

Report

IO1 - Building Bridges - Potentials & Tools

1/ Information about your organisation

How it is structured (local and/or, regional and/or national, and/or European)?
Who from which level is involved in the project?

Activa is a foundation on local and regional level in Örebro county, Sweden. The foundation is a non-profit organisation and was established in 1989. The foundation has today (2022) a staff of 44 employees. Our founders are Örebro County Council and Örebro Municipality. Our role is to guide and support men and women who involuntarily lack access to the labour market, due to their illness or disability. The Activa Foundation carefully maintains focus on the conditions and requests of each individual, in order to match the applicant's competences with the needs of the labour market. In order to continuously develop our business, we often work in collaborative projects. Our projects are focused on methods development, reaching new target groups and influencing attitudes towards people with disabilities in working life.

In the project the following persons are involved:

Åsa Engström, senior project manager; Emelie Andersson, junior project manager; Bertil Johansson, head of education unit/senior Supported Employment specialist; Caroline Rågelid, junior Supported Employment work consultant, Mats Wickholm, project manager/senior IPS method specialist (IPS: Individual Placement and Support) and Linda-Marie Larsson, IPS work consultant.

2/ In which situations have you observed some difficulties in the cooperation or communication between Juniors and Seniors?

Level of work with young people

On occasions, there have been new employees coming to the workplace with too much confidence in their own abilities and where previous experience from other workplaces has been valued as sufficient to be able to do their job, without feeling need for advice and guidance from a mentor. This will be possible to avoid through our improvement of the mentorship and the participation in the Bridge project.

Level of youth workers

There has been a lack of a structured mentorship at Activa, which has led to difficulties in how knowledge should be transferred from senior to junior. Each mentor has worked in his/her unique way since there has been no previous description of which areas of knowledge to transfer and how to do so.

Seniors have acquired a tacit knowledge that can be difficult to transfer as it is based on past accumulated experiences and provides guidance in situations that can be difficult to write down in a document. Examples of this are when it's appropriate to ask about employment of a participant at vocational training on a workplace or when a participant is to be terminated and transferred to other activities or back to the assigning authority.

Level of organisation

Activa's quality work has not previously been structured. Several attempts have been made over the years to create a quality foundation in the different areas of work that exist without bringing about a cohesive system.

For a new employee, it has been difficult to fully understand how regulations and policies are designed by our partners and what consequences they can have for Activa's participants.

New employees have expressed that they would have needed a more thorough introduction and more support in their daily work, in close dialogue with their mentor. The need varies, of course, based on the employee's previous experience and should be individually personalized.

It can be difficult to understand the organizational gaps that often arise where one authority's responsibility ends, without any other authority taking over. Despite a common regulatory framework, administrators at our partners can make assessments of our participants who differ from administrator to administrator.

3/ Potential map of Juniors and Seniors

Potentials of juniors

<u>Knowledge</u>	<u>Practice</u>	<u>Attitude</u>
Work with young people Explicit: New knowledge/education Tacit: Closer to the target group Work with colleagues Explicit: New knowledge/education Tacit: Digital skills- fast learners New perspectives	Work with young people Explicit: It can be easier to build relationship when you are closer in the age range Faster process- new/fresh energy Tacit: Speaking similar language as young people Work with colleagues Explicit: Questions from the junior can make the senior reflect about "old habits" Tacit: Thinking outside the box, because they don't know the frames yet.	Work with young people Explicit: Not afraid of trying out new ways Tacit: Closer to youth's environments Socialized in a digital global word Flexible Work with colleagues Explicit: Enthusiastic/Thirsty of knowledge-questions and discussions Tacit: Open for new ideas Flexible Curious

Potentials of seniors

<u>Knowledge</u>	<u>Practice</u>	<u>Attitude</u>
Work with young people Explicit: Experience of methods Tacit: Experience shapes how to work, they have tried different methods Work with colleagues Explicit: Knowledge about; other organizations/efforts routines the organizations' rules and policies Tacit: Knowledge of possible ways to reach results, loopholes for instance How to navigate, who to contact	Work with young people Explicit: It can be easier to build relationship when you are further away in the age range Tacit: Faster process because of the network Knowledge about the labor market Work with colleagues Explicit: Long experience of digital systems Network Tacit: Long-term thinking Knowledge about the labor market	Work with young people Explicit: Balance between private and professional Dare to take difficult decisions, grounded in experience Tacit: Calmer, more balanced Secure Work with colleagues Explicit: Dare to make decisions Tacit: Awareness of works dynamics, for instance workload

4/ Optimisation of communication and cooperation between the Juniors and Seniors

How could you optimize the communication and cooperation between the Juniors & Seniors?
Which methods are useful?

Reflect old habits/patterns
New resources of information
Job-shadowing
Observation
Be a good role-model
Show coherent behaviours
Evaluation
Feedback
Copying
Empowerment
Allow new ideas
Exchange
Practical training
Socialization
Tutoring
Mentoring
Group reflections
Individual consulting
Work-place close to each other
Meeting outside the office for more relaxed and open climate
Team-building activities
Walk and talk
Being responsible for a specific task and working on it together.

5/ Impact and Recommendation

Which impact have you observed and which recommendations could you make?

We find it too early to answer this question, since we have started the work with creating tools and methods for knowledge transfer. What we like to add overall, is that it's necessary to have the management backing up the process, giving time for developing communication, cooperation and transferring of knowledge from senior to junior and from junior to senior.

The Bridge project has risen the important question of preserving knowledge, experience and expertise in our organisation and we are looking forward to start working hands on with the methods and tools developed during IO1.

6/ Process during the IO 1 (working group of the partner)

What was your approach, how did you proceed to achieve this result?

Which interesting tools or templates have you used?

Would you like to make some other recommendations?

We set up a national working group in the beginning of the project. We have had five meetings and also meetings in smaller groups working on certain topics. We came to the conclusion that we needed to take a grip on the whole process when hiring a new employee.

We have made research to find inspiration for securing transfer of knowledge and experience.

We have updated our template for introduction and made a new one for mentorship, to get a better structure for transferring information, knowledge and experience from senior to junior and vice versa.

The introduction template is more detailed and describes thoroughly the parts that should be included in the introduction to make the new colleague familiar with the organisation.

The mentor template covers different areas where the junior might need support:

- Role related support
- Task related support
- Structural support
- Relation based support

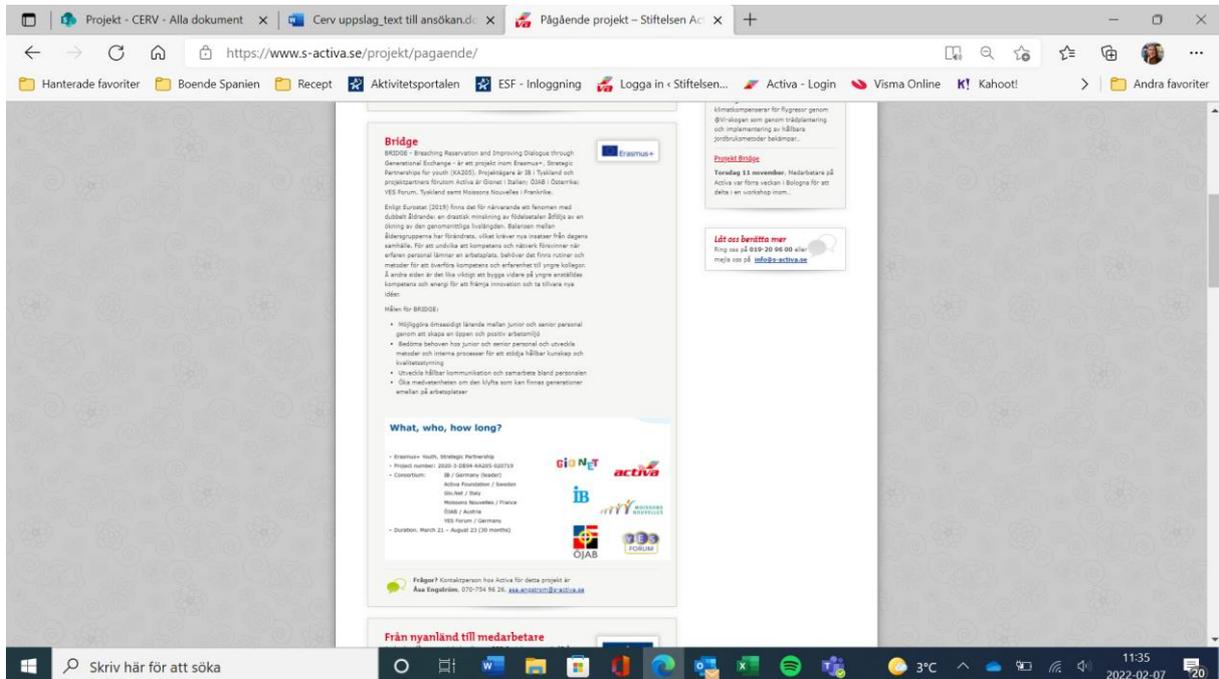
The knowledge transfer from junior to senior is also important to consider.

We recommend that the introduction is allowed to take quite some time. This ensures that the employee feels comfortable and secure, becomes one of the team and can start working independently.

Report made by the Bridge project staff at Actíva Foundation, Sweden
20-01-2022

Activa's dissemination activities, Bridge

Website



Project - CERV - Alla dokument x Cerv uppslag_text till ansökan.d... Pågående projekt - Stiftelsen Activa x +

https://www.s-activa.se/projekt/pagaende/

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Bridge

BRIDGE - Breaching Resilience and Inspiring Dialogue through Generational Exchange - är ett projekt inom Erasmus+ Strategisk Partnerskap för ungdom (10101). Projektet är ett Tyskland och projektansvarig forum Activa är Östern, Spanien, Östern, Östern, VES Forum, Tyskland och Mouson Nouvelles i Frankrike.

Enligt Eurostat (2019) finns det för närvarande ett fenomen med dubbel åldrande: en drastisk minskning av födelsestabil 2019 av en åldring av den generella befolkningen. Relation mellan befolkningsgruppen har förändrats, vilket leder till minskat friska dagarna samtidigt. För att undvika att kompetens och teknisk förmåga går förlorad personal lärning är arbetsplatser, behövs det friska rutiner och metoder för att överföra kompetens och erfarenhet till yngre kollegor. Å andra sidan är det lika viktigt att bygga vidare på yngre generationers kompetens och energi för att främja innovation och ta tillvara nya idéer.

Målen för BRIDGE:

- Hjälpa frivilliga lärande mellan junior och senior personal genom att skapa en öppen och positiv arbetsmiljö
- Bedöma behoven hos junior och senior personal och utveckla metoder och interna processer för att stödja lärande kunskap och kvalitetsstyrning
- Utveckla lärande kommunikation och samarbete bland personalen
- Öka medvetenheten om den kunskap som kan finnas generatörer emellan på arbetsplatser

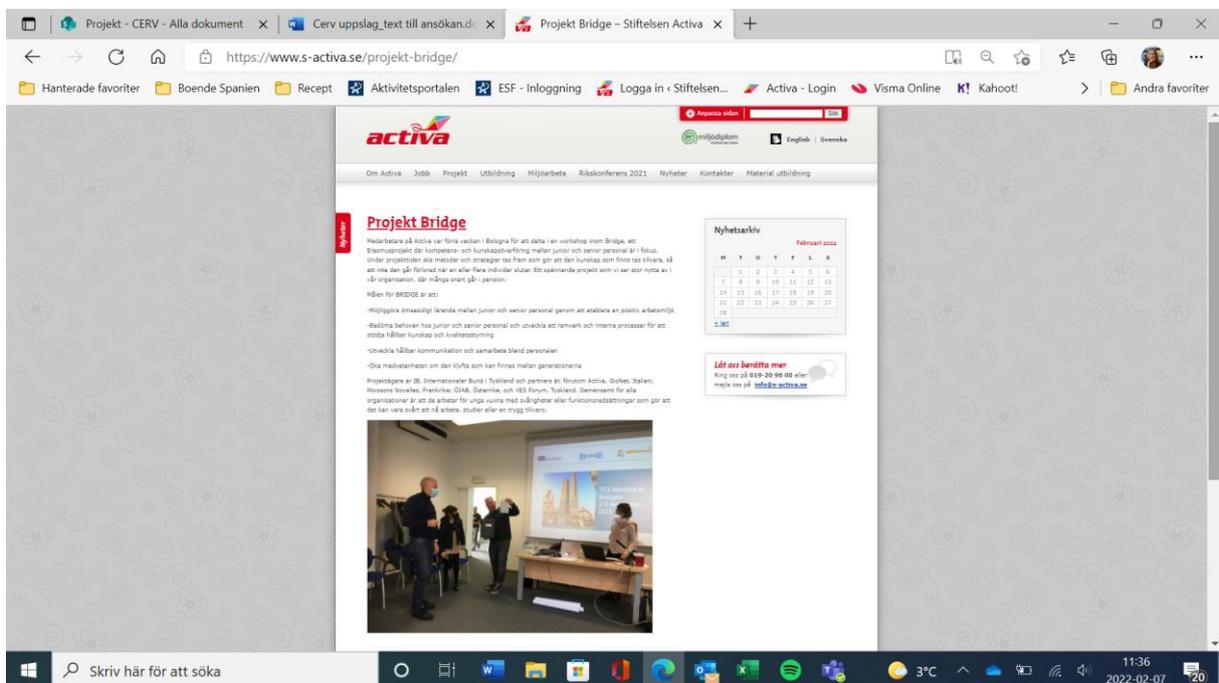
What, who, how long?

- Erasmus+ Health, Strategic Partnership
- Project number: 10101-DE-1-KA202-0-00119
- Consortium: IB (Germany, leader), Activa (Spain), Mouson Nouvelles (France), OJAB / Day, Mouson Nouvelles / France (OJAB / Austria), VES Forum / Germany
- Duration: March 21 - August 23 (18 months)

Frågar? Kontaktperson hos Activa för detta projekt är: **Åsa Engblom, 070-754 84 25, ÅSA.ENGBLOM@ACTIVA.SE**

Från nyanländ till medarbetare

Skriv här för att söka



Project - CERV - Alla dokument x Cerv uppslag_text till ansökan.d... Projekt Bridge - Stiftelsen Activa x +

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Om Activa Jobb Projekt Utbildning Miljöarbete Rådkonferens 2021 Nyheter Kontakter Material utbildning

Projekt Bridge

Medarbetare på Activa var förtur veckan i Bologna för att delta i en workshop inom Bridge, ett Erasmusprojekt om kompetens och kunskapsöverföring mellan junior och senior personal. Fokus under projektet är att metoder och utrustningar tas fram som gör att den kunskap som finns tas tillvara, så att nya idéer för framtiden kan utvecklas av flera individer utan. Ett spännande projekt som vi ser stor nytta av i vår organisation, där många snart gör i samarbete.

Målen för BRIDGE är att:

- Hjälpa frivilliga lärande mellan junior och senior personal genom att etablera en positiv arbetsmiljö
- Bedöma behoven hos junior och senior personal och utveckla ett ramverk och interna processer för att stödja lärande kunskap och kvalitetsstyrning
- Utveckla lärande kommunikation och samarbete bland personalen
- Öka medvetenheten om den kunskap som kan finnas mellan generationerna

Projektet är ett partnerskap mellan Tyskland och partners av Erasmus Activa, Spanien, Italien, Mouson Nouvelles, Frankrike, Östern, och VES Forum, Tyskland, Danmark för alla organisationer är att de arbetar för unga vuxna med utbildning eller funktionsnedsättningar som gör att det kan vara svårt att hitta studier eller en trygg vilovärd.

Nyhetsarkiv

Februari 2022

M	T	O	T	F	L	S
1	2	3	4	5	6	
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

Låt oss berätta mer Ring oss på 030-20 96 00 eller mejla oss på info@s-activa.se

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