

To realize the connection between education and the labour market, a new and innovative measurement system had to be developed based on Social (employee perspective), Technical, Economic and Social (employer perspective) fields. In order to be able to realize a better connection between the (qualities of the) pupils and the labour market, web based guidelines to strip the jobs in tasks which are suitable for the practical education had to be developed too.



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Long-term unemployment and early school leaving are multi-faceted and complex problems with a European dimension that need comprehensive approaches. For both the schools in the Netherlands and in Italy, comparing the Northern European with the Southern European approach was expected to be an eye opener. The most important difference was the curricula of the National Education Systems of the two countries involved. The Italian one is more concerned in the didactic aspect of education than the practical one. More specific, the differences are:

- VAKSCHOOL HET DIEKMAN is a school that only offers practical training/education. TEN R. RIGHETTI on the other hand is formed by different types of schools such as Lyceum (Gymnasium and Scientific studies), Technical on Tourism and Business Administration, Vocational School in the fields of Food and End on gastronomy.
- The students attending the vocational school TEN R. RIGHETTI obtain a degree evaluated in the 3 or 4 Level of the European Qualification Framework (EQF). The pupils at VAKSCHOOL HET DIEKMAN can only obtain certificates instead of a degree; the aim is to enlarge the opportunities at the labour market. As a result of both, TEN R. RIGHETTI should be more professionalized.

Although schools play an important role in addressing these problems they cannot and should not work in isolation. These problems need an integrated approach that should consist of a right mixture of prevention, intervention and compensation measures. Therefore two organisations with a direct link to the labour market were added to the consortium: SURPLUS, an innovative and solution focused organisation that offers and develops work opportunities for unemployed individuals, and EEPL, a project development company that aims to link the business to create more cooperation, jobs and economic power.

All project partners were convinced that the transnational cooperation between them will enhance the quality of the partners' activities, develop an innovative way of thinking and build new networks. More concrete: will lead to improved work methodologies, transfer of good practices and a new perspective on problems, solutions and methods.



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2. Erasmus+ HanDS.

The Intellectual outputs of the project

The HanDS project resulted in various types of results. These results consisted of both concrete (tangible) results as well as of skills and personal experiences (intangible results) that project partners and participants to the activities have acquired.

As described, HandS was structured into a number of Work Packages, units of work with clearly defined goals and deliverables. Every individual Work Package contained essential steps involved in completion of the Work Package along with a deadline by which each of the steps had to be completed. The expected results during the project and on its completion were:

WP1 Aim at Work (Workpackageleader: Stichting Surplus)

- Tangible results:
 - A research report on 'Mikken op Werk' and 'Presentis' measurement methods as well as 'STEM principle'
 - Technical and functional specifications
 - Concept measurement method
 - Concept measuring system, according to the STEM principle, to categorize pupils and job seekers in order to offer them the rightful attention and guidance
 - Test results
 - Final measuring system
- Intangible results:
 - Detailed knowledge on 'Mikken op Werk' and 'Presentis' measurement method as well as the 'STEM principle'
 - Knowledge and experience gained by participants and learners on how to use the measuring system and interpret the results

WP2 Hands at Work: (Workpackageleader: Vakschool het Diekman)

- Tangible results:
 - Needs assessment on what businesses can offer and need regarding internships
 - Research (literature study) and analysis of current internships (or similar programs) as well as supporting methods used by the project partners
 - Specifications and requirements
 - Concept internship programme
 - Test results
 - Final internship carousel: internship programme for pupils to gain practical work experience, as much as possible within a short time period.



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- Intangible results:
 - Detailed knowledge on different types of internships and their impact/effect.
 - Knowledge and experience gained by participants and learners on the internship carousel

WP3 Get Linked: (Workpackageleader: Ten R. Righetti)

- Tangible results:
 - Needs assessment on target group and labour market
 - Inventory and analysis of existing knowledge on different kinds of training centres and evening schools concepts
 - Specifications and requirements
 - Training centre pilot (training programme including facilities) and evening school pilot, both on demonstration scale
 - Test results
 - Final training centre and evening school concept
- Intangible results:
 - Detailed knowledge on different types of training centre and evening school concepts
 - Knowledge and experience gained by participants and learners on the training centre and evening school

WP4 Carf the Carving: (Workpackageleader: EEPL)

- Tangible results:
 - Market research to gain insight in market demand and analysis of needs as well as the capacities of the target group
 - Research on the job carving method and analysis of good practices
 - Requirements and functional and technical specifications
 - Concept web based guidelines based on the job carving principle
 - Test results
 - Web based guidelines based on the job carving principle
- Intangible results:
 - Detailed knowledge on the job carving method and similar principles (such as 'Industrial Worker 2.0) and good practices
 - Knowledge and experience gained by participants and learners on the use of the web based guidelines



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WP5 Project management: (Workpackageleader: Stichting Surplus)

- Minutes of project meetings
- Quality assurance plan
- Risk mitigation plan
- Progress report(s), interim report and final report (including cost statements)
- Final evaluation report

WP6 Dissemination and exploitation: (Workpackageleader: EEPL)

- Project logo
- Dissemination and exploitation plan
- Sustainability plan
- Newsletters/Flyers/Presentations
- Project website/Social media

3. WP1 Aim at Work

Responsible organisation Stichting Surplus

Stichting Surplus (hereafter: SURPLUS) is a regional oriented, innovative and solution focused organisation that offers and develops work opportunities for (long-term) unemployed individuals. Our mission goes to the heart of matching the supply of (long-term) unemployed individuals with the demand for labour, skills and capacity amongst employers. Businesses need employees and (long-term) unemployed individuals need a fresh start at the labour market. SURPLUS is convinced that there is a job match for everyone because we have the positive vision that everyone is able to contribute to labour and/or society with their own specific skills, personalities and experience. We believe that every individual counts and has something to offer! Therefore SURPLUS is focusing on the individual. Success is achieved when we've placed an individual in the best suitable workplace. We give highly qualitative and positive support to unemployed individuals in every step on their way to reach their full potential.

SURPLUS is not just another classic reintegration organisation; we also manage our own work-projects. We combine unemployment with social entrepreneurship and offer a variety of work placements. This means that we are always able to offer a trajectory that suits the skills, personality and experience of the to be placed individual. We are constantly safeguarding the quality of our projects and shaving our methods in order to create perfect work opportunities.

SURPLUS developed a variety of work programs and methods in which personal coaching and support is advocated. We offer the possibility to combine different trajectories in order to meet the individual needs.



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Some facts:

- SURPLUS is a not for profit organization that was founded in 1996.
- Our foundation has 29 professional employees: administrative and financial staff, trajectory counsellors, work supervisors and project developers.
- Currently we have 358 clients (trajectories) in Twente (620.000 inhabitants).
- Our foundation is unique because we combine social entrepreneurship and our own work-projects connected/adapted to the target group.
- We have 7 businesses (work-projects) where clients (participants) can work in.
- We are continuous working on new projects and innovations for our target group.
- We are developing our own methodologies to improve and to measure the skills of our clients.
- We are (inter)national recognized and are often asked for know-how and sharing information.

Within the HandS project, SURPLUS not only had an important role in the development of the connection between education and the labour market through its involvement in the different Work Packages, SURPLUS was also the Project Coordinator.

SURPLUS has a lot of experience in matching the supply of (long-term) unemployed individuals with the demand for labour, skills and capacity amongst employers. We offer a variety of work placements which means that we are always able to offer a trajectory that suits the skills, personality and experience of the to be placed individual. In order to be able to determine, guide and improve the skills of our participants.

4. WP 1 Aim at Work Activities

As to come to the final delivery of WP 1 Aim at Work, the following activities were undertaken.

1. Research Phase

Partners started with the execution of research upon measurement methods. This research gave insight in all existing knowledge available at the partners.

2. Specification Phase

In the next phase the partners have set up the technical and functional specifications. Dependent on the desirable specifications and the knowledge available, the know-how that needs to be developed/gained became clear.



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3. Prototype building phase

The specifications provided the basis on which a concept measurement method and a prototype measuring system was developed.

4. Testing Phase

The developed prototype was tested, the test results were analysed and the prototype was fine-tuned based on the outcome of the test results (iterative testing).

5. Finalisation phase

The last phase consisted of the development of a final measuring system.

5. WP1 Aim at Work Interim results

As to come to the final delivery of WP 1 Aim at Work, the following interim results have been achieved.

1. Research Phase

PROBLEM

The Great Recession has caused unemployment in the Netherlands to rise from 3.1% in 2008 to over 7% at the beginning of 2014, in the area of Enschede the numbers are even worse. Especially people with less Social, Technical, Economic and Social skills came in a difficult position. Structural imbalances caused by labour mismatch is one of the explanations underlying this high rate for people with a great distance. Mismatch refers to a poor match between labour supply and labour demand, which is reflected by the coexistence of high unemployment and a large number of job openings or vacancies. One reason for the low employment rates of Enschede's people with great distance to the labour market is inadequate policies. The existing assessment and monitoring methods/instruments often push people with a great distance to the labour market (having less work capacity) into long-term benefit dependency. The municipality of Enschede is increasingly aware of this problem, which is why assessment procedures and function analysis come under renewed scrutiny. In the actual situation for people having multiple problems (addiction, depths, AHDH, Autism etc.) the Municipality of Enschede lacks adequate instruments to analyse and monitor this target group.



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RESEARCH

In a three month period was searched for existing comparable methods/instruments in the Netherlands and in the European Union as to learn how we could secure in the best way the “Development of a measuring system to categorize pupils and job seekers in order to offer them the rightful attention and guidance”. Interviews were held with clients, employers and the Municipality of Enschede as to define as precise as possible the needs of the target groups.

OUTCOMES

The intellectual output as foreseen in our project turned out to be innovative and unique. It fulfils the need for adequate analysis and monitoring instrument for the target group. In addition to what has been learned already before it was concluded that we should pay attention to the connectivity of the database of Enschede Municipality.

2. Specification Phase

UNDERLYING PRINCIPLES

- STEM principle
Based on the idea that the Social, Technical, Economic and Social skills must be balanced. A point system gives a suitable program to work on the skills and a list of questions leads to a classification (C, B and A).

The competences are further subdivided into.

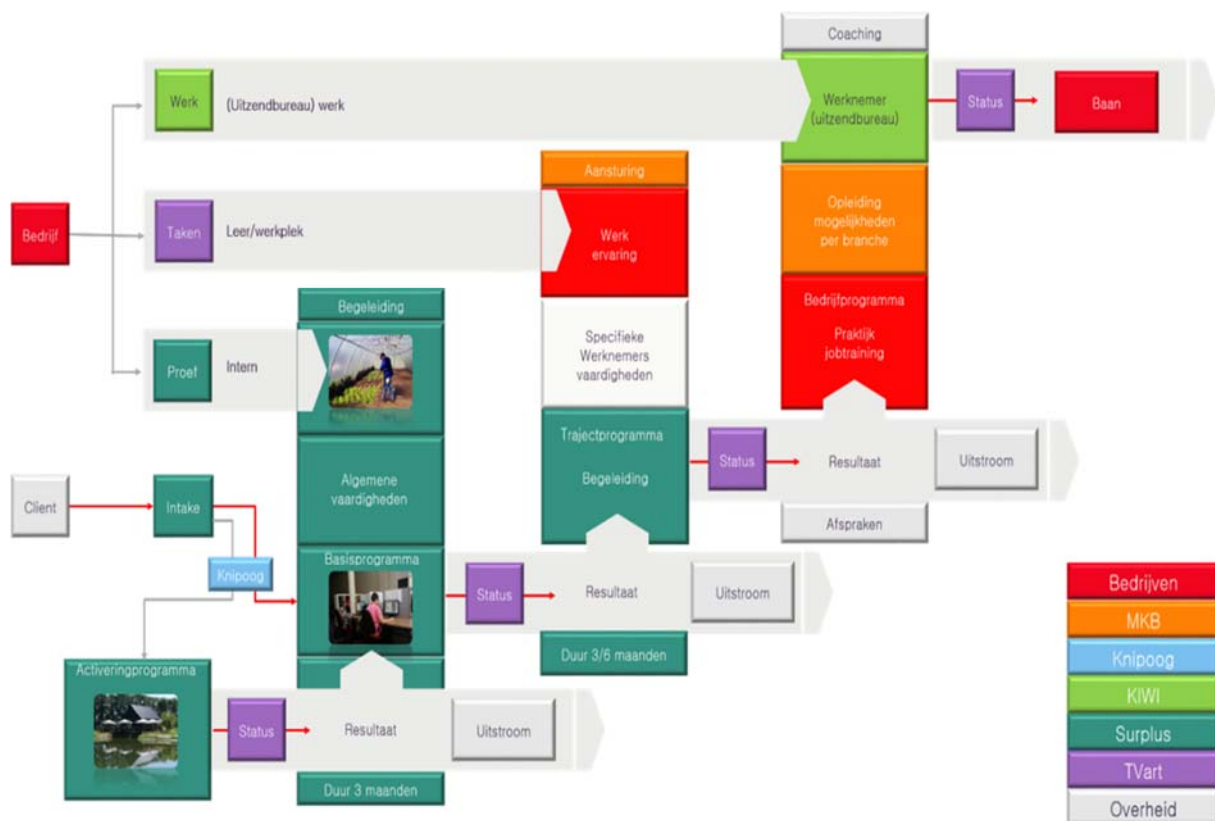
- Co-operation.
 - Attitude.
 - Work regime.
 - Scope of work.
 - Operating level.
 - Production.
 - Caseload.
 - Customer focus.
 - Responsibility
- Chain approach
Consists of four programs, each aimed at developing a specific competency or a combination of two competencies. The rating (C, B and A) indicates the position of the client in the chain approach.
Classifications
[C3] Outside of society
[C2] Outside society; A slight improvement in social skills
[C1] outside of the working process; improvement off social skills
[B3] Client can be deployed on custom work,
[B2] Client can be deployed on light work and learning.
[B1] Client can be deployed on work and learning.

- [A3] Regular work with courses
- [A2] Regular work with courses and temporary work
- [A1] Parttime or fulltime job

Toenemende prioritering technisch economische competenties -

Begeleiden	Aansturen	Coachen
C1	B1	A1
C2	B2	A2
C3	B3	A3

Afnemende prioritering sociale maatschappelijke competenties ->





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METHOD

Input:

Client profile

Three main moments of analysis

1. Intake interview (questionnaire)
2. Three months evaluation
3. Six months evaluation

Job profile

1. Questionnaire based

Output:

Final personal observations & recommendations

TECHNICAL SPECIFICATIONS

Software

- PHP
- MSQ4
- Javascript

Database

Workspace

3. Prototype building phase

ACTIVITIES

In the period July 2017 march 2018 the experts has been working on the prototype of our system. The specifications defined before were the basis on which the concept measurement method and a prototype measuring system is developed.

OUTCOMES

The prototype developed is implemented and ready for further testing at Surplus Foundation. On the next pages are provided screenshots of the system developed.

OBSERVATIONS

For a good working system it is crucial that the builders are in close contact with the potential users of the system. Easily technical people find their own solutions forgetting the implementation into practice. Twice a week meetings were organized as to overcome this barriers.



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4. Testing Phase

ACTIVITIES

In the period April 2018 until April 2019 the experts have been working on the testing of the prototype our system, the test results were analyzed and the prototype was fine-tuned based on the outcome of the test results (iterative testing).

In the testing phase over 40 clients from the Municipality of Enschede have been brought into the system developed.

OUTCOMES

The prototype developed turned out to be almost perfect, minor adaptations had to be made. On the next pages are provided screenshots of the web based system.

OBSERVATIONS

For a good functioning system it is crucial that have a good and stable webpage hosting organization. As a result of a number of problems arisen, Surplus decided to move to another provider. From that moment on the system functioned flawless.

6. WP1 Aim at Work

Final results

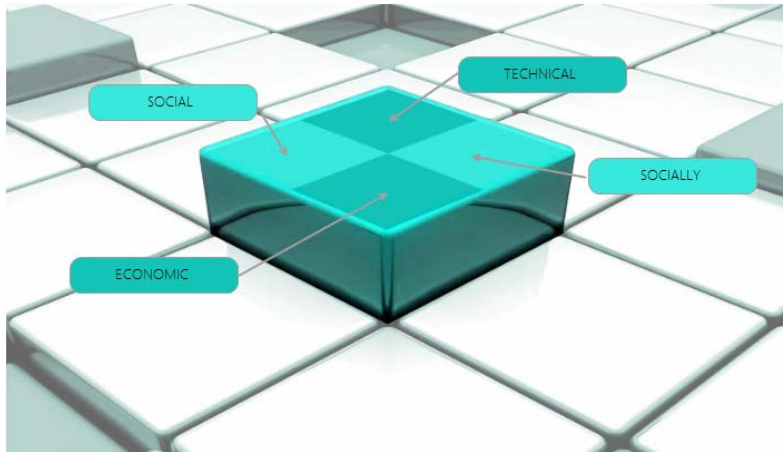
The project HanDS has resulted in a methodology that can be used as a tool to analyse the competencies of people with a (large) distance from the labour market and help these people through a program to improve their skills and increase employment opportunities. A software program integrates the results from the intake, job requirements, the assessment and the analysis of the competencies.

6.1 PRINCIPLES

Targeting WORK is the collective name for a package consisting of a vision (STEM principle), a platform and a methodology as a tool for supervisors in a rehabilitation setting and / or practice supervisors of companies to people who (for various reasons) outside employment are customized to guide and unambiguous assessment.

We use four groups of competencies. These groups cover almost the most worthy common competencies. Everyone has different levels of competence. One more social skills, while another has more technical competencies. These competencies have also a relationship. Aiming at Work states that all four competency groups as possible in balance must want someone to join the already complex society in general and in particular, its share of the labour force. A very socially oriented person without training will struggle to find work and also a (high) which educated socially completely inappropriate. Between these extremes lie

countless nuances. The methodology brings the (im) balance based on a number of questions in the picture and makes subsequent analyses



The four competency groups are divided into points, which will zoom in on parts of the group competencies.

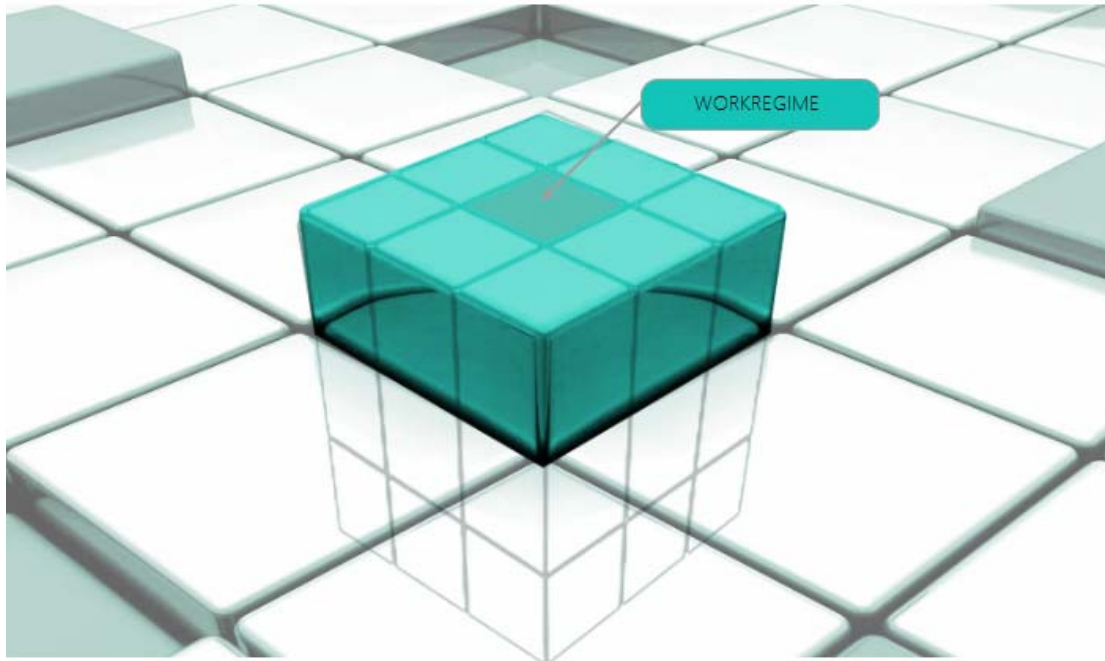
WORK REGIME is an issue that is important for all groups. Too late or not coming is a form of disrespect after colleagues, the client withdraws from the work, does not learn to not make any production or take any responsibility. This focus point weigh heavily in the evaluation of the client.

WORK REGIME consists of three parts:

Normal working hours where the client daytime present on a regular basis and participate in the program.

Flexible working hours where the client has flexible hours. Turning in a shift or street trading or a contractor.

Deadlines with the completion of the contract must meet stringent delivery requirements. It will be a rare exception when a client gives him to do. And then want only their own free will.



The client is assessed on the basis of the focus points and the score is expressed as a percentage. The scores affects in their turn also combinations of the attention points. The results of each group and combinations complete the calculations. This is called the general findings of the client.

A detailed report with findings, the advancement report shall consider in the analysis.

The scores of the attention points are displayed in points and in percentages. Since the scores are set out in a matrix with a range, eg. Between 25 and 50, the points will give an understanding of where it is located within the range. With a score of 26 is one in the matrix near the bottom and at the top 49 almost.

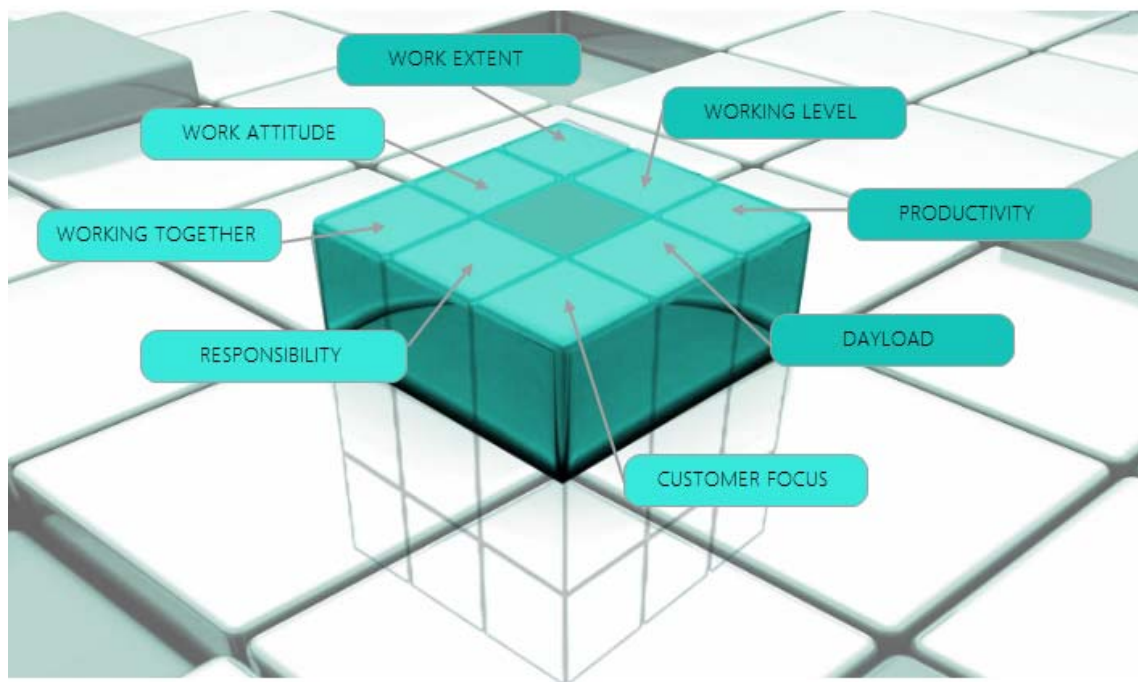
We use percentages to compare the scores with the scores obtained in a function evaluation.

The main groups are then divided into points

<u>Social</u>	Cooperation work attitude
<u>Technical</u>	Work Scope working level
<u>Economic</u>	Productivity day load

Socially

Customer focussed
responsibility



The client assessment is made in several steps.

1. For each focus point formulated a number of questions. The evaluator has to answer four options.
2. If the questions have been answered, each question has been given a value.
3. Then the group scores are determined. These scores represents the number of points upwards or downwards.
4. Then, the composite scores are linked with the program in which the client sits and again adjusted upwards or downwards.
5. Finally, the scores of the important questions to be added. The result is that each focus point gives a score in% and classification is determined.

The classification gives a general indication of the client. In general, we say that one called a coordination mechanism with classification.

Clients at the C level are coached intensively. These clients mostly lack the aforementioned social social skills.

Clients at the B level are more and more controlled. The guidance allows more space for the client to become more independent.

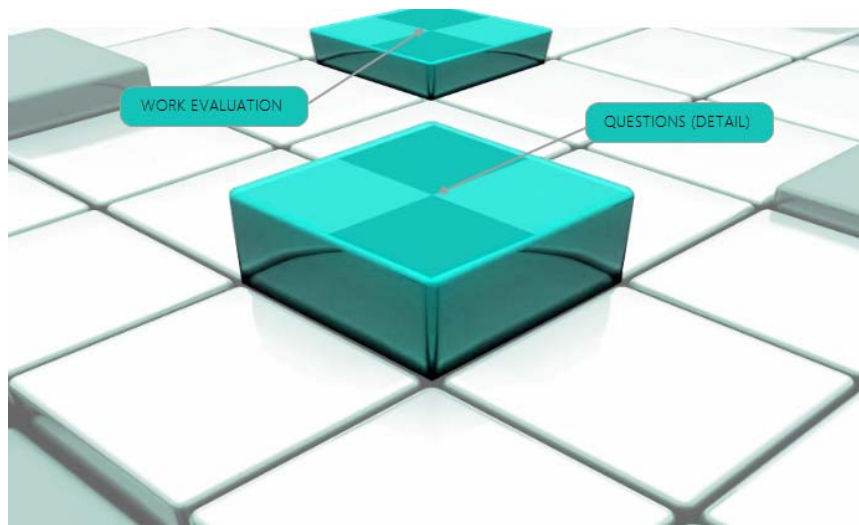
Clients at A-level follow a learning / work program for the employer and be coached.

Behind the rating is a number one ranking .This is further subdivided.

3 Represents the lowest level of classification, 2 stands for average and 1 being the highest level.

There are 62 questions that look alike or have been otherwise. Immediately after demand an answer should be given.

In order to make a proper assessment of the client, the assessor must be the immediate supervisor at least 3 months.



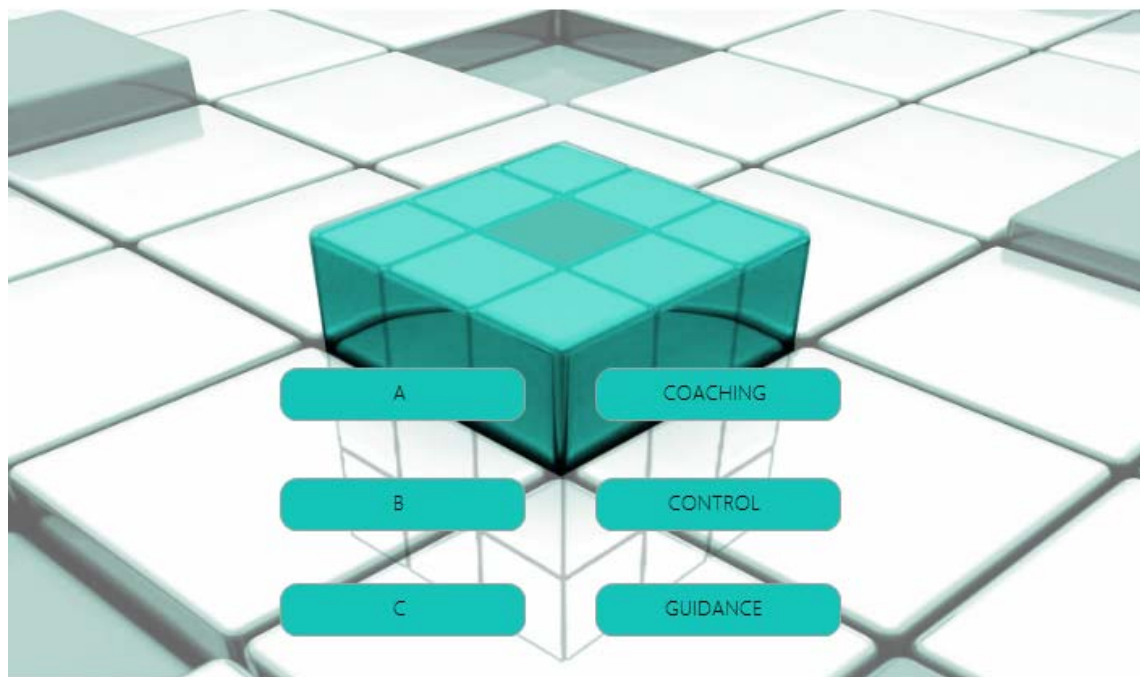
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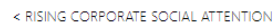
Clients at the B level are more and more controlled. The guidance allows more space for the client to become more independent.

Clients at A-level follow a learning / work program for the employer and be coached

Behind the rating is a number one ranking. This is further subdivided. 3 Represents the lowest level of classification, 2 stands for average and 1 being the highest level.



GROWING TECHNICAL AND ECONOMIC FOCUS >





















6.2 The system in practice

Aim at Work is web based and can be used via any internet connection from any place in Europe. Below is shown how it looks on the level of clients.






























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Where it comes to jobprofiles we have the following image.

Client	Werkgever	Medewerkers	Clientanalyse	Rapportage	Dashboard	Selecties				
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 Functies (1)	Bruggehoofd	BRU1161130	Enschede	7512	752	Enschede	Zorg en Welzijn	0575 610000	Vrijwilligerscoördinator	Vrijwilligerscoördinator
 Functies (2)	CBS1160511	Enschede	7512	169	Enschede	Onderwijs en cultuur	Directeur	Directeur	Directeur	
 Functies (1)	DE520160629	Enschede	7512	51	Enschede	Groen en beheer	Directeur	Directeur	Directeur	
 Functies (1)	DIE-5161116	Enschede	7512	12345	Enschede	Zorg en Welzijn	Vrijwilligerscoördinator	Vrijwilligerscoördinator	Vrijwilligerscoördinator	
 Functies (1)	-2	Enschede	7512	124	Enschede	Handel en administratie	Mede eigenaar	Mede eigenaar	Mede eigenaar	
 Functies (1)	-4	Enschede	7512	184	Enschede	Handel en administratie	Eigenaar	Eigenaar	Eigenaar	
 Functies (1)	ERV3161019	Enschede	7512	27-31	Enschede	Zorg en Welzijn	Vrijwilligerscoördinator	Vrijwilligerscoördinator	Vrijwilligerscoördinator	
 Functies (1)	9	Enschede	7512	50	Enschede	Groen en beheer	Trajectbegeleider	Trajectbegeleider	Trajectbegeleider	
 Functies (1)	OBS1160629	Enschede	7512	52	Enschede	Onderwijs en cultuur	Directeur	Directeur	Directeur	
 Functies (1)	OBS2160704	Enschede	7512	170	Enschede	Onderwijs en cultuur	Directeur	Directeur	Directeur	
 Functies (2)	OPE6160708	Enschede	7512	15	Enschede	Onderwijs en cultuur	P&O	P&O	P&O	
 Functies (2)	ATA6160708	Enschede	7512	2	Enschede	Onderwijs en cultuur	Vrijwilligerscoördinator	Vrijwilligerscoördinator	Vrijwilligerscoördinator	
 Functies (1)	PRE3160704	Enschede	7512	133	Enschede	Handel en administratie	Werkbegeleider	Werkbegeleider	Werkbegeleider	
 Functies (2)	SOM2160517	Enschede	7512	48B	Enschede	Groen en beheer	Uitvoerder	Uitvoerder	Uitvoerder	
 Functies (1)	STI1161129	Enschede	7512	7	Enschede	Onderwijs en cultuur	Hoofd vrijwilligers	Hoofd vrijwilligers	Hoofd vrijwilligers	
 Functies (1)	SUR12160622	Enschede	7512	133	Enschede	Zorg en Welzijn	Trajectbegeleider	Trajectbegeleider	Trajectbegeleider	
 Functies (1)	-1	Enschede	7512	52-5	Enschede	Techniek en transport	Vriendenwerk.enschede@	Vriendenwerk.enschede@	Vriendenwerk.enschede@	

Client	Werkgever	Medewerkers	Clientanalyse	Rapportage	Dashboard	Selecties	
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		Class	Achternaam	Voornaam	Gebdat	Geslacht	Kenmerk	Werkgever	Taak aspirant	Praktijkbegeleider	Telefoon Pb	S	T	E	M	Totaal	Beoor.-datum
		Rapportage (1)			26-5-1988	Vrouw	BRE81991611098									109	
		Rapportage (1)			26-6-1964	Man	DEL41711611216									150	
		Rapportage (1)	B1		28-6-1971	Man	DEN11001610127	Presentus	Computerstudent			70	86	80	67	140	18-1-2017 14
		Rapportage (1)			29-11-1991	Vrouw	DIE12081611169									261	
		Rapportage (1)	B2		19-4-1960	Vrouw	GUE01221611216	Presentus	Computerstudent			70	72	72	78	170	18-1-2017 15
		Rapportage (1)			25-4-1965	Vrouw	HAB52151611216										
		Rapportage (1)			7-3-1978	Vrouw	KNH82531611307									157	
		Rapportage (1)			10-4-1969	Vrouw	KOM91711610046									128	
		Rapportage (1)			2-6-1988	Man	MAR87321609298	SOM+	Algemene medewerker b-b			0	0	0	0	-69	
		Rapportage (1)			5-9-1979	Vrouw	RAO92451610277									-27	
		Rapportage (1)			25-12-1975	Man	SAM51711611217										
		Rapportage (1)			14-10-1966	Man	VOS01711611216										
		Rapportage (1)			24-10-1993	Man	WES32141611219										
		Rapportage (1)			31-3-1964	Man	WOL41181610176									82	
		Rapportage (1)	B3		26-6-1991	Man	YIG12061607149	Surplus	Interieurverzorger			28	61	77	76	136	18-1-2017 14
		Rapportage (1)	C2		12-4-1971	Man	OCH11711608037	SOM+	Algemene medewerker b-b			34	21	3	54	41	18-1-2017 15
		Rapportage (1)			31-3-1968	Man	LUH81471608106	EHB Kringloop				0	0	0	0	123	

Client	Werkgever	Medewerkers	Clientanalyse	Rapportage	Dashboard	Selecties	
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Begindatum	Einddatum	Trajectbegeleider	Opdrachtgever	Overheid	Instelling	Werkgever		



6.3 The usage of the system

Aim at Work is ready for use, meanwhile Stichting Surplus started to use it on a daily basis.

In the summer of 2019 the Municipality of Enschede, The Netherlands, decided to adopt the system for their daily use too. Actually the Municipality is using the system for the target groups Surplus is dealing with only, however they have the ambition to extend the target group to other groups too.

Vakschool het Diekman and Vakschool het Diekman are studying the possibility to use Aim at Work at their school. For our partner EEPL it is clear that this system will have added value for the German market, it is investigated how to make some minor adaptations as to get it fully adopted by the Germans.