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***ACCEM EXPERIENCE IN THE IMPLEMENTATION OF A
TERRITORIAL MANAGEMENT SYSTEM OF SOCIAL AND
PROFESSIONAL SKILLS SINCE IMMIGRANT LABOUR INSERTION
AND SOCIAL INTEGRATION PROCESS IN SPAIN***

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Summary: ACCEM is a nation-wide non governmental organization that develops its work and programmes in the field of the migration since 1992. The entity is present in ten Autonomous Communities of the Spanish state (in twenty-one counties and twenty-six municipalities).

Since 1996 and through the Community Initiatives of Employment and Development of Human resources "HORIZON" and "INTEGRA", ACCEM begins the experimentation of a methodology in order to establish a Territorial Management System of Social and Professional Skills that could facilitate the social integration and labour insertion of asylum applicants, refugees and immigrants in the reception territories, through the management of skills (abilities, aptitudes and attitudes).

One of the basic principles of action for the development of this methodology is "allowing the migrant community, to enter a space of communication and dynamic relationship among the different actors directly involved in the insertion processes in the labour market (people searching a job, managers and vocational training possibilities), to facilitate their labour insertion in the territory, through the expression and visualization of their social and professional skills".

The development of the System is centred mainly on two axes, on the one hand in the creation of a partnership linked to the local, economic development and existent employment in the experimentation territories, and on the other hand in designing and putting into practice the methodological elements that allows the management and exploitation of the Skills Visualization Tool.

Assuming from ACCEM the challenge of starting a Skill Territorial Management System, has allowed us to experience and to acquire a knowledge based so much on the daily practice as in the reflection on the processes and the phases that we understand should take part at the present time of a Methodological Frame for the implementation of the System

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1. ACTION CONTEXT

1.1. Institutional context

ACCEM is a nation-wide non governmental organization that develops its work and programmes in the field of the migration since 1992. The entity is present in ten Autonomous Communities of the Spanish state (in twenty-one counties and twenty-six municipalities).

The main programmes developed by ACCEM are;

- Temporary reception to refugees and immigrants (Reception Centres)
- Social integration and labour insertion.
- Social and educational training (language learning, knowledge of the environment, social abilities, etc.)
- Awareness Raising
- Investigation and Community Development (Development and Management of Observatories).
- Community initiatives of Employment and Development of Human resources.

1.2. Background. Experimental context.

Since 1996 and through the Community Initiatives of Employment and Development of Human resources "HORIZON" and "INTEGRA", ACCEM begins the experimentation of a methodology in order to establish a Territorial Management System of Social and Professional Skills that could facilitate the social integration and labour insertion of asylum applicants, refugees and immigrants in the reception territories, through the management of skills (abilities, aptitudes and attitudes).

One of the basic principles of action for the development of this methodology is "allowing the migrant community, to enter a space of communication and dynamic relationship among the different actors directly involved in the insertion processes in the labour market (people searching a job, managers and vocational training possibilities), to facilitate their labour insertion in the territory, through the expression and visualization of their social and professional skills".

With that purpose and as complement to the experimentation of the methodology, GINGO, a Skill Management Visualization Tool, was set into practice. GINGO "Trees of Knowledge "(GINGO Les Arbres de les Connaissances. Societe Trivium).

The implementation of a Territorial Management System of Social and Professional Skills is carried out in three municipalities, Gijón (Asturias) with a population of 270.000 inhabitants and an economic context of industrial tradition in rationalization phase and restructuring, León with 140.000 inhabitants and an economic activity centred mainly in the sector services, and Sigüenza (Guadalajara) with a population of 5.000 inhabitants and a productive activity based on the rural and tourist development.

The development of the System is centred mainly on two axes, on the one hand in the creation of a partnership linked to the local, economic development and existent employment in the experimentation territories, and on the other hand in designing and putting into practice the methodological elements that allows the management and exploitation of the Skills Visualization Tool.

During the experimentation of the Skill Territorial Management System at this stage, a series of methodological basic elements have been identified. They will be the settle point for the System in the future;

1. Interactivity of the System (relationship, communication, common language among the involved actors).
2. Global vision and dynamics of the socioeconomic framework of the territory.
3. Visualization of the map of Social and professional skills in connection with the actors' necessities and interests (potentialities, capacities, training and labour offer/demand

2.- METHODOLOGICAL FRAME FOR A TERRITORIAL MANAGEMENT SYSTEM OF SOCIAL AND PROFESSIONAL SKILLS.

Assuming from ACCEM the challenge of starting a Skill Territorial Management System, has allowed us to experience and to acquire a

knowledge based so much on the daily practice as in the reflection on the processes and the phases that we understand should take part at the present time of a Methodological Frame for the implementation of the System. It has been along these years of rehearsal what has facilitated to carry out new reorientations and reformulations of the starting methodological proposals, as a consequence, among other aspects, of the development and institutional expansion of ACCEM, also the socioeconomic changes in the intervention territories (eg. the immigrant population increase) and also the advances and innovations of the technologies of the information and communication society.

2.1.-Methodological Frame Dimensions.

To be able to systematize and operate the Methodological Frame, six dimensions that act as pillars of the Skill Territorial Management System have been established;

1. Contextual dimension.
2. Strategic dimension.
3. Conceptual dimension.
4. Methodological dimension
5. Technological dimension.

2.1.1.- Contextual Dimension.

This dimension refers to the environment, to the space and the relational and operative framework where the System is carried out. Four sub-dimensions that articulate and guide this dimension are distinguished;

a)- Strategic internal Sub-dimension to reach the achievement of objective transformers in the contexts (territories) of the System implementation.

At this point the objectives outlined by ACCEM are;

1. to create a Territorial Management System of Social and Professional Skills that satisfies the current institutional and operative necessities of ACCEM (increase of the territorial headquarters of ACCEM, increment of programmes and projects of social integration and labour insertion, increase the number of Management of the itineraries of immigrants integration, etc.), with the final purpose of facilitating the social integration and labour insertion of the target group (asylum applicants, refugees and immigrants), through the implementation of a information system in the ten autonomous communities where ACCEM is present.

2. To acquire an interlocutory roll with the actors directly involved in programmes and development immigrant social integration and labour insertion policies and plans.

3. To facilitate that ACCEM to be recognized as "actor of scientific knowledge" on the immigrant labour insertion processes (diagnoses and prospecting among ACCEM territories, comparison with other context diagnoses, etc.)

b) Operative internal Sub-dimension (of ACCEM toward its social capital, HHRR, immigrants); in order to strengthen and to optimize the technical and human resources of the entity in charge of impelling and supporting the System. The proposed objectives are;

1. To establish a common and harmonized methodology in the management of the intervention of the different labour insertion programmes developed by the entity.

2. To endow ACCEM HHRR with the necessary training to incorporate the Territorial Management System of Social and Professional Skills in the intervention processes.

3. To provide the migrant community the strategies and tools which allow them to guide and to locate their itineraries of labour insertion, starting from the diagnosis of their social and professional skills, in order to facilitate their access to the labour market.

c)- External Strategic Sub-dimension, it pursues the impact and influence of the System in agents, actors and external operators with capacity of transforming the different dynamics and structures of management of the social capital of a territory (systems of management of the professional occupations, skills, labour intermediation, etc..). The objectives that are sought to reach are:

1. Reinforce the relationship and the communication among each one of the actors that participate in the socioeconomic development of the territory (actors that configure the structure of the social, managerial and training capital of a territory).

2. To show the political responsible and the social and economic agents a wider visibility and dynamics of the social and professional skills available in the territory that allow, in connection with these, an analysis of the evolution of the economic activity, of the employment and the

vocational training opportunities available in the territory.

3. To offer the official operators (Employment Public Services, Employment Agencies, Ministry of Education, Qualification National Institute, etc.), innovative proposals of change toward rigid and orthodox models, in the Social and Professional Skill Management, from a position of recognition of these traditional models.

d) Operative external

Sub- dimension, pursued to strengthen the transfer and exchange of the different procedures, strategies and tools for the territorial management of skills, from the interests and objectives of each of the involved actors. The objectives drifted for this sub-dimension are;

1. To synchronize and to operate with the official reference frame, used for the management of professional skills (National Catalogue of Qualifications, National Certificate of Occupations of the Employment National Institute and of the National Institute of Qualifications).

2. To facilitate the businessmen/employers the development and specification of their offer / demand of economic activity bearing in mind the social and professional skills available for the human capital of a territory. Reinforce the relationship and the communication among each one of the actors that participate in the socioeconomic development of the territory (actors that configure the structure of the social, managerial and training capital of a territory).

3. To offer to the official operators (Public Services of Employment, Agencies of Placement, Ministry of Education, National Institute of the Qualifications, etc.), proposals innovators of change toward rigid and orthodox models, in the management of social and professional skills, from a position of recognition of these traditional models.

2.1.2.- Strategic Dimension: The partnership as a model of management of the relationships.

Through this dimension we pursue to define and to structure the orientation elements that will allow us to negotiate the relationships and the processes of reinvigorate the different dimensions with those that interact in the Skill Territorial Management System.

ACCEM consider that the partnership is erected in a strategy that will allow us to mobilize and to articulate the available resources (human,

technical, materials, economic, financial...), around a dynamics of creation of social and economic activity, next to the real necessities of the territories. In this sense the creation of a partnership (or partnerships) that invigorate and feedback the relationship flows and communication among the different actors of the management system, it constitutes an element of sustainability in itself, among the structures (actors) of the different dimensions (entities and institutions that intervene at the level of planning the social, economic and employment policies, and also at the operative level of execution of the programmes and projects).

2.1.3. - Conceptual Dimension: Social and professional skills

We pursue to define and to establish the frames and conceptualization approaches of one of the main elements on which settles the System, the Social and Professional Skills. This conceptualization will facilitate on the one hand the communication among actors and on the other hand to operative the vectors of the System, that is to say the skills. It is necessary to establish a series of Analytic Categories that facilitates the management and treatment of the same ones.

2.1.3.1.- Notion of Social and Professional Skill(s).

Within the frame of the Territorial Management System of Social and Professional Skills we define the concept of skill as ***“the group of knowledge, abilities, aptitudes and attitudes that setting in practice optimizes the acting in a certain task to achieve the objectives that the activity implies ”***. Nevertheless this definition of skill is a starting conceptualization, subject to the reflection, discussion, modification and validation of the actors that constitute the Management System. ***This means that all definition of skill(s) is valid only if it is understood by all the actors of the System***, for that reason it is needed the implication and participation of each actor in its preparation.

2.1.3.2. -Analytic Categories of the Territorial Management System of Social and Professional Skills.

The Analytic Categories that ACCEM proposes are as follows;

1.- Technical skills; group of knowledge, abilities and applied dexterities of technical character or associated to a professional occupation.

2.- Transversal skills; they are those knowledge and abilities that are included in

different productive sectors, transferable to diverse tasks and involved in more than a professional occupation. The follow ones could be included;

a) Linguistic Skills; aptitudes and attitudes referred to the expression and oral and written interpretation of a language.

b) Relational Skills; aptitudes, attitudes and abilities with capacity to inter-relate (accurate, empathize), individually or in group, as well as to communicate (to transmit ideas, objectives....).

c) Personal Skills; attitudes and inherent abilities to the person that allows the adaptation to the current and emergent necessities of the job position and/or of the labour environment (functional, geographical mobility, overloads productive, tolerance to the stress....).

d) Basic Computer Skills, knowledge in the use and handling of the technologies of the information in the basic development of administrative tasks associated to any professional occupation.

2.1.4.-Methodological Dimension; Methodological instruments of the System.

We pursue to gear mainly the contextual, the strategic and the conceptual dimension of the Skill Territorial Management System. The technological dimension should obviously be included. But we consider that this one should play an outstanding roll as a gear motor of the System.

2.1.4.1.-Adoption of the Management System to the Contextual Reference Frames for the Management of the social and professional skills.

Two of the contextual strategic sub-dimension objectives are to synchronize and to operate with the reference frames and official operators in the management of social and professional skills. Through the adoption to the contextual reference frame we pretend to offer the official operators innovative proposals of change toward rigid and orthodox models of the management of skills, from a recognition and complementary position of their models.

For this reason we are using as a reference three systems of official classification that relate the qualifications, the occupations and the economic activities with the professional skills of the System;

1. Classification of the Qualifications and Professional Skills of the INCUAL (National Institute of Qualifications, Ministry of Education and Science)

2. National classification of the Occupations, CON-94 (Ministry of Labour and Social Affairs.

3. National classification of Economic Activities, CNAE (National Institute of Statistic)

These three Systems of Classification harmonize with ACCEM Social and Professional Skills Base (see annexed)

The use of these three Classifications in ACCEM Skill Territorial Management System has been carried out for the following reasons;

a) The use of a system of classification of skills harmonized by the National Institute of Qualifications (INCUAL, point of national reference), based on the systems of classification of professional qualification of different state administrations (Employment and Education), also considering the systems of qualification of other countries of the European Union.

b) The possibility to relate the Harmonized Base of social and professional skills of ACCEM, from an economic-productive contextual dimension, from an occupational contextual dimension of the labour market and from a contextual dimension of the qualifications that promote the different systems of occupational vocational training, when taking as reference the National Classification of Economic Activities (elaborated by the National Institute of Statistic) and the National Classification of Occupations (elaborated by the National Institute of Employment).

c) To incorporate into the system of classification of skills of ACCEM the different contexts: economic, employment and relational where the social and professional skills occur.

d) The possibility to exploit and to relate in an integrated and homogeneous way, the base of social and professional skills of the Management System of Administration with data and studies of the context.

2.1.4.2.-Harmonized Base of Social and Professional Skills.

Within the Conceptual Dimension, we pointed out the importance of the Social and Professional Skills as a pillar which the System settles on, and the necessity of conceptualizing them arranging some Analytic Categories. These Categories articulate the Skill Base that is created in the face of the necessity of harmonizing and operating the different formulations and definitions

of skills given in the different territorial contexts of the Management System.

When we speak of Harmonized Skills Base we refer to the repertoire of social and professional skills expressed and defined by a collective, of a specific and intersector character assigned to the different economic activities and Professional Occupations that the labour Market is structured in".

The Skill Base is common to all the territories integrated in the System, so that it allows to facilitate the communication among the actors of the system and to carry out diagnoses not only at territorial level but also at national level regarding the skilled offer and the demand.

The creation of the System Skill Base meant the harmonization, fusion and redefinition of a total of 645 skills. At the present time the Base has 226 skills.

To make in front of new formulations of skills, it has been constituted a Group of Upgrade and Validation, in charge of negotiating the Base of Skills of the System.

2.1.4.3.- Formulation and validation procedures of social and professional skills.

One of the basic elements identified in the experimentation of the Management System during the first stage, has been to meet the necessity of being "interactive", in the sense that it allows the relationship and the communication among the actors of the System, through the construction of a common language and culture. In this sense the formulation processes and validation of skills -yet having Official Reference Frames and also the System Harmonize Base- should bear in mind the fore-mentioned in the Notion of Social and Professional Skill section, ***all definition of skill(s) is valid only if it is understood by all the actors of the System.*** This means that the formulation and validation procedures of skills of the System need, for their coherence, the implication and participation of each actor in their definition. That is why the "partnership" (Strategic Dimension of the System) is a fundamental piece within the procedure itself.

The formulation and validation procedure of skills is structured in the following stages;

A. Reformulation and redefinition of immigrant skills; elaboration of the profile / balance of social and professional skills.

B. Validation of the Social and Professional Skills (structuring of working groups with immigrants, employers and trainers).

C. Identification of the actions to be developed; adjustment and/or socio-educational reorientation for the insertion, professional adjustment and professional reorientation (identification of the criteria: reorientation and/or professional adjustment).

A)- The Reformulation and redefinition of immigrant skills; elaboration of the profile / balance of social and professional skills.

At this stage an important part of the process is the "self-diagnosis of skills" as the person participation and implication dynamics in the formulation of the skills. More than to structure a repertoire of degrees and/or trainings, we intend that the person identifies in a concrete way which the skills are, the knowledge that the individual has and that he/she considers that are important to offer to the labour market.

In this sense the self-diagnosis allows a better definition and diversification of the insertion itineraries, through the concretion of their skill profiles. It also causes the "reinforcement of the self-esteem" since this dynamic facilitates awareness of their potentialities.

B. Validation of the Social and Professional Skills (structuring of working groups with immigrants, employers and trainers).

Three validation typologies are distinguished within the Skill Territorial Management;

1.- "Objective" Validation; Certification, by completing an Official Training Course.

2.- "Internal" Institutional Validation: the skills acquired by practice in the internal context of the Company or Institution.

3.- "Subjective" Validation: Self-proclamation, that is to say, when none of the two previous tipologías occur to validate a skill. We refer to those cases when a person has acquired the skill in an environment different to the labour or training ones.

The validation is one more stage within the process of formulation of skills, since to

harmonize the description and definition of the same ones, it is needed the setting in common of the descriptions of the skills, by means of dynamic of " group discussion" and, the verification of this descriptions with the other actors (trainers, employers, external experts, technicians,...), it is what is called the cooperative validation of the social and professional skills in the Skill Territorial Management System ".

Actions carried out with the different actors for the validation of skills:

a)- regarding the training mechanisms:

- Identification of training programmes and contents developed by the official training centres, transferring them into skills and putting them in connection with the demands of the labour market and the social and professional skills formulated by the human capital (immigrants).
- Programming work sessions with experts' groups (training professional and technician) working in official training and vocational training where the training contents are analyzed in connection with the evolution of the managerial demands and the social and professional skills of the human capital (immigrants).
- Internal sessions of evaluation of skills (in the training centres).

b)-regarding the companies:

- Identification of potential activity of employment; this action pursued to develop a relationship net with the companies to identify the demanded professional profiles in order to establish processes of labour mediation in connection with the skills offered by the immigrants.
- Programming work sessions with managers, employers and/or professionals to analyze and study the possible adaptations of the training contents and the formulation of the social and professional skills of the human capital (immigrants) in connection with the demands of the labour market.
- Internal sessions of evaluation of skills (in the companies).

Some of the impacts obtained with this formulation proposal and cooperative validation of the skills are;

- The available skills are identified in a concrete and precise way in connection with the demanded profiles for the companies.
- Better adjustment between the training and labour offer and demand.
- Better definition and precision of the offered and demanded professional profile.
- The available skills are certified and contrasted, being of a subjective or objective nature.
- Allows the possibility to establish processes of adaptation and/or transformation of the skills offered / demanded.
- Improves the management and accuracy of the relationship among actors
- The management by skills allows not to make discrimination for reason of sex, origin, etc..

C)- designing the personal itinerary of social integration and labour insertion

At this third complementary and circular stage with regard to the previous ones, the designing of the itinerary of social integration and labour insertion is carried out, from the formulation and validation of the person's skills, according to our experience with the skills in relation to the immigrants.

The following actions are developed at this stage of the Skill Territorial Management;

1. Social and educational training for insertion
2. Social and educational training for employment.
3. Training in new technologies of the society of the information (NTCI).
4. Insertion in mechanisms of vocational training.
5. Training in alternation.
6. Labour intermediation
7. Follow up and evaluation of the Itinerary.

Point out again in this section the importance of the "partnership" to supplement and to optimize the different actions and resources of the System again.

2.1.4.4.- Technological Dimension.

To negotiate, to systematize and to channel the relationships and information coming from the

actors involved in the System, it becomes necessary to have a technology that optimize and maximize the human and technical resources, under three basic principles that have already been mentioned in the beginning of this statement;

1.- Interactivity of the System (relationship, communication, common language among the involved actors).

2.- Global vision and dynamics of the social and economic net of the territory.

3.- Visualization of the map of Social and professional skills available in the territory.

This technology should not be an aim of the System itself, but it should be an accompaniment, revitalization, management and evaluation instrument.

During the first stage of experimentation of the System a technology of visualization of the offered and demanded skills in the economic activity of a territory, was used, known as the "Gingo-trees of Knowledge" (GINGO them Arbres of them Connaissances. Societe Trivium). Later on and as a consequence mainly of the expansion of the territorial contexts of the System (ACCEM institutional development), of their new technological necessities and of the constant changes and transformations of the technologies of the information and communication, started the setting in practice in the System, of an evolution of the tool previously known as See.k -.

The integration of this new technology, means to adapt the technical potentialities of the tool conceptually See.k, to the different Dimensions that structure the Skill Territorial Management System.

Two accompaniment instruments have been designed for the implementation of the technology (See.k);

a)- **Protocol of Architecture (conceptualization of the technology to the Management System)**; where the different contexts of interaction of the System are gathered; structuring and parametrizing the navigation scenarios, flows of information and communication among actors, levels and charts of exploitation, cartography, etc.

b)- **Manual of the System of Management Territorial of Skills**; it is a manual addressed to the actors directly involved in the System (human/social capital, managerial and

training structures). The purpose of this manual is to inform these actors of how the tool is conceptually configured, at the same time that formal in the management and navigation of the System.

These two tools are subject to updates in function of the adjustments that may arise since the setting in practice.

3.- COORDINATION TEAM OF THE SKILL TERRITORIAL MANAGEMENT SYSTEM .

To confront the application of the System in their second experimentation stage, a Work Team has been constituted in ACCEM in charge of steering and managing the different processes of implementation. This team is divided into different work groups according to their functions and tasks;

- **Group of Strategic Follow-up**; formed by directives of the entity, in charge of carrying out the follow-up with regard to the dimensions and strategic objectives of the System.

- **Senior Group**; formed by a total of seven technicians of different ACCEM territorial headquarters, mainly of the areas where the first experimentation of the System has been carried out (Gijón, León and Sigüenza). Their key functions are those of designing and starting the Methodological Instruments of the System, and also carrying out an appropriate transfer training from those to the members in the Junior Group (ACCEM technical staff coming from territories that incorporate to the System).

- **Junior Group**; formed by technical staff coming from the different ACCEM territorial headquarters. The group is formed by 14 people whose main function is being the technical referent of the Skill Management System for their intervention territory (implementation of the Methodological Instruments).

- **Skill Updating Group**; formed by three people, and whose main function is negotiating the Harmonized Base of Skills of the System.