



Community Networking for Integration of Young People in a NEET Situation

IO 2 MODEL OF INTERVENTION TARGETED AT NEETs

O2-A5 – Reporting of the testing phase in Italy



Title

IO2 MODEL OF INTERVENTION TARGETED AT NEETS
O2-A5 – Reporting of the testing phase

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1. Executive Summary

The test phase in Italy confirmed the validity of the intervention model for NEETs. In Italy the conditions of the labour market are enormously different in the different regions. However, the regulatory framework is fairly homogeneous. In the Italian context there is the need for close cooperation between social assistance services, grassroots youth organizations and employment services. The test phase involved numerous local organizations that carried out a fruitful discussion on the possible governance of a local network. The organizations jointly managed the promotion and involvement phase and, to a lesser extent, the provision of assistance and training services. The insertion phase is followed almost independently by CPV which, however, is in relation with numerous companies that belong to the production districts of which it is the reference.

There were 21 participants, 15 of whom followed the activities, 4 already on the job and 11 still in traineeship.

Cooperation on a daily basis among different organisations requires shared tools and procedures to be effective and efficient. At least Memoranda of Understanding should be stipulated among the subjects locally interested in collaborating, possibly under a public monitoring (Region or main Municipalities).



1. Introduction

The Community Networking for Integration of Young People in a NEET Situation project presents here the IO2 MODEL OF INTERVENTION TARGETED AT NEETs, through its Activity 5, presenting the report for the results of testing in Italy.

The structure of the report includes first an introduction, followed by the main results of the testing phase in Italy and finally the analysis of those results taking in consideration the impact.

1.1. The Young People in a NEET situation at pilot model

Preparation

The final validation of the model was done by the partners responsible for the testing phase during the transnational meeting in Spain (May 2019).

Before that, training of the staff was done in February 2019 during 2 ½ days by Skype. The training of the staff was coordinated by TESE – Associação para o Desenvolvimento and CECOIA – Centro de Formação Profissional para o Comércio e Afins.

Implementation

The implementation of the intervention started with the involvement of local stakeholders both from the “*Sistema Lavoro*” (employment system) and from the assistance associations for the disadvantaged and other associations that have contact with groups of young people.

In Veneto the issue is the integration between these two worlds aimed at creating paths that combine elements of assistance and personal and social support with support for job integration. These interventions, for this target, go hand in hand, people must be supported in order to become active in the job search. The group of attendees agreed that the best thing would be that personalized interventions were designed with the intervention of all social and work components.

The associations implemented a recruiting campaign which resulted in the involvement of 21 young people who carried out personalized interviews for orientation and balance of skills in CPV.

The young people who really followed a personalized action plan were n 15

The activities carried out were:



- for everyone: personalized orientation interview and balance of skills (individual coaching sessions). The first phase was the identification of the needs of the young NEET, his/her profiling. During the interviews with the operator, an in-depth analysis of the person's situation, needs and reasons behind the request for intervention was carried out, directing it towards the services offered by CPV but also by different local organisations (with a filter function). Interviews were carried out in order to reconstruct the person's wealth of skills, strengths and weaknesses: then the resources and the interests of the person were analysed and valued. An important part was trying to encourage young people to be aware of their characteristics as a basis for a critical reading of the labour market, useful for defining professional goals.
- Design of the Individual Action Plan. The action plans were defined on the basis of the data collected in the analysis phase and according to the choices made by the person after the guided examination of the training-professional opportunities. The IAP contains the activities to carry out in order to develop required competences, knowledge or skills (personal or professional) needed for different professional activities.
- There was a lot of accompaniment and support to do in the construction of a professional development project and related action plan. The difficult part was awareness raising on the skills possessed and on what had to be strengthened to achieve professionalism that could be spent in the labour market. Some of the participants were discouraged and could not see their potential, others had unrealistic views of what they could achieve and others were simply incapable to activate a proper job search although in possession of adequate skills for a job position. Compared to business as usual (with active people looking for a job) the process was very time consuming for the labour market operators. The flexibility enabled the adaptation of the activities to the characteristics of the individual participants thus accelerating the development of awareness. The combination in each training pathway of individual, group and in company activities made it possible for the trainee to compare his/her personal skills with others and with the professional context.
- There was coaching mainly in groups. The group approach favours involvement because it reduces the negative stigma (everyone sees that the problem is not just their own but of many young people in the same condition) and promotes communication between peers who share difficult situations. At individual and group level, we tried to present an array of training and professional opportunities by calibrating expectations on the real abilities of each. Support in drafting the user's curriculum vitae in order to make their presentation more effective, highlighting the skills possessed. The need to work on the CV adapting



it to the job position and to the targeted company, setting the possible variants and variations from time to time.

- User support on how and where acquiring information on job vacancies and training opportunities. Role playing on job interviews to gain greater awareness of what the expectations of employers are, on both professional and soft skills and the behaviour to avoid when seeking employment. During these activities, the participants were able to acquire information regarding what are the important elements in applying for a job and what are the professional aspects to reinforce and underline when being interviewed.
- Company tour. Two groups of participants each homogeneous in characteristics and aspirations were brought to a study visit in a company. The visit was organised in order to let the participants see the activities they aspired to, on the field. A practical training, a sort of project work was organized in the company. Each group was tasked with solving a (simple) real problem. At the end of the work, assisted by expert trainers, each group presented the conclusions to the company. The aim of the intervention was twofold: on the one hand we wanted to confront the participants with the demands of the job and to foster awareness of fundamental skills, to be acquired through training, that are crucial for the position. On the other hand, we wanted to create a synergy between the re-orientation path and existing training offers devised useful for our participants.

Follow up

The active pathways developed for the 21 participants and followed by 15 of them made it possible to define and identify professional objectives and to start planning personal development and skills paths (to be acquired or further developed) in order to realize their aspirations.

A part of the beneficiaries of the project (11) therefore identified and entered training courses to develop the professional skills necessary to enter the labour market. They were also acutely aware of the importance of developing, alongside a series of transversal skills that companies increasingly consider relevant for the job. The search for training courses has made it possible to identify both technical and professional secondary education courses, and to find training opportunities in the company, through internships lasting a few months.

The remaining 4 participants, who during the activities worked predominantly on the recognition of the skills already present and on reinforcing their ability to present themselves to companies, instead found insertion in local companies. These young NEETs that had already achieved a structured professionalism but that until before the



project had not been able to propose and promote effectively were finally able to see their skills recognized.

The result achieved by them lies in having acquired new ways to enhance their skills, managing to make them perceptible and recognizable during the interview with companies, thus leading to hiring.

First Stakeholder meeting



The target group – to include young people in NEET situation, following these criteria:

- 18-29 years old
- Not in education, not in employment, not in training. Namely:
 - With reduce employment experience and in situation of undeclared unemployment
 - Without interest in training actions
 - Integrating problematic informal groups of young people
 - In a situation of drop-out

The methods for selecting/identifying young people for inclusion in the project:

In Veneto there is a very structured and efficient system of active labour policies based on the case management principle by an experienced operator capable of assessing skills and orienting people, arriving at the definition of a personalized action plan. It starts with orientation advice and job placement support. The aim is to:

- Reconstruct the person's wealth of skills, analysing and enhancing, on the basis of the integrated reading of the qualitative and quantitative information that emerged in the context of the interviews, the person's resources and interests, promoting a critical reading of the useful work to define professional goals
- Accompany people in the construction of the professional project, supporting them in the process of research, self-consultation and critical reading of information on training and professional opportunities useful for the implementation of the action plan

- Elaborate the documentation for the monitoring and evaluation of the guidance consultancy service, taking care to draw up and archive a descriptive summary sheet for each individual consultancy path carried out
- Offer information on training and professional opportunities, promoting the process of self-consultation of the information materials available at the facility and / or online and supporting people in the curriculum vitae drafting phase
- Prepare the service agreement and the related action plan, defining and signing, on the basis of the data collected in the analysis phase of the application and the choices made by the person following the examination of the training-professional opportunities, the type of path to be implemented

However, *Sistema del Lavoro* is not coordinated with other social assistance services or with youth organizations, be they sporting, cultural, artistic or otherwise. This represents a weakness in the initial involvement capacity of some types of users, the most disadvantaged. While the technical assistance capacity is good, the ability to engage the less protected groups at start-up is poor. One of the types of users for whom we as a Region are having more difficulty in recent years is that of NEETs due to their passive attitude. Following the model developed by the Project, links were sought with assistance associations and institutions or services dedicated to young people.

The first action was a mapping of the associations and organizations that could have helped us in the NEET involvement activity. We subsequently contacted these stakeholders and invited them to two events.

Assistance associations, the municipality of Vicenza, youth information, associations and various types of centers were present at the meeting with the stakeholders. Working together was a joint definition of our target. We started from our need to be in contact with people with little work experience, passive, not interested in training, low schooling (even if it was not a binding requirement). Once the research carried out with the ComNetNeet Project and the intervention model were illustrated, an attempt was made to understand how to manage this informal network for the search for young people. The involvement of all components in the design of customized paths that integrate assistance and work integration measures should be a goal even if, given the present situation, it is certainly very far.

One of the most interesting suggestions was the management of exchanges of operators in the sector between different organisations (even for short periods) which would be a measure capable of powerfully approaching partners in their mutual knowledge. It must certainly start at the local level from the enhancement of the current relationships between the operators and their development with a view to the network. The drafting of a periodic monitoring plan (very light, to avoid that it is not carried out) is also a suggestion that emerged.



A goal is to raise the awareness of the Veneto Region, which finances active labour policies activities, in the creation of local systems for assisting workers in both personal and professional development.

This project-related collaboration therefore led to a broader discussion relating to the need for a medium-term relationship to test the potential of this approach.

The associative partners have launched a campaign that has sent numerous jobless young people to an interview with CPV who would not have come to a contact on their own for assistance in finding a job. The target was openly generic. The only unifying elements had to be: the condition of NEET and a real inactivity, that is, to avoid active research. The group of users involved is therefore very articulated.

The expected outcomes of involvement in the project included:

The pilot was integrated in the intervention of the model both with the NEETs and with the local community were achieved the short, medium and longer-term outcomes among NEETs and stakeholders involved in the pilots.

The identified expected outcomes of the intervention model were:

- Stakeholders are aware of the need for better coordination of local approaches
- Stakeholders have improved collaboration with other entities (e.g., range of organisations they work with)
- Sustainable local partnership networks
- YP have a clearer vision and pathway for their future
- YP have started to implement their action plans to achieve their goals
- YP have increased employability skills, motivation and self confidence
- YP have better links with employers and increased awareness of routes into work
- YP have moved onto and remain in education/training/work after the end of the programme

Stakeholder's awareness on the need to build local communities is very high.

In particular, the aims of the partnership originate from the situation of disadvantaged workers in the Vicenza and Paodva province and aim to build:

a) a systemic and multidimensional approach to job integration on the training, labor market, social and anthropological as well as legislative and administrative;



- b) territorial-based integrative practices capable of tackling the problems of discrimination and inequalities in the labour market according to social dialogue practices in a planned and global manner;
- c) multi-dimensional training in which a skill consisting of technical skills and general knowledge of the ability to identify and exercise services that are often not pre-defined or framed, as well as relational skills.

The mechanisms for achieving these outcomes included:

The first part was the organisation of the network of different associations that enabled to reach out and engage the NEETs. The different type of organisation can grossly be divided into two categories: a) employment services organisations (public and private) with a strong expertise on how to coach and train people who need to enter or re-enter the labour market, included training providers and adult education institutions and b) social care and youth organisation that provide different services but are strongly connected with disadvantaged young people and more apt to provide support in life skills.

All the stakeholders were passionate about the issue and everybody was convinced that there are synergies to exploit in a mutual cooperation. The cooperation was successful in recruiting the youngsters for our pilot.

The practices with the young NEETs were grouped in 3 intervention stages or elements that were incorporated in the model: “grabbing”, “orienting and stabilising” and “inserting,” with a particular focus on the soft skills gaps and skills mismatches which can act as obstacles to motivation, access and integration into the VET/education system and into the labour market. In this way, the need of establish a trust relation was a first important step, where the young NEETs feel integrated in the design of their intervention. For example, the program of the group activities was flexible, and they had the opportunity to ask more information or lessons about the aspects that were more interesting for them.

The grabbing part of the model was the most critical. CPV is an employment service, therefore has plenty of knowledge on the appropriate tools to understand the candidate's motivations and personality and also knowledge of the labour market both from the point of view of the legislation and of the dynamics underway (employment, skills needs, future trends and so on). On the contrary there's lack of expertise in bringing demotivated and discouraged people to the bureau and to engage them, bring them to the point of taking action.

The second part was n defining their training and / or professional project and in the management of particular moments of transition. Provides assistance, suggestions, and advice to the person helping them to identify the choices that are most consistent with their aspirations, attitudes, skills and motivations, through activities of: reception,



information advice, interviews, balance of skills, orientation training actions, project definition.

Compared to the current activity with job seekers that spontaneously come to CPV during this pilot the operators modified their behaviour (in order to adapt to motivational and relational difficulties) in these ways:

- for some: elaborating the job insertion project connecting with the network of services that the user has in charge (some migrants in charge of Carithas)
- more active listening in order to detect and analyse the candidate's personal and professional needs and resources;
- more engaging activities like the company tour:
- more targeted placement actions and mediation with companies, aimed at taking an internship or hiring.
- searches for internships' placements opportunities on the local job market, activating direct contacts with companies and representative bodies; accompanying the first stages of insertion (some dynamics tend to persist in the job placement), intervening, if necessary, to make changes to the initial project.
- assist the disadvantaged person in the growth of their autonomy and assist companies in activating facilitation and integration processes.

In general the activities are more time consuming than those with ordinary customers.

The main elements of the model to be piloted included:

The main elements to work with the young NEETs included in the pilot action were:

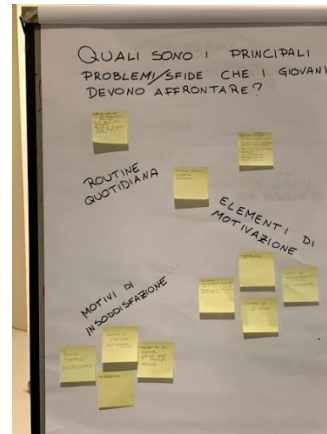
Network of local stakeholders: during the pilot phase there was a coordination between social and employment services. Only a rather loose coordination, a shallow form of integration. Nevertheless it showed the potential for real synergies. Basis to develop a service for the integration in the labour market of disadvantaged youth. Company tour as a way to motivate to learn. After an orientation based on skills assessment and personal aspiration two homogeneous groups had the possibility to see the real job and to interview the job holders to really understand what it means and what skills and knowledge is required. Group coaching CV preparation and job interview role playing. The job tour and Job shadowing,

Different moment in the company tour





Group coaching



1.2. Assessing the results of the application of the pilot projects

Four documents and activities served as the main sources of information about the results of the application of the model in the three pilots:

- Template for pilot testing (see O2-A4 - Testing the model and the tools)
- Template with the tools (O2-A2 - Creation of the tools for action)
- Focus group during the project meeting in A CORUÑA (May, 2019)

2. Main objectives

The results of the application of the pilot project in Italy were reported by CML. Other specific tasks included:

- TESE and CECOIA provided the staff training in February 2019;
- CECOIA participated at the 1st networking meeting for the local testing in Lisbon, coordinated by CML;
- CML is responsible for the overall reporting;
- CML is also responsible for the collection of the evidences supporting the results in Italy.



3. Main results of the testing phase in Italy

3.1. Results in Italy

Table 1 – Preparation, Territory Diagnosis

Country	Italy
NEETs	<p>Unlike other countries, in Italy the NEET condition is largely due to inactivity rather than unemployment, reflecting an alarming situation of demoralization of the Italian young people that are facing the difficulty of finding a job.</p> <p>In Veneto Region the unemployment rate shows a steadily decreasing trend. But, if until 2015 this reduction was partly due to an increase in the share of inactive, from 2016 onwards the latter showed clear signs of contraction, reaching, at the end of the period, lower values than those recorded for 2014. The performance of the overall indicators reflects dynamics fundamentally consistent with those observed for the female and male component of the population, albeit with different intensities.</p> <p>The value of the employment rate among women has increased slightly higher than among men. In the four years from 2014 to 2017, the male employment rate grew by just over one percentage point (59.9% for 2017) while the female employment rate increased by 1.6 percentage points (reaching 41.8% in 2017). In 2017, however, a gender gap was confirmed which distances more than 18 percentage points women and men employed in favour of the latter.</p>
Local stakeholders	<p>Local offices of the public employment services, regional private employment services, Municipality of Vicenza, Caritas Vicenza, youth information services, local social cooperatives (cooperatives assisting disadvantaged youth such as addicted, homeless, without parental support and so on); some companies followed by CPV in the skill needs identification, the adult education provincial centre and some vet providers.</p>
Communication Plan	<p>CPV has great experience and operational capacity in training and employment services but suffers from a certain weakness in the reach phase i.e. meeting and engagement; the active involvement of the group of disheartened young people. It is a fairly widespread weakness in our Region as shown by many examples in the Youth Guarantee program. One of the fundamental problems is the involvement of young people cut off from the</p>



world of work to put them back in touch with institutions. Only then will it be possible to "orient" and "stabilize. By definition, the NEETs are difficult to reach or at least to involve. Measures of social awareness and integration are an essential part of any strategy to combat the NEET phenomenon. We suffer from a scarce integration of the training system with other services or aggregation centres for youth. For these activities, new funding schemes should also involve critical youth support services. Today funding is fragmented and limited by a temporal stop and go of European funds (with prolonged periods of downtime of initiatives), and fragmented responsibilities between different levels and organizations without a clear guiding role that could be centralized at local level to raise awareness and to involve young people most at risk.

Often engagement interventions are not based on an in-depth analysis of root causes. Commitment is the first essential step that the young person must take for integration. Young people who have lost contact with institutions, due to poor social integration or at least to demotivation for further commitment, need to start a process of rebuilding trust that leads to spontaneous involvement. There are lot of personalized activities that present themselves as "non-measures".

Communication has to be highly flexible in a way that does not stop to be serious and institutional. This requires a thorough knowledge of the "scene" in sociological language, that is, the environment of social interaction, especially in the peer group. At the same time, operators must relate to actors of support systems such as training and active labour policies.

Then there is a problem of attractiveness of the initiatives, which however still refers for young people to perception of the possibility of being heard.

CPV engaged in networking activities with very varied subjects, from religious associations, sports centres to public bodies closer to citizens such as municipalities to increase its ability to engage this target.

The Municipality of Vicenza for example with "Cercando il lavoro" that brings together 23 Municipalities of the local area, is the leader of the project: "Ulysses – the Orientation Camper" to reach young people directly in the places where they live.

CPV tried to integrate the local promotional actions with the Youth Guarantee program.



Synthesis

CPV involved associations, youth support services and Municipalities to improve the reaching out;

CPV integrated the new approach in the Youth Guarantee program that it was running;

CPV inserted the ComNetNeet methodology in projects submitted to the Region that have subsequently been approved;

CPV tried to sensitize the Regional Authority to the issue of involving different associations in the funding schemes for youth employment and of funding “not measures” necessary in the engagement part (networking and so on).

CPV relied mostly in the recruitment by the youth associations.



Table 2 – Preparation, NEETS Selection

Country	Italy
Preferences and habits	<p>The connection with Youth Guarantee projects and the cooperation with local Municipalities and associations Meeting with the participants. Those sent by associations usually individually to explain the pilot capturing their attention. One event with 22 youngsters and other dissemination activities</p> <p>Male participants: 8</p> <p>Female participants: 8</p> <p>Area of interest: typically the participants hadn't a clear vision of the possibilities that lay ahead nor had they a specific area of interest. We can roughly divide them into two groups: those interested in a job in production such as mechanics, installers, fitters, welders and those interested in clerical contexts. One major transversal distinction could be made according to the level of introversion vs extraversion which conditioned choices in different working environments between interactive activities or more focused solitary tasks.</p>
Young leaders	Not applicable

Table 3 – Preparation, Local community and stakeholders' network

Country	Italy
Contacts with stakeholders	<p>About 50 contacts were made.</p> <p>Two meetings with local stakeholders to become partners in the pilot.</p> <p>They participated in the meetings, expressed interest in the project and took part mainly in activities in the grabbing phase.</p> <p>ENGIM Veneto Patronato Leone XIII (religious association); Caritas Vicenza, Municipality of Vicenza, Ubrban Center Thiene, Consorzio Prisma (local social cooperatives network), local office of public employment services, the centre of adult education and training providers.</p>
Good knowledge	CPV is an accredited private employment service



about labour marked	<p>Public employment services were also involved.</p> <p>The private VET providers and the local CPIA (Provincial Centre for Adult Education) have been involved as organisations who often maintain contacts with those pupils that having completed their education and training courses, are unable to find a stable job position.</p> <p>Infomagiovani are the Municipal services dedicate to Youth.</p> <p>Some companies that have a strong relationship with CPV were engaged in the discussion.</p>
Community activities	<p>A first meeting of stakeholders was held on 29 may 2018 and a second one 11 march 2019. These meeting had the goal to establish new The stakeholders held other meetings for the promotion of activities and internships.</p>

Table 4 – NEETs Intervention, engaging measures targeted towards individuals

Country	Italy
Initial contacts and communication	<p>The project was proposed and promoted using links through the network and local stakeholders.</p> <p>14 participants learned about the project thanks to the promotion through the internet, both through CPV website and thanks to newsletters also from different organisations. Actually in these instances actually the parents were the people that spotted the opportunity and pushed for the participation (this has to be taken into account when designing marketing campaigns).</p> <p>Other 6 participants were reported and sent by local stakeholders. The involvement of the territorial Caritas led to the participation of 5 participants while the CPIA (Provincial Centre for Adult Education), reported about ten people, 2 of whom then joined its participants</p>
Young leaders	Not applicable
Alternative activities	Not applicable

Table 5 – NEETs Intervention, orienting and stabilizing measures targeted towards individuals

Country	Italy
Referral to local stakeholders	The Project is followed by CPV a strong private employment services organisation therefore the referrals came from different associations that were able to engage young NEETs to CPV. Seven persons came through this referral from Caritas, Informagiovani, ENGIM and Municipality of Vicenza. Within CPV some of the engaged youngster were sent to Youth Guarantee programs that were currently running. Therefore we spread some youngster in different training and internships activities funded by Youth Guarantee scheme: welders, warehouse operators, marketing and web marketing, international trade, according to the different. The project worked differently for us meaning we had to work in a local network of stakeholder organisation with different purposes.
Individual coach-based sessions	<p>The first part; the individual interviews had the aim of building relationship between the participants and the labour market operators. This creation of a link between the operator and the user of the service is something ordinary for a social worker much less for the labour market operators so this can be considered one of the main adaptations needed when servicing these users. It is important to adapt attitudes and create trust and openness, in order to facilitate the adjustment between the participants and their environment. Usually these subjects are mistrustful confused and powerless.</p> <p>During the first meetings, the expectations and professional goals of each participant were considered, also considering the paths necessary to achieve them: the search for a specific job in some cases was immediately defined as the final goal, reachable through a path and preparatory and necessary training, but not always clearly identifiable or accessible (entry requirements they are not yet possessed by the participants).</p> <p>The meetings therefore made it possible to focus on the possibilities of the people, also defining in a concrete way which aspects should be maintained and enhanced and which instead required further reinforcement and incremental training.</p>
Group sessions	For 11 participants, the possibility of an internship in local companies was considered, to allow to put into practice and develop the knowledge



acquired in previous training and make them applicable and expendable skills in the labour market.

The areas of interest of the participants ranging from office activities to the warehouse, also considering welding activities, a professionalism particularly required by the way of work and economically recognized, therefore of particular interest for those young people who want to improve and make their own more stable economic situation

Mentoring sessions	Not applicable
Pathways to VET system	<p>As said 8 young people involved were sent to training activities funded within the Youth Guarantee:</p> <ul style="list-style-type: none"> - work experience for young specialists: mechanical welder / carpenter operator 200 hours lab training and 3 months internship - warehouse employee - professionalizing work experience 120 hours training and 3 months internship - Youth Employment Initiative (YEI) work experience for job specialization: marketing and communication 200 hours training and 3 months internship abroad - Specialist Work Experience for Young People: Employee of the Foreign Commercial Back Office – 200 hours training and 3 months internship

Table 6 – NEETs Intervention, inserting measures targeted towards individuals

Country	Italy
On the job experiences	<p>Some participants to the testing phase of the Pilot Project ComNetNeet were inserted in currently available training and internships programs run by CPV within the Youth Guarantee. They were 9 of the participants and were sent to different internships. People signalled by Carithas, the local centre for adult education and social cooperatives were sent to 3 trainings: welder (1), warehouse operator (1) and back office clerk (2). At the moment of the release of this report the internship are still successfully ongoing. They are being monitored by our tutors.</p> <p>A participant was sent for a job shadowing experience.</p>
Dual VET experiences	Not applicable



European and national motilities

5 of the participants were inserted in a training for digital marketing and afterward they were sent for a 3 months internship in the UK. They are being monitored by our tutors and at the moment of the release of this report the internships in London and Chester are still successfully ongoing.

At the start the testing phase was completely separated from the usual activities with NEETs run by CPV. The testing phase was characterized by the joint effort of the local stakeholder network. Some of the young people were sent to Youth Guarantee training.

Table 7 – Local community intervention, engaging measures targeted towards system building

Country	Italy
Communication with local stakeholders	<p>The communication with local stakeholders is the key for improvement in developing broader economic opportunities at local level. Our systems is strong in job matching and assisting unemployed also working with companies to fill skill needs. The main failure is in reaching out to discouraged and passive people in order to engage and activate them and also in keeping them in programs adapting the service delivery. To put it simply: outreach to NEETs is still modest.</p> <p>Our aim would be a multiagency partnership with a strong and formalised cooperation and a habit of data sharing among stakeholders. This is not within the scope of the project but we started discussion with youth organisations and other stakeholders in this direction.</p> <p>For the engagement part: formal channels of communication used by employment services are not used or at least very underused by NEETs. The main channel seems to be word of mouth (relatives and friends). One of the main actions of our project was the involvement of different organisations in promotional and engaging activities. This was a success. People that were among those in contact or assisted by these associations were informed and counselled and then sent to CPV in order to start a search for a job or for further training.</p>

Unfortunately it was not possible to define a formal procedure to enhance this cooperation.

Network of WBL	The work based learning network is already in place in our Region.
Involving at IA plan	This is a touchy issue. The principle for the Italian law is: the case manager (a senior professional qualified as labour market expert) who takes in charge the person is responsible for the management of the individual action plan. Working with experts from different stakeholders at the design or delivery phase of the IAP is something not usual and in any case should be a voluntary choice of the case manager. During the stakeholder meetings the idea of the involvement of different stakeholders at different stages of activity with the user has been discussed but this would imply very thoroughly considered agreements among different organisations to discipline cooperation of the operators. Regarding data sharing there's Ido Veneto the regional platform for the job matching. This platform is managed by all the employment service operators and contains information on all work experiences, education, training or guidance for the single person. It is a great support for the activities of different organisation working with the same person. Usually in this framework are neglected social and networking activities that are not considered worth mentioning or funding.

Table 8 – Local community intervention, awareness measures targeted towards system building

Country	Italy
Increase contacts	In Italy the skill mismatch is high and the outreach to NEETs is modest. There's a raising awareness at operator and middle management level that the possible synergies between different service providers could be relevant. There's a service delivery challenge that should be addressed through tailoring specific paths with the inclusion of grassroots level actions that imply a coordination effort. We need to proactively respond to skill gaps.
Build and maintain the network	In Italy there's a functioning community of private and public operators that can share data and work together in different phases of the training or working paths of the individual. The real issue is including grassroots



organisations that work with youth or social assistance providers. Here we took the first steps with this project.

Table 9 – Local community intervention, inserting measures targeted towards system building

Country	Italy
Apprenticeship opportunities	<p>Local community intervention in this testing has been strong in the grabbing and managing phase. For the insertion part it is still rather weak. The system is organised with local public and private employment services that receive a bonus for each job-insertion they achieve. Therefore it is more a competition than a cooperation.</p> <p>The local network that should be reinforced is between employment services and companies. The best services are those which have a strong link with companies and that can provide services of skill needs analysis to local SMEs or small handcrafts. CPV is the industrial cluster coordinator for the Jewellery district in Vicenza Province, for the Mechanical Industrial district of northern Vicenza Province, for the Innovative Regional Network for Foundries and Steelworks and for the Ceramic district of Bassano and Nove (handcraft mainly). For jobs in these clusters CPV can provide much stronger advice and support in creating contacts. This network with companies has to be fostered and we can imagine vertically specialised employment services linked to specific clusters or supply chains.</p>
Job tours and job shadowing	<p>We had job tour and job shadowing activities. The level of cooperation of the network has been good in the organisation of these activities although we have to note that it seems not feasible or at least really difficult in ordinary activity the programming of individual paths in a joint cooperation of operators from different organisations.</p>
Preparation of the motilities	<p>The mobility preparation was followed by CPV.</p>

Table 10 – Ongoing support structure and follow up

Country Italy

CPV focuses its interest especially in processes and networks for employability and aims to innovate the employment policy regarding the disadvantaged persons in our territory.

Hereunder some bullet points on the topic

- a multidimensional approach with all the competent subjects in employment and social development
- a bottom-up methodology that enhances territorial experiences also for their potential regulatory impact in a logic of community progress
- stimulation of a series of formal commitments capable of conveying, rationalizing and enhancing, with adequate and consistent tools and paths, all local resources for the common purposes of employment and local social and economic cohesion

CPV would like to give a valid contribution to the construction, implementation and maintenance of local networks for employability at different levels and in different community territories.

In this perspective, the bottom-up approach engages in the permanent search for a local organizational and proactive balance between:

the general principles of completeness, effectiveness, efficiency and cost-effectiveness of the tools and interventions

daily usability by a network of operators that have sometimes very different background but share a goal of assistance of the individual.

Our work program is developed starting from the experiences made in ComNetNeet Project and realized at local level and compared at transnational level.

CPV considers the need for a shared development of tools and procedures between employment services and social assistance organisations.

Disadvantaged people looking for a job often do not have the capital of social relationships and trust relationships so important in identifying potential job offers and opportunities and often do not have the communication and linguistic skills necessary to carry out a job search successfully. This poverty of social capital is frequently not limited to the



disadvantaged person, but characterizes (when the person is not already alone) the entire "social environment" in which this he/she is inserted: family members, relatives, friends, neighbours.

Another factor of discrimination is attributable to personal and social mistrust that often accompany these workers: companies prefer not to offer employment opportunities in the belief that productivity is not on the same level as other employees.

At the same time, forms of discrimination arise from the difficult and complex relationships existing between the policies and the organization of social, and youth services and active labour policies that are still not sufficiently resolved both locally and regionally. These difficulties, if not obstacles, between services that insist on the same life project in different ways and on different problems negatively affect the integration possibilities of disabled and disadvantaged workers and make the use of existing resources less efficient in particular.

The main objectives can be summarized as follows:

- designing a reticular model capable of carrying out multidimensional interventions according to the perspective of inclusion of users and integration and personalization of interventions (ComNetNeet project);
- identify practices that bring positive solutions to the problems of inclusion in the use of services and in the personalized provision of interventions by rationalizing what is in place on the basis of principles of effectiveness and economy;
- prepare a permanent testing program in the reticular model;
- prepare tools for monitoring the activity with particular attention to training operators / trainers;
- prepare assessment tools, in particular for testing aimed at final recipients.

The governance of a system should be based on specific agreements to harmonize social and employment services. Consolidating the integration between socio-welfare and training and employment policies, making the resources involved complementary.

The steps that should be taken next are:



Analysis and sharing of the current regulatory and contractual tools for their application

Enhancement of the current relationships between the actors and development of the same with a view to the network

Rationalization of the activities and work tools, cost analysis for the economy of their management, definition of quality standards

Ideation and realization of moments and places of permanent exchange between the network and the territory and between it and the final recipients of the actions.

The minimum objectives of the actions are the following:

- integration of IT support tools for employment and social policies
- enhancement of network relationships
- determination and coding of common work tools analysis of the costs of the interventions and of the cost effectiveness
- integration of labour and social-health policies
- creation of information exchanges, study of communication within and outside a network

Two distinctive aspects emerge: the personalization of the interventions; the active participation of the beneficiaries.

The customization of the tools: when you are faced with very heterogeneous cases, either for the skills in the possession of the beneficiary, or for his / her previous work experience and for the interests and family or personal needs, being able to count on channels of communication and customizable accompanying insertion tools becomes an important requirement that can determine the success or failure of an insertion action.

Through the contract between the assistant and the beneficiary, the coherence of the insertion process with the objectives and the transparency of the actions that can be carried out based on the regulatory system must be imposed.



The element that characterizes the joint operations is constituted by a committee of operators from different organisations, the true point of connection of the activities of the different entities where the individual cases are directly treated and where all the different professionals characterizing the network that determine the assumption of responsibility land.

Therefore, the operational methodology proposed in identifying and designing training and job placement paths enhances active participation with a view to developing conditions of stability in the employability situation, together with the promotion of a lifelong learning culture.



Project

ComNetNEET "Community Networking for Integration of Young People in NEET Situation"

3.2. Main conclusions

The piloting in Italy confirmed the validity of the model of intervention of the ComNetNeet project.

- There's awareness at local operators and middle management of the possible synergies between different services.
- Probably cooperation works better in the reaching out and engaging phases than in employment service delivery although it was stressed that a group of operators (social and employment) should work side by side when treating the same person.
- Working on daily basis on singular persons is difficult and costly
- There is the need for shared tools, web support services, data sharing and procedures to achieve a strong cooperation.
- Some non-measures that are not currently funded could be really effective in engaging NEETs
- The tools used within the testing phase can be considered a good start: they are readable both by social workers and by labour market operators. The baseline questionnaires is a self awareness tool that provides valuable information on many individual characteristics that affect both social and work behaviour. The interests and expectation part of the enrolment form can be considered as very useful when assisting a discouraged Young Person. The individual action plan is something currently very detailed and formalised in our employment service processes. Maybe inserting the explanation of the motivations of the individual and the reasons for each activity in the path can be a way to enhance trust and self awareness. These tools should be integrated in the current forms and online support thus enabling also social workers to participate.
- The model of intervention can be easily transferred to different communities and also to different target group: also different kind of disadvantaged persons would need a better coordination of social or health assistance and labour market integration: migrants, disabled persons, ex prisoners, elderly under qualified people that loose the job before being entitled to retirement and so on.



4. Pilot at-a-glance

4.1. Synthesis of the pilot in Italy

This table shows the activity that were carried out during the test phase. For privacy reasons we indicate only the gender of the participant. As of the release date of this report, the situation is as follows: 4 participants found a job and 10 are doing an internship.

Gender	Initial interview	IAP	Individual session	Group coaching	Job shadowing	Job tour	Training	Internship	Employment
F	X	X	X		X				X
M	X	X	X						X
M	X	X	X	X		X	Welder	X	
M	X	X	X			X			X
M	X	X	X	X					X
F	X	X	X	X			Warehouse	X	
M	X	X	X						
M	X	X	X	X			Welder	X	
F	X	X	X	X			Back office	X	
M	X	X	X						
F	X	X	X			X	Marketing	X	
F	X	X	X			X	Back office	X	
F	X	X	X			X	Marketing	X	
M	X	X	X			X	Marketing	X	
F	X	X	X			X	Marketing	X	
F	X	X	X			X	Marketing	X	

4.2. Project indicators

Project indicators	Goal	Results	Differential
Involving NEETs in situation youth ad participants	20	21	1
Involving NEETs in following IAP	15	16	1
Young people participated in individual sessions and or group sessions	10	16	6
Young people participated in experiences on the job/training	10	11	1



This table show us the goals of project indicators, the results that we got it, and differential of it.

Synthesis of the result of the situation of the Young People after the Pilot

Current situation	N.
Training	2
Education	0
Employment	4
Internship	10
Quit the project	5
Total	21

4.3. NEETs Intervention

The main activities carried out with the young NEETs during the intervention have been the following:

✓ Young people in a NEET situation were identified and selected by the strategic/associated partners, through the network of community stakeholders in April /May. CPV currently runs active policies activities (guarantee system) for young people and for senior citizens in the in the transition phases between one job and another. The participant of the pilot tough were selected among passive young people with the help and assistance of different organisations;

✓ In may individual activities started at CPV. The operators started an interview and balance of competences process.

✓ In this process the tools were used provided by the ComNetNeet project such as: Initial Questionnaire to Participants; Consent form; Initial Questionnaire - Impact Assessment; Individual Action Plan; Group sessions; Individual coach-based sessions. Some of this tool are registration forms and others are overlapping with ordinary tools for employment service activities. Nevertheless some contain information related to social aspects and personal needs that are not normally registered by labour market operators. These tools can be useful for the cooperation between youth organisations and social assistance and labour market policies on a daily basis.

✓ At the end of the pilot, of the 21 young people who started the project: 5 gave up; 4 found a job; 2 are in training, and 10 are undergoing an internship.

4.4. Local Community Intervention

The governance of a system should be based on specific agreements to harmonize social and employment services. Consolidating the integration between socio-welfare and training and employment policies, making the resources involved complementary.



Currently CPV is working to stimulate the dialogue among different stakeholders. We forward some issues that emerged during the piloting:

Unitary management of interventions

In the phase of local network first meeting to coordinate activities many opinions included the unitary management of the interventions, with the integration between the social-welfare tools and the training and work policy interventions and between actors operating in these fields of a public nature, private profit and non profit. This is certainly a good intention but really difficult to implement in a daily basis and with sustainable costs. constraints at system level and sustainability level.

Cooperation with companies

For disadvantaged people it is essential to think of an insertion in the labor market based on a personalization of the intervention and on the passage to find a consensual mode with the company (targeted placement), based on the analysis of the workplace in a broad sense as well.

4.5. Ongoing support structures and follow up

The first problem of a local network is the management of relationships within the network but also with political decision-makers.

Enhancement of network relationships: with this we refer to initiatives aimed at improving the communication and joint action among different organizations which, while sharing in a given place the same purpose of facilitating and offering opportunities for insertion and job retraining for people with social disadvantages, they cover very different institutional and social tasks. CPV is trying to convey these ideas locally at the same time it is speaking with the regional authority to pass some concepts.

Integrating the resources and skills of each component into a structured network also means supporting a widespread understanding of the technical terminologies adopted by each actor throughout the partnership. For this reason in our opinion it would be an useful tool a brief glossary for sharing the meaning of the terms in use in different partner organizations.

Once the technical terms in use by each actor involved in the local network are clear, to pursue the enhancement of network relationships it is appropriate to proceed on a higher level of action: the creation of organisational support of second level services (training, shared information databases, procedures and so on) that can guarantee support to all operators involved.



4.6. Positive aspects:

- Some tools used within the testing phase: they are readable both by social workers and by labour market operators
- There is awareness at local operators and middle management level of the possible synergies between different services
- Results: the cooperation enhanced the capacity to reach out to persons that would have been out of ordinary activities and the quality of services was improved by cooperation with social assistance
- The model of intervention can be easily transferred to different communities and also to different target group: also different kind of disadvantaged persons would need a better coordination of social or health assistance and labour market integration: migrants, disabled persons, ex prisoners, elderly under qualified people that loose the job before being entitled to retirement and so on.

4.7. Improving:

- There is the need for shared tools, web support services, data sharing and procedures to achieve a strong cooperation.
- Companies and employers. The problem of information to be conveyed to companies / employers, we believe assumes a double meaning, referable on the one hand to the knowledge of the phenomenon as a whole, on the other hand to the concrete management of job placement
- Evaluation of information exchanges between local network organisations. It is badly needed an in-depth analysis of the communication needs of the local organisations for cooperating

4.8. Lessons learned

- Working on daily basis on singular persons within different organisations is difficult and costly
- Need for a census of formal agreements and existing relationships (many organisations are already working closely in contact);
- Critical aspects (referred to Veneto context)

Cultural: differences between the organizational cultures of different organisations

Organizational: weak network identity

Communication: presence of different languages and terminologies

Ineffective ways of exchanging knowledge and experience



Relationship: stereotyped representation of the participating bodies with consequent recognition problem

Insufficient sharing of organizational practices

Insufficient information sharing

Dynamics of mistrust, de-empowerment and delegation

Self-reference of development partners

Inadequate methods of managing meetings

Lack of a common feeling and a propensity for cooperation

Lived excessive bureaucratization (in the absence of adequate organizational support).

4.9. Recommendations

These recommendations the establishment of a sustainable network among organisation with different institutional and social tasks that can support disadvantaged persons seeking integration in the job market.

For public authorities at local level (Municipalities or Public Employment services or others according to national articulation of competences and powers of different institutions): they should take the initiative for:

- a) the enhancement of network relationships
- b) the organisation of network coordination

Enhancement of the network: improving the communication and joint action among different organizations which, while sharing the same purpose of facilitating and offering opportunities for insertion and job retraining for people with social disadvantages they cover very different institutional and social tasks.

The coordination at local level of the network of public and private stakeholders is a key issue.

The governance of a system should be based on specific agreements to harmonize social and employment services. Consolidating the integration between socio-welfare and training and employment policies, making the resources involved complementary.

Organisational support: joint training of operators from social and employment services, shared information databases, procedures to activate the intervention and to manage it.



Unitary management of the single case the person should be taken in charge by a case manager responsible for all the activities. The different interventions should be managed in cooperation by social organisations training providers and employment centres. This is the final goal but it is difficult to implement on a daily basis and with sustainable costs. Constraints at legal level and sustainability level.

Shared data: the tool that employment services private and public use in Veneto is a public platform with all the data of the worker regarding education and job experiences. The operators from different organisations must insert here the details of activities with the single person. The system is connected to the education database (AROF) which tracks School and University students and to the compulsory communication system (COVENETO) that tracks hiring and layoffs of all the companies. Therefore when we take in charge a worker we have all the previous history in terms of education, job positions and specific activities such as guidance and balance of competences performed by other organisations' operators with the worker and their results. This is a database of shared information among employment services it is not open to social services neither we have access to platforms or tools of social services or grassroots organisation of any sort.

Glossary: social workers and operators of employment services use their own jargon so it would be useful to provide a shared glossary. For example in the employment we use continuously: taking charge of the worker by a case manager; active policy proposal; income support measures; evidence dossier; balance of competences; guidance; job club; and so on and we are not even aware of the fact that the meaning could not be perfectly clear to a worker with a different background. The same applies for social workers jargon.

Tools: the importance to share basic very simple tools to provide information to all. The documents developed by the project in particular the baseline questionnaire are good examples. They convey a wealth of information also on motivation and other traits of the persons involved that usually are not available to employment services.

Cost analysis: it is necessary to analyse the costs of a local network that intervenes in the management of work integration for disadvantaged people. Some actions in the engagement (grabbing) phase can be cost effective. A joint management probably needs a lot of organisational support to be equally efficient. The risk is always the excessive bureaucratization in the absence of adequate organizational support.

Network identity: in order to avoid dynamics of mistrust, self-reference of partner organisations and insufficient information sharing it is very important to have a strong network identity. This is possible at local level. Good communication is important.

