incorpora
de "la Caixa"

# Quality improvement
# **Indicators**
of Incorpora Programme
Socio-Occupational
Integration

"la Caixa" Foundation

# "LA CAIXA" FOUNDATION. THE SPIRIT OF "LA CAIXA"

# Quality improvement
# **Indicators**
## of Incorpora Programme Socio-Occupational Integration

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# Presentation

The organizations that carry out the Incorpora Programme, promoted by the "la Caixa" Foundation with the challenge of improving socio-occupational integration for people at risk or experiencing social exclusion, have a clear commitment to quality of care. Satisfaction from clients and employers that collaborate with the programme is the real recognition for a job well done.

However, and in order to assess the quality of care and have objective data, we present this Manual Indicators for quality improvement. This is a handy tool, involving 29 indicators to monitor relevant priority areas that reflect priorities of quality to be developed in the forthcoming years, at a service level and also for the sector as a whole. Each indicator helps reinforce key aspects of the Model Incorpora, as stated under both justification and explanation of terms sections.

Like other documents set under the Incorpora Programme, this teamwork has been achieved with the cooperation of professionals from Incorpora organizations, who have contributed with their knowledge and experience to determine priorities and data to pilot the instrument measure and ensure its applicability.

This tool has been designed to be used not only in an external evaluation but also in self-evaluation, since each indicator has been described exhaustively. The periodic measurement of the proposed indicators allows objective information about developments and trends in each organization. It allows comparing among different organizations that are part of the Incorpora Programme as well, and the description of the indicators minimizes the risk of unwanted variability in the measurement.

We encourage teams to read the description for each indicator trying to review the practice itself and seeking evidence to demonstrate compliance of the indicator, whenever possible. This strategy helps to identify failures, difficulties in accessing records or other situations that often professionals are not aware of. This Manual is a tool from Incorpora Model and its goal is to help organizations identify improvement areas where further work should be done to increase the quality of care, thus the employment for people in vulnerable situations.

# 1
## Introduction

The "la Caixa" Foundation, sensitive to the emerging needs of today's society, is committed to developing programmes of a social nature, generating new opportunities for those people who most need them. The number of people at risk of social exclusion is increasingly significant and visible. Consequently, as part of the *Incorpora* Programme, the "la Caixa" Foundation promotes a specific project of employment integration for vulnerable people in society.

This *Quality Indicators* Manual forms part of this specific project. It has been developed with the methodological support of the Avedis Donabedian Research Institute from the UAB. Its aim is to contribute towards developing a quality management model for the service provided by *Incorpora* Programme organisations to vulnerable people in society, covering the areas of quality management and improvement at the level of each organisation to improve the occupational integration of vulnerable people and those at risk of social exclusion. It also helps *Incorpora* coordinating entities to act as benchmarks for initiatives to improve quality.

There are different strategies to improve quality and some of the most widespread are as follows: a focus on resolving problems, monitoring key functions in the organisation and an across-the-board approach to assistance and the most frequent situations.

In any case, irrespective of the strategy used to improve the quality of assistance, it's necessary, as a first step, to establish the appropriate action in each case, taking current knowledge into account as well as the expert view of professionals and the perception and experiences of individual users of the services and companies. This must then be compared with what is actually being carried out, identifying gaps and their reasons. Lastly, the necessary changes should be implemented to affect such causes, checking whether the modifications carried out have been effective.

This Manual is based on the methodology of monitoring via quality indicators, using self-evaluation and also external evaluation.

A working group was set up to design the indicators that form the basis of this Manual, consisting of representatives from *Incorpora* Programme coordinators, Occupational Integration Services and companies. The composition of this group was interdisciplinary with different professional profiles taking part while methodological and technical support was provided by the Avedis Donabedian Research Institute-UAB throughout the whole design process.

The members of the working group identified the relevant issues for Occupational Inclusion within the *Incorpora* Programme. A quality indicator scorecard was designed, approved by all those concerned, and revised.

These indicators have been grouped into four broad dimensions:

➡ **Dimension 1:** Care and support for the client

➡ **Dimension 2:** Work with the company

➡ **Dimension 3:** Networking and alliance management

➡ **Dimension 4:** Organisation and improvement in quality

Some of the aspects measured are marked with the symbol ©, indicating that this information is complementary and does not affect the resulting indicator.

The quality indicators presented in this Manual reflect the priorities in terms of quality to be developed over the next three years for each service and for the sector as a whole. The definition of terms for each indicator explains the elements that need to be measured and evaluated, turning this Manual into a means of improving the sector.

# 2

# Methodology Used to Design the Indicators
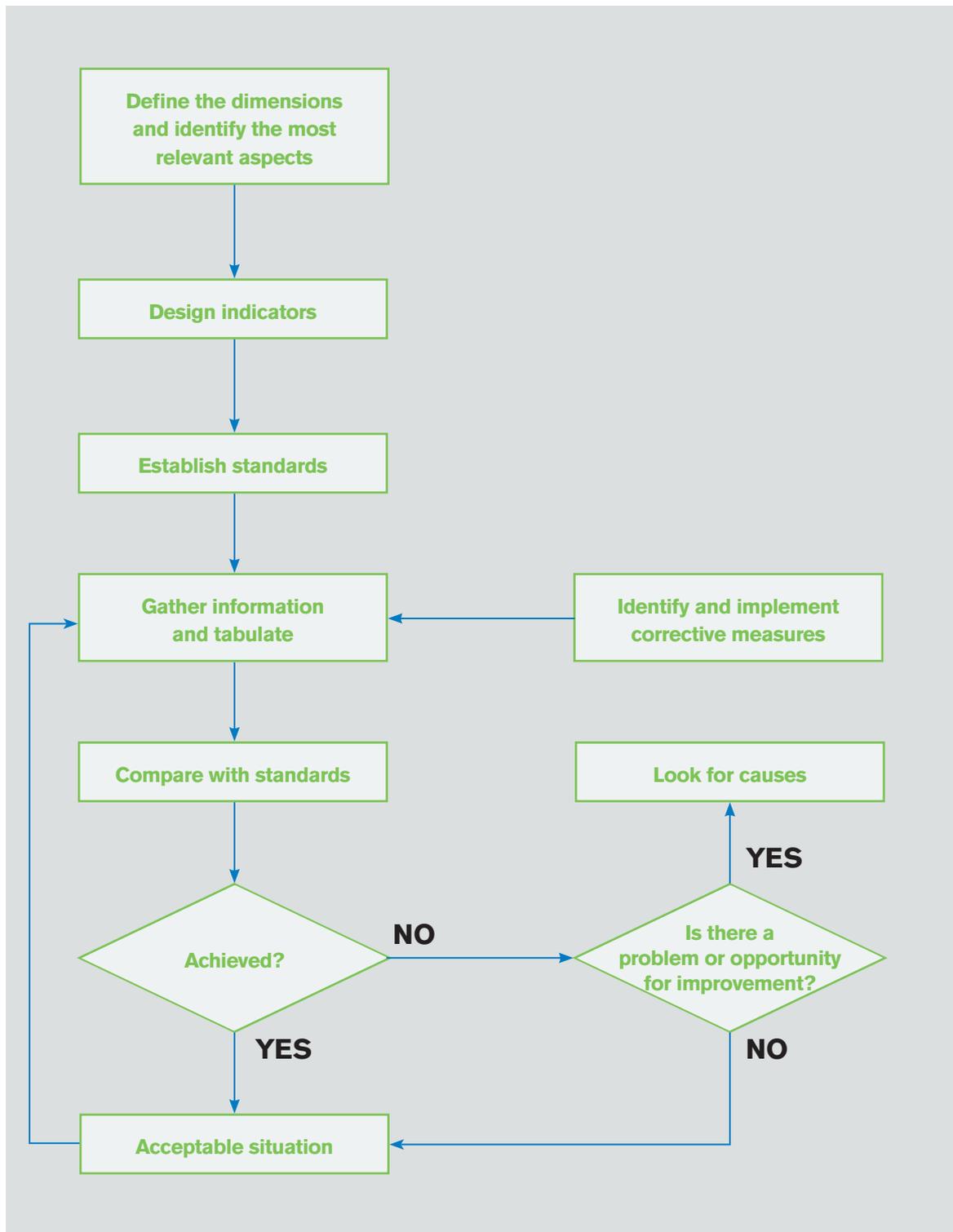
**Figure 1.** Sequence to design a system to monitor and evaluate continued improvement in quality.

The aim of regularly monitoring indicators is to identify opportunities for improvement as well as to evaluate the extent to which the changes introduced have helped to improve outcomes. Indicators act as a flag or warning of what is happening so that decisions can be taken based on objective data.

The quality criteria presented below help to provide a set of elements for measurement in order to provide objective data regarding the quality of the work being carried out by the entities. These were produced based on a bibliographical review of those practices in the sector with the most evidence and involved representatives from the sector who reached an agreement on the rel-

evant areas and content that should ultimately be included.

The recommended sequence to design and evaluate the quality indicators can be seen in *Figure 1*.

Each indicator has been assigned a specific kind of evaluation focus that differentiates between indicators of structure, process and outcome. A scorecard of indicators usually combines indicators of all three types, although process and outcome indicators tend to predominate. Taking these issues into account, below is a list of quality indicators prioritised in this project, which we trust will be of use to the entities using them.

# 3

# List of Prioritised Indicators

The prioritised quality indicators are as follows:

## Dimension 1: Care and Support for the Client

| Relevant Area | Ind. No. | Specific Criterion | Standard |
|---|---|---|---|
| Reception[1] | 1 | **Assessment of vulnerability**<br><br>For those people attended by the insertion service there is an assessment of the risk and protective factors that help or hinder them in finding employment and their risk of social exclusion, this being regularly updated. | 85% |
| Complete assessment | 2A | **Initial assessment of the professional profile**<br><br>The insertion service professionals carry out a complete and appropriate assessment of the person applying to the service. | 85% |
| | 2B | **Regular assessment of the professional profile**<br><br>The insertion service professionals regularly carry out a complete assessment in line with the support needs and intensity required by each person. | 85% |
| | 3 | **Assessment of preferences**<br><br>In the case of users who apply to the service, an assessment is carried out of their preferences and exclusions in employment terms in order to ensure the different job offers presented to them match their profile. | 85% |
| Individualised plan | 4 | **Itinerary and support plan**<br><br>Insertion service users have an updated action and support plan that forms part of their individualised itinerary. | 85% |
| Itinerary design and follow-up | 5 | **Early active search**<br><br>The process of searching for work in accordance with the person's preferences and motivations is started early on. | 70% |

1. The areas of reception and complete assessment will be covered together in the presentation of results.

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| Relevant Area | Ind. No. | Specific Criterion | Standard |
|---|---|---|---|
| Itinerary design and follow-up | 6 | **Job matching**<br><br>Service professionals determine the job match before presenting any job offer to the candidate. | 85% |
| | 7 | **Users interviewed**<br><br>Users who are actively looking for work and who have been attended by the occupational insertion service are interviewed by the company. | 70% |
| | 8 | **Financial benefits**<br><br>Users receiving financial benefits are provided with a benefit-earnings analysis that checks the benefit(s) received and the potential impact on the search for and acceptance of employment. | 80% |
| | 9 | **Monitoring the person**<br><br>The people attended by the occupational insertion service have regular individualised follow-ups. | 85% |
| | 10 | **User satisfaction and perceived experience**<br><br>Users state they are satisfied with the work carried out by the service's team of professionals. | 100% |

## Dimension 2: Work with the Company

| Relevant Area | Ind. No. | Specific Criterion | Standard |
|---|---|---|---|
| Knowledge of the business environment | 11 | **Diagnosis of the business environment**<br><br>Organisations have analysed the business environment in their zone in order to respond to the needs of business people and those of the people attended. | 100% |
| Work with the company | 12 | **Work plan with the company**<br><br>The occupational insertion service has an individualised action plan with each company it works with or plans to work with. | 85% |
| Work with the company | 13 | **Face-to-face relations with the company**<br><br>Regular contact with business people provides greater insight into the company and helps to improve loyalty. | 70% |
| Managing job offers | 14 | **Presenting jobs**<br><br>Candidates presented with an offer from the company meet the minimum requirements established by the *incorpora* Programme. | 85% |
| Managing job offers | 15 | **Company contacts - offers**<br><br>There is an appropriate system to follow up company job offers. | 80% |
| Results of work with the company | 16 | **Diversity of companies and jobs**<br><br>Work is carried out with a wide range of companies and a variety of jobs offered resulting from an approach to employment searches based on the preferences of the users and on the needs of the companies. | 70% |

| Relevant Area | Ind. No. | Specific Criterion | Standard |
|---|---|---|---|
| Results of work with the company | 17 | **Effectiveness of work with the company**<br><br>Companies contacted by the occupational insertion service professionals have hired people who use the service. | 33% |
| | 18 | **Effectiveness of the offers managed**<br><br>Proactive work and the appropriate management of job offers by the occupational insertion service helps to achieve better outcomes in terms of occupational insertion. | 50% |
| | 19 | **Insertion in ordinary companies**<br><br>The occupational insertion service encourages those looking for employment to join ordinary companies. | 35% |

# Dimension 3: Networking and Alliance Management

| Relevant Area | Ind. No. | Specific Criterion | Standard |
|---|---|---|---|
| Networking | 20 | **Compliance with the platform: Company**<br><br>The insertion service professionals keep the company job and support section of the *Incorpora* Programme's online Platform up-to-date. | 85% |
| | 21 | **Compliance with the platform: Offers**<br><br>The insertion service professionals keep the job management section of the *Incorpora* Programme's online Platform up-to-date. | 85% |
| | 22 | **Response time to shared offers**<br><br>The insertion service professionals manage and respond accordingly to offers shared on the *Incorpora* Programme's online Platform. | 85% |
| Coordination and continuity in assistance | 23 | **Coordination with other community services**<br><br>The service has defined the work processes that improve coordination with the other services in the territory it works with in order to respond to the needs of people undergoing occupational integration. | 80% |
| | 24 | **Integrated assistance**<br><br>The service has defined an integrated assistance project offered to those people at greatest risk of social exclusion, involving different organisations and administrations. | 80% |

# Dimension 4: Organising and Improving Service Quality

| Relevant Area | Ind. No. | Specific Criterion | Standard |
|---|---|---|---|
| **Innovation and continued improvement** | 25 | **Initiatives to improve quality**<br><br>The occupational insertion service has a plan to improve the quality of the assistance provided. | 75% |
| | 26 | **Action plan to achieve the *Incorpora* Group's objectives**<br><br>The service has developed an action plan to carry out and implement the annual objectives established by the strategic plan of the *Incorpora* Group to which the service belongs. | 100% |
| | 27 | **Internal and external communication plan**<br><br>The service has designed a communication plan to ensure professionals carry out effective communication for the different stakeholders: people attended, companies, resulting services, allies and professional services of the organisation itself. | 80% |
| **Environment** | 28 | **Support environment**<br><br>The occupational insertion service has appropriate facilities to provide assistance on an individual, group and community basis. | 95% |
| **Professionals** | 29 | **Development of personnel**<br><br>The Institution has a programme to develop the professionals in the occupational insertion service. | 90% |

Below is a description of each of these indicators via the file designed for this purpose. **Appendix 1** has definitions of each of the fields in the file.

# 4

# Indicator
# Description

Below are the files
for the indicators selected.

# 4.1.
## Dimension 1: Care and Support for the Client

| Indicator No./ Code | 1. |
|---|---|
| Indicator name | 1. ASSESSMENT OF VULNERABILITY |
| Relevant area | Reception |
| Criterion of good practice | For those people attended by the insertion service there is an assessment of the risk and protective factors that help or hinder them in finding employment and their risk of social exclusion, this being regularly updated. |
| Justification | A systematic assessment of vulnerability is crucial in order to detect, early on, any cases of risk of social exclusion and to establish priorities in the job search process.<br><br>Similarly, in those cases where a situation of high risk of vulnerability has been detected, as far as possible the supports in the personal, family or community environment must be activated to minimise the situation of risk. |
| Formula | $$\frac{\text{No. of users rated as vulnerable or at risk of social exclusion}}{\text{No. of users attended by the service } > 15 \text{ days}} \times 100$$ |
| Explanation of terms | A rating of "at risk of social exclusion" means:<br><br>1. There is a scale that helps to identify the situation of social risk faced by the person at any particular time.<br>2. This is rated in the first 15 days after the service has started.<br>3. It is updated with any significant changes regarding the person and at least every six months.<br>4. A record is made in the personal file and on the *Incorpora* Programme's online Platform.<br>5. A record is made of the rating regarding the risk of social exclusion by other organisations. |
| Population | All users starting their activity in the service.<br><br>All users currently searching for work. |
| Type | Process |
| Source of data | Individual assistance record |
| Standard | 85% |
| How data are gathered | Review of the documentation |
| Comments | A standardised tool is recommended to help identify the extent of a person's social vulnerability. |

| Indicator No./ Code | 2A. |
|---|---|
| Indicator name | **2A. INITIAL ASSESSMENT OF THE PROFESSIONAL PROFILE** |
| Relevant area | Complete assessment |
| Criterion of good practice | The insertion service professionals carry out a complete and appropriate assessment of the person applying to the service. |
| Justification | Assessing the professional profile is a key tool to identify the work-related experiences, skills, needs, abilities and preferences of the people attended. Some examples of relevant experiences are: professional training courses, occupational guidance, work experience and actual jobs.<br><br>Professionals must therefore systematise the initial assessment of the professional profile for everyone attended and evaluate the person's employability, helping to design the subsequent action plan for each person. |
| Formula | $$\frac{\text{No. of users with initial assessment of their professional profile}}{\text{No. of users that have started their activity during the period in question and have been attended for > 30 days}} \times 100$$ |
| Explanation of terms | 1. A professional profile assessment is carried out.[2]<br>2. An assessment of multidisciplinary skills is included.<br>3. The technical skills are identified that have been acquired through prior employment experiences.<br>4. Specific assessments are included depending on the group (disability, mental health, etc.).<br>5. Assessment of the person's employability.[3]<br>6. The initial assessment is carried out within the first 30 days (1 month) since the person joined the occupational insertion programme.<br>7. Sources of information include the user, the follow-up team, information from their family and former employers. |
| Population | This indicator is assessed in users remaining longer than 30 days who may be entitled to join the *Incorpora* Programme, because the person wishes to work and is able to do so. |
| Type | Process |
| Source of data | Individual assistance record |
| Standard | 85% |
| How data are gathered | Review of the documentation |

2. Includes information on preferences, expectations, training, experiences, skills, coverage of basic needs, the need for adjustment, benefits received and their impact on the job search process, strengths, personal contacts, etc.
3. Each organisation specifies the kind of tools to be used in order to assess the employability of the person according to the profile of users attended and the needs of the group.

| Indicator No./ Code | 2B. |
|---|---|
| Indicator name | **2B. REGULAR ASSESSMENT OF THE PROFESSIONAL PROFILE** |
| Relevant area | Complete assessment |
| Criterion of good practice | The insertion service professionals regularly carry out a complete assessment in line with the support needs and intensity required by each person. |
| Justification | The information on the person's professional profile must be kept up-to-date to help adjust the employment mediation accordingly. |
| Formula | No. of users with regular assessment of the professional profile $$\frac{\text{No. of users with regular assessment of the professional profile}}{\text{No. of users that started their activity during the period in question and have been attended by the service} > 7 \text{ months}} \times 100$$ |
| Explanation of terms | 1. There is an up-to-date professional profile assessment.[4]<br>2. Technical skills are identified that have been acquired through prior employment experiences.<br>3. Specific assessments are included depending on the group (disability, mental health, etc.).<br>4. Assessment of the person's employability.[5]<br>5. The professional profile is updated with each new employment experience and at least every 6 months if it hasn't been updated as the changes have occurred. |
| Population | This indicator will be assessed for users present longer than 7 months who may be entitled to join the *Incorpora* Programme because the person wishes to work and is able to do so. |
| Type | Process |
| Source of data | Individual assistance record |
| Standard | 85% |
| How data are gathered | Review of the documentation |
| Comment | This indicator has been split into 2A and 2B to evaluate the initial assessment and frequency separately. |

4. This includes information on preferences, expectations, training, experiences, skills, coverage of basic needs, the need for adjustment, benefits received and their impact on the job search process, strengths, personal contacts, etc.
5. Each organisation specifies the kind of tools to be used in order to assess the employability of the person according to the profile of users attended and the needs of the group.

| Indicator No./Code | **3.** |
|---|---|
| Indicator name | **3.  ASSESSMENT OF PREFERENCES** |
| Relevant area | Complete assessment |
| Criterion of good practice | In the case of users applying to the service, an assessment is carried out of their preferences and exclusions in terms of employment in order to ensure the different job offers presented to them match their profile. |
| Justification | The specialist must support candidates to identify their work-related experiences, skills, needs, abilities and preferences by assessing their professional profile. A complete examination and registration of these areas helps to provide job proposals in line with their personal wishes, including the kind of work environment, activities, timetables, salary, support, etc. |
| Formula | $$\frac{\text{No. of users with assessment of preferences and exclusions according to the definition of terms}}{\text{No. of users attended by the service during} > 30 \text{ days}} \times 100$$ |
| Explanation of terms | An assessment of preferences and exclusions is one which specifies these aspects in the following areas:<br><br>1. Area(s) of work<br>2. Types of work: open or enclosed environments…<br>3. Dealing with the public: Yes/No<br>4. Preferred town(s) (geographical distance)<br>5. Possibility of own transport: Yes/No<br>6. Timetable(s)<br><br>A record is made of any exclusion for each of the above aspects. The person's preferences are up-to-date. These preferences are reassessed whenever the profession profile is reassessed and when the person returns to the service.<br><br>This information is recorded in the personal file of each person, as well as in the Programme's application. |
| Population | This indicator is assessed for all service users present longer than 30 days. |
| Type | Process |
| Source of data | Individual assistance record |
| Standard | 85% |
| How data are gathered | Review of the documentation |
| Observations | Given than the person's life plan may be aimed at searching for employment, it could also be checked whether this has been recorded in the assistance record ©. |

| Indicator No./ Code | **4.** |
|---|---|
| Indicator name | **4.  ITINERARY AND SUPPORT PLAN** |
| Relevant area | Individualised plan |
| Criterion of good practice | Insertion service users have an itinerary and, if necessary, an up-to-date support plan. |
| Justification | Planning the itinerary and support required by each person attended provides a detailed view, shared with the person in question, of the objectives to be achieved, the strategies to be followed and the expected outcomes. This is therefore crucial for the person in question to advance.<br><br>The support plan helps to adapt the intensity, frequency and type of support provided to the needs and preferences of each person in order to make them more independent. The specific technologies or support strategies also need to be identified that may be required to help the person find employment.<br><br>The presence of ongoing support services to maintain employment and develop professional careers helps to achieve the desired results. |
| Formula | $$\frac{\text{No. users with itinerary and, if necessary,}}{\text{individualised support plan}} \times 100$$<br>No. of users attended by the service during > 30 days |
| Explanation of terms | An itinerary is one which records, at least, the following:<br><br>1. The objectives prioritised<br>2. The strategies for the intervention<br>3. Detailed outcomes or criteria for evaluation<br>4. Specific timings<br>5. The existence of a support plan[6] |

6. An individualised support plan specifies the type of support, its intensity, frequency and source. Users receive different types of support based on the job, their preferences, work history, needs, etc. Support is provided by several people, including those from the support team, the family, friends, work colleagues (i.e. natural support) and expert occupational insertion personnel, who also provide support for the company, if requested by the user or the company.

| Indicator No./ Code | **4.** (cont.) |
|---|---|
| Explanation of terms (cont.) | The itinerary and support plan are kept up-to-date, being revised at least every six months and with each change in the employment situation and when there is any significant change in the person's situation. Users play an active role in drawing up their itinerary and receive a copy. A record is made of the commitments taken on by the person.[7] |
| Population | This indicator is assessed for all service users present longer than 30 days. In the case of someone returning to the service, the itinerary and support plan will be reviewed. |
| Type | Process |
| Source of data | Individual assistance record |
| Standard | 85% |
| How data are gathered | Review of the documentation |
| Comments | Service providers work together with the employees they support and with the personnel from the place of employment to develop, as far as possible, the types of technical and personalised support that are most typical in the company and which maximise individual performance. |

7. This action helps to:
    – Make sure that people can choose and have control over the process of working in paid ordinary employment.
    – Support candidates and ensure they're involved in drawing up person-oriented plans, that these meet their personal interests, preferences and support needs.
    – Involve people and others they wish to involve in the planning sessions.
    – Support people to take into account the active involvement of relatives, friends or others in planning, decision-making and the search for employment.

| Indicator No./ Code | **5.** |
|---|---|
| Indicator name | **5. EARLY ACTIVE SEARCH** |
| Relevant area | Itinerary design and follow-up |
| Criterion of good practice | The process of searching for work in line with the person's preferences and motivations is started early. |
| Justification | An early active search helps to mobilise personal resources and prevents the person from becoming discouraged regarding the process of occupational inclusion. It helps to adjust the person's expectations in the search phase; one necessary condition is to carry out a systematic assessment of the person's employability.<br><br>This strategy has been proven to be highly effective in processes involving the search for employment. |
| Formula | $$\frac{\text{No. of users with early active search}}{\text{No. of users attended in the search phase during > 30 days}} \times 100$$ |
| Explanation of terms | An early or timely active search is one in which the first face-to-face contact with the company, either by the user or by the insertion service personnel presenting a specific person for a job, occurs within the first 30 days (1 month) since the person joined the occupational insertion programme. |
| Population | Users attended by the service in the search phase and present for more than 30 days. |
| Type | Process |
| Source of data | Individual assistance record. *Incorpora* Programme's online Platform |
| Standard | 70% |
| How data are gathered | Review of the documentation and of the *Incorpora* Programme's online Platform |
| Comments | Before starting a job, service providers help individuals to negotiate the job description and their rights, timetable, salary, job-related tasks, location and necessary adaptations in order to maximise presence and participation within the employment scenario. The organisations are experts in employment analysis and job restructuring.<br><br>Suppliers of services are mainly supported by personal networks and references for job offers. |

| Indicator No./ Code | 6. |
|---|---|
| Indicator name | **6.  JOB MATCHING** |
| Relevant area | Itinerary design and follow-up |
| Criterion of good practice | Service professionals determine the job match before presenting any job offer to the candidate. |
| Justification | It must be confirmed that the job offers match the needs and preferences of the candidates presented.<br><br>It's essential to support candidates in preparing their *curriculum vitae* in an accessible format for them and to reach an agreement regarding how their strengths should be presented in order to ensure a good job match.<br><br>Individuals should also be prepared for interviews and to present themselves positively in recruitment processes to ensure a good job match. |
| Formula | $$\frac{\text{No. of job offers with intermediation and prior job match}}{\text{No. of job offers in which service professionals have been involved}} \times 100$$ |
| Explanation of terms | A "job match" is when there is a record of an assessment of the match between the requirements of the job offer and the person's references and skills.<br><br>There must be at least a record of the comparative assessment of:<br><br>1. Area and type of work preferred and requested<br>2. Minimum technical skills required<br>3. Social skills required<br>4. Work experience required<br>5. Employment conditions offered: timetable, working day and transport required<br><br>A record is made, in the personal file of the person attended or on the *Incorpora* Programme's online Platform, of the degree of match with the job offer being presented to the person in question. |
| Population | Users in the search phase for whom the occupational insertion service has carried out intermediation with the company during the indicator's period in question. |
| Type | Process |
| Source of data | Individual assistance record |
| Standard | 85% |
| How data are gathered | Review of the documentation |

| Indicator No./ Code | 7. |
|---|---|
| Indicator name | **7. USERS INTERVIEWED** |
| Relevant area | Itinerary design and follow-up |
| Criterion of good practice | Users who are actively looking for work and who have been attended by the occupational insertion service are interviewed by the company. |
| Justification | Continual monitoring of this indicator helps to identify the effectiveness of the company intermediation process. |
| Formula | $$\frac{\text{No. of users in active search who have achieved an interview after intermediation}}{\text{No. of users whose cases have included employment intermediation}} \times 100$$ |
| Explanation of terms | Users in the active search phase whose cases have included intermediation by the occupational insertion service and who've been interviewed after an offer presented to the company. <br><br> This interview has occurred within three months after the occupational insertion service has presented the candidate's profile. |
| Population | Users attended in the service in the search phase whose cases have included employment intermediation by the occupational insertion service. Beneficiaries of the *Incorpora* Programme in the interview phase. |
| Type | Process (output) |
| Source of data | Individual assistance record. *Incorpora* Programme's online Platform |
| Standard | 70% |
| How data are gathered | Review of the assistance record and the *Incorpora* Programme's online Platform |
| Comments | Before starting a job, service providers help individuals to negotiate the job description and their rights, timetable, salary, job-related tasks, location and necessary adaptations in order to maximise presence and participation within the employment scenario. The entities are experts in employment analysis and job restructuring. <br><br> Service providers are mainly supported by personal networks and references for job offers. |

| Indicator No./ Code | **8.** |
|---|---|
| Indicator name | **8. FINANCIAL BENEFITS** |
| Relevant area | Itinerary design and follow-up |
| Criterion of good practice | Users receiving financial benefits are provided with a benefit-earnings analysis that checks the benefit(s) received and the potential impact on the search for and acceptance of employment |
| Justification | Examining the financial benefits received by people, taking into account their impact regarding the job offer, helps support decisions that need to be taken by the person in question. These must therefore be systematically evaluated and, if necessary, the relevant benefit-earnings analysis designed. |
| Formula | $$\frac{\text{No. of users receiving financial benefits in the search phase with a benefit-earnings analysis}}{\text{No. of users receiving financial benefits in the search phase}} \times 100$$ |
| Explanation of terms | The following is taken into account when rating this indicator:<br><br>1. Record of the benefits received by the person.<br>2. Existence of a programme or information system for users regarding the benefit-earnings balance and any incompatibilities.[8]<br>3. Existence of a personalised benefit-earnings analysis for those cases where financial benefits are received. There is an alert system when a person is presented with a job offer in which a potential incompatibility has been detected.<br><br>A record is made in the individual assistance record of the assessment carried out and the information provided. |
| Population | Users attended by the service who receive financial benefits and are in the search phase and/or in the phase of improving employment conditions. |
| Type | Process |
| Source of data | Individual assistance record |
| Standard | 80% |
| How data are gathered | Review of the documentation. Interview with service professionals |
| Comments | A check will be made whether there is access to consult up-to-date information regarding Social Security benefits and other benefits at the level of autonomous community or local area.<br><br>It could also be checked whether there is a benchmark for financial benefits within the service that could provide support, as well as the existence of documentary support to help the person consult any documentation issued or in seeking advice from other organisations. |

8. This information is adapted to the needs and resources available in each autonomous community, region or municipality.

| Indicator No./ Code | 9. |
|---|---|
| Indicator name | **9. MONITORING THE PERSON** |
| Relevant area | Itinerary design and follow-up |
| Criterion of good practice | The people attended by the occupational insertion service have regular individualised follow-ups. |
| Justification | Good monitoring helps to:<br><br>– Empower participants to be productive and integrated within their jobs.<br>– Support individuals in planning the future progression of their professional career.<br>– Evaluate, together with the person, the benefits and other aspects that may be gained from the work being carried out and its implications for employment.<br>– Whenever and wherever necessary, to use reinforcement techniques and withdraw the trainer in order to empower the person and prevent unnecessary dependence.<br>– Identify actions that can be taken within and outside the employment environment to help people at a disadvantage to overcome personal and also work-related issues.<br>– Collect the relevant information and data on the person's performance, irrespective of the tasks carried out, in order to identify when the individual is not advancing and provide them with options to improve their performance. |
| Formula | $$\frac{\text{No. of users with individualised monitoring in accordance with the definition of terms}}{\text{No. of users registered as active with the service}} \times 100$$ |

| Indicator No./ Code | **9.** (cont.) |
|---|---|
| Explanation of terms | Appropriate individualised monitoring is when this is carried out with the following frequency:<br><br>1. People in the search phase or taking part in Incorpora training points: at least every fortnight.<br>2. People in the contract phase: one week prior to starting work, the first week of employment, after one month and then 3 months after starting their job. Once the employment situation has stabilised, the support provided is gradually reduced and, depending on the situation of each person, the frequency is agreed between the person themselves and the company, if applicable. For those losing their job, it is advisable to carry this out the week following notification of loss of employment.<br><br>A record is made in the personal file of the follow-ups agreed and carried out, as well as the main content covered in the follow-up carried out. |
| Population | This indicator will be assessed for all users attended.<br><br>"Service user" means anyone who has not been withdrawn from the service and who requires support by the entity in any of the phases. |
| Type | Process |
| Source of data | Individual assistance record. *Incorpora* Programme's online Platform |
| Standard | 85% |
| How data are gathered | Review of the documentation |

| Indicator No./ Code | 10. |
|---|---|
| Indicator name | **10. SATISFACTION AND PERCEIVED EXPERIENCE OF USERS** |
| Relevant area | Itinerary design and follow-up |
| Criterion of good practice | Users state they are satisfied with the work carried out by the service's team of professionals. |
| Justification | User satisfaction, as well as a positive perception of the work overall, is achieved via contributions from all professionals. <br><br> Some of the variables that are advisable to include in the satisfaction survey are: <br><br> – Appropriate response to the prioritised employment needs, such as the capacity to encourage people to become involved in their own professional project, improvement in skills, etc. <br> – Degree of involvement <br> – Accessibility and communication with the team <br> – Degree of appropriateness of the activities carried out <br> – How users are treated |
| Formula | In the satisfaction and/or perceived experience survey, in total more than 80% rate the overall satisfaction as positive (or the equivalent of a score higher than 8/10). |
| Explanation of terms | The survey must include a question on the overall satisfaction so that this item can be rated. This indicator will be deemed to be achieved when, in the question on overall satisfaction, the sum of the positive ratings (categories) is equal to or higher than 80%. If the scale includes the category of "alright" or "OK", this is not considered to be a positive rating. <br><br> The evaluation of this indicator will take into account results obtained in a satisfaction survey or study carried out at least in the last two years. |
| Population | Occupational insertion service |
| Type | Outcome |
| Source of data | Organisation's documentation |
| Standard | 100% |
| How data are gathered | Review of the documentation |
| Comments | A satisfaction scale should be created prioritising aspects such as the satisfaction of users accessing the service and searching for work and the satisfaction of people who have been found employment. <br><br> These results must be complemented with the view of the companies worked with and the satisfaction of service professionals. |

# 4.2

## 1.1.  Dimension 2: Work with the Company

| Indicator No./ Code | 11. |
|---|---|
| Indicator name | **11. ANALYSIS OF THE BUSINESS ENVIRONMENT** |
| Relevant area | Knowledge of the business environment |
| Criterion of good practice | Organisations analyse the business structure in their zone to respond to the needs of business people and those of the people attended. |
| Justification | Using local employment studies, market surveys, research business groups and other methods to update the information regarding employment opportunities in the local labour market is highly recommended to analyse the business world in question.<br><br>It helps to direct the search for companies and, in turn, the guidance and support provided to the people attended. |
| Formula | Existence of an up-to-date analysis of the corporate situation in the area. |
| Explanation of terms | At least, this describes:<br><br>1. An analysis of the corporate situation of the region or its area of influence.<br>2. System to gather and organise the information on the companies prospected, visited and programmed to work on.<br>3. Up-to-date information is kept on new companies in the zone, the kind of jobs available and the location of work sites in the community.<br><br>An analysis is deemed to be up-to-date when it has been produced at least in the last two years and information is added on new employment opportunities.<br><br>Analysing the information gathered helps to identify trends in the local labour market. |
| Population | Occupational insertion entity |
| Type | Process |
| Source of data | Organisation's documentation |
| Standard | 100% |
| How data are gathered | Review of the documentation.  Interview with service professionals |
| Comments | It's advisable for there to be an advisory committee within the organisation to support the occupational insertion entity in working with business people. |

| Indicator No./ Code | **12.** |
|---|---|
| Indicator name | **12. INDIVIDUALISED COMPANY ACTION PLAN** |
| Relevant area | Guidance for companies |
| Criterion of good practice | The occupational insertion service has an individualised action plan with each company it works with or plans to work with. |
| Justification | To enhance the loyalty of companies, it's necessary to design an action plan by identifying the situation and needs of each company. Explicit details must be given of those objectives for which the occupational insertion service can provide support, such as enhancing corporate social responsibility, helping the company to take advantage of benefits in tax and labour legislation by hiring workers from vulnerable groups and by complying with social clauses. <br><br> The following objectives are appropriate for the initial phases of work with companies: those related to presenting offers created as part of the service, related to interviewing a candidate from among those presented or hiring any of the interviewees. |
| Formula | $$\frac{\text{No. of companies with an individualised action plan drawn up by the occupational insertion entity}}{\text{No. of companies worked with}} \times 100$$ |
| Explanation of terms | "Companies worked with" are all those companies that have hired any user of the service, visited companies and prospected companies classified as having high potential as collaborating companies. Companies from the last year are included to calculate this indicator. <br><br> A company action plan is individualised for each firm. The following areas must be identified, at least: <br><br> 1. The company's priority needs <br> 2. Objectives of working with the company <br> 3. Actions to be carried out, specifying the person responsible and timing <br> 4. Communication strategies with the companya |

| Indicator No./ Code | **12.** (cont.) |
|---|---|
| Explanation of terms (cont.) | It's advisable to record the criteria used to evaluate the work with the company.<br><br>The action plan should be updated at least every year.<br><br>The *Incorpora* Programme's online Platform contains the intervention strategies of each company's individualised action plan. |
| Population | Companies worked with during the last year. |
| Type | Process |
| Source of data | Organisation's documentation. *Incorpora* Programme's online Platform |
| Standard | 85% |
| How data are gathered | Review of the documentation. Interview with service professionals |
| Comments | These actions help to:<br><br>1. Get to know the company's needs and identify jobs. Discover current and potential vacancies in companies that match the abilities, skills and preferences of the candidates.<br>2. Get to know the needs and opportunities for improving the employment possibilities of each territory and producing an action plan.<br><br>*Note:* When a company is added to the *Incorpora* Programme's online Platform, it's vital to identify all the contacts that will act as intermediaries, providing the name, position in the company, contact telephone number and email. |

| Indicator No./ Code | **13.** |
|---|---|
| Indicator name | **13. RELACIÓ PRESENCIAL AMB L'EMPRESA** |
| Relevant area | Work with the company |
| Criterion of good practice | Regular contact with the company helps to get to know it better and improves its loyalty. |
| Justification | The quality and frequency of work with companies are vital given that occupational insertion specialists develop relations with business people via personal visits to get to know the needs of companies, passing on to these companies what the guided occupational insertion programme can offer them and describe the strengths of the users that match the companies' needs.<br><br>Face-to-face relations help to:<br><br>− Establish links with each company<br>− Support companies in their corporate social responsibility actions<br>− Get to know the jobs<br>− Monitor offers and possible needs |
| Formula | $$\frac{\text{No. of firms with regular face-to-face follow-up as per the definition of terms}}{\text{No. of firms active during the period in question}} \times 100$$ |
| Explanation of terms | Each active company in the occupational insertion service is visited at least once every six months.[9]  In addition to regular visits, other kinds of activities programmed by the different organisations in the territory will also be taken into account to encourage face-to-face follow-ups with those responsible or delegated by companies, as well as to reinforce work with the company (at least one activity every six months per company). |

9.  The frequency should be altered in those companies with peaks in their recruitment needs depending on the sector or companies that are closed during the off season.

| Indicator No./ Code | **13.** (cont.) |
|---|---|
| Population | Active companies the occupational insertion entity has worked with during the last year. |
| Type | Process |
| Source of data | *Incorpora* Programme's online Platform. The entity's records |
| Standard | 70% |
| How data are gathered | Checking the *Incorpora* Programme's online Platform. Interview with service professionals |
| Comments | – To arrange visits, it's useful to programme the "peak work times" for associated companies (Christmas campaign, holidays, other circumstances) and to take into account cases when companies are closed during the off season.<br>– It's advisable to agree with the company the times available for dealing with the occupational insertion service, particularly in those companies working at the weekend, such as shops, department stores, old people's homes, etc. |

| Indicator No./ Code | **14.** |
|---|---|
| Indicator name | **14. PRESENTING JOBS** |
| Relevant area | Managing job offers |
| Criterion of good practice | Candidates presented for a job offer by a company meet the requirements established by the *Incorpora* Programme. |
| Justification | With the aim of improving the person's opportunities when applying for a job, it's important to systematise the work procedure to present an application having prevented any undesired variability.<br><br>On the one hand, it's crucial to ensure appropriate communication with candidates to keep them informed of how the job offer is progressing. On the other, it's important to pay attention to communication and coordination with the company presenting the offer, as well as other entities in the network, if applicable. |
| Formula | $$\frac{\text{No. of requests to fill vacancies made by the company that have been appropriately met}}{\text{No. of requests to fill vacancies made by the company during the period in question}} \times 100$$ |
| Explanation of terms | It is understood that a request to fill a vacancy made by the company has been appropriately met when, in order to present each candidate for a job offer, at least the following actions are carried out:<br><br>1. The job is registered on the platform.<br>2. The candidate presented is notified (by email, telephone…).<br>3. The candidate's CV is sent.<br>4. A qualitative defence is made of the candidate presented.<br>5. The deadlines established by the company in the job offer are met[10] |

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10. When the time is not specified, a response is given within 48 hours of the company making the request. Should the company ask for an immediate response and a basic profile is involved, this must be carried out within 24 hours or less; in the case of complex profiles, the response time is 72 hours.

| Indicator No./ Code | **14.** (cont.) |
|---|---|
| Population | Offers managed by the service (including all in-house and shared offers). |
| Type | Process |
| Source of data | *Incorpora* Programme's online Platform. Individualised assistance record |
| Standard | 85% |
| How data are gathered | Review of the documentation. *Incorpora* Programme's online Platform |
| Comments | This action helps to:<br><br>   – Improve opportunity and the effectiveness of work with the company<br>   – Improve company satisfaction and loyalty<br>   – Improve insertion opportunities for users provided with support<br>   – Improve the *Incorpora* networking information system. Providing an appropriate and timely response to the needs of a company depends on the *Incorpora* network functioning correctly.<br><br>Some recommendations regarding use of the platform: 1. Job offers should lapse 6 months after their publication if not specified otherwise. 2. In the case of an offer related to a job bank, this should be updated with at least one insertion; if not, it's advisable to review the process and check whether it's worth having the job bank. |

| Indicator No./ Code | **15.** |
|---|---|
| Indicator name | **15. CONTACTS WITH COMPANIES - OFFERS** |
| Relevant area | Managing job offers |
| Criterion of good practice | There is an appropriate system to follow up company job offers. |
| Justification | The system to follow up the offers managed is crucial to respond appropriately to the company's needs.<br><br>Ongoing contact with the company regarding a job offer increases the effectiveness of the candidate selection process. |
| Formula | $$\frac{\text{No. of offers for which the } \textit{Incorpora} \text{ platform has a record of appropriate company follow-up}}{\text{No. of offers managed}} \times 100$$ |
| Explanation of terms | For an offer to be managed there must be a record on the *Incorpora* platform with at least 4 company contacts: initial contacts to clearly define the job offer, send candidates, receive feedback on the applications presented, the interviews carried out and agreements or issues pending; this follow-up can be face-to-face, via email, telephone or any other means of contact. This information is recorded on the *Incorpora* Programme's online Platform. |
| Population | Companies worked with during the last year and with which a job offer has been managed. |
| Type | Process |
| Source of data | Organisation's documentation. *Incorpora* Programme's online Platform. Individual assistance record |
| Standard | 80% |
| How data are gathered | Review of the documentation |
| Comments | Should it be deemed that 4 contacts are not warranted, the reasons for this decision must be recorded in the follow-up to the job offer.<br><br>In the case of companies with a recruitment volume greater than 3 employees and which work during holiday periods, there will be a system to locate the entity's personnel from 8 am to 8 pm, 7 days a week, in order to handle any contingencies. |

| Indicator No./ Code | **16.** |
|---|---|
| Indicator name | **16. DIVERSITY OF COMPANIES AND JOBS** |
| Relevant area | Results of work with the company |
| Criterion of good practice | Work is carried out with a wide range of companies and a variety of jobs offered resulting from an approach to employment searches based on the preferences of the users and on the needs of the companies. |
| Justification | The aim of this indicator is to identify the effectiveness of the prospection carried out by the service to find different types of work and different companies in line with the preferences and motivations of the people attended. |
| Formula | $$\frac{\text{No. of people hired with a different job and different company}}{\text{No. of people hired}} \times 100$$ |
| Explanation of terms | To calculate this indicator, all the cases of people being hired must be checked. "Different companies" are those with a differentiated ID number within the *Incorpora* Programme's online Platform. This indicator is deemed valid when a hired person occupies a different job in a different company, up to a maximum of 2 people. |
| Population | Users who have had a contract during the indicator's evaluation period. In general, the year prior to the evaluation will be used. |
| Type | Outcome |
| Source of data | *Incorpora* Programme's online Platform |
| Standard | 70% |
| How data are gathered | Review of the documentation. *Incorpora* Programme's online Platform |

| Indicator No./ Code | 17. |
|---|---|
| Indicator name | **17. EFFECTIVENESS OF WORK WITH THE COMPANY** |
| Relevant area | Results of work with the company |
| Criterion of good practice | Companies contacted by the occupational insertion service professionals have hired people using the service. |
| Justification | It's crucial to identify the impact of the work carried out by the occupational insertion organisation on the company. The company hiring someone proposed by the service is a clear indicator of the result of the work carried out and of how the service is able to respond to the company's needs. |
| Formula | $$\frac{\text{No. of companies contacted that hire one or more people}}{\text{No. of (different) companies contacted}} \times 100$$ |
| Explanation of terms | A "contacted company" is one which has had some kind of follow-up by the service, be it via a visit, call, email, etc.<br><br>A "hired person" is someone who has signed a contract with the contacted company. |
| Population | Active contacted companies which the occupational insertion service works with. The last year is used to calculate this indicator. |
| Type | Outcome |
| Source of data | Organisation's documentation. *Incorpora* Programme's online Platform |
| Standard | 33% |
| How data are gathered | Review of the documentation. *Incorpora* Programme's online Platform |

| Indicator No./ Code | **18.** |
|---|---|
| Indicator name | **18. EFFECTIVENESS OF THE OFFERS MANAGED** |
| Relevant area | Results of work with the company |
| Criterion of good practice | Proactive work and the appropriate management of job offers by the occupational insertion service helps to achieve better results in terms of occupational insertion. |
| Justification | It's crucial to identify the impact of the work carried out by the occupational insertion organisation on the company. The management of a job offer culminating in occupational insertion is a clear indicator of the result of the work carried out and of how the service is able to respond to the company's needs. |
| Formula | $$\frac{\text{No. of offers resulting in occupational insertion}}{\text{Total offers managed}} \times 100$$ |
| Explanation of terms | Occupational insertion (contract) is deemed to have occurred in those job offers that have been covered by a person in the job search phase.<br><br>A "managed offer" is an offer achieved by any occupational insertion service professional and for which the corresponding follow-up has been carried out. |
| Population | Offers managed |
| Type | Outcome |
| Source of data | *Incorpora* Programme's online Platform. Service documentation |
| Standard | 50% |
| How data are gathered | Review of the documentation. Review of the *Incorpora* Programme's online Platform |

| Indicator No./ Code | 19. |
|---|---|
| Indicator name | **19. INSERTION IN ORDINARY COMPANIES** |
| Relevant area | Results of work with the company |
| Criterion of good practice | The occupational insertion service encourages those looking for employment to join ordinary companies. |
| Justification | The purpose of *Incorpora* is to achieve occupational insertion in ordinary companies. Consequently, knowing this kind of service outcome helps to identify the impact on ordinary companies of the work carried out by the occupational insertion entity. |
| Formula | $$\frac{\text{No. of people inserted into an ordinary company}}{\text{Total no. of people in the job search process}} \times 100$$ |
| Explanation of terms | A person is deemed to have been "inserted" in occupational terms (with a contract) in an ordinary company when they have a contract with this kind of company. <br><br> Ordinary companies are those in which: <br><br> − There is a direct contractual relationship between the company and the worker. <br> − The employment conditions and salaries are similar to those of anyone in an equivalent job. <br> − The job takes place in the same work environment as other people and jobs in the company. <br> − The company is not defined as a protected company. |
| Population | People in the job search process |
| Type | Outcome |
| Source of data | *Incorpora* Programme's online Platform |
| Standard | 35% |
| How data are gathered | Review of the *Incorpora* Programme's online Platform |

# 4.3.

## Dimension 3: Networking and Alliance Management

| Indicator No./ Code | **20.** |
| --- | --- |
| Indicator name | **20. COMPLIANCE WITH THE PLATFORM: COMPANY** |
| Relevant area | Networking |
| Criterion of good practice | The insertion service professionals keep the company job and support section of the *Incorpora* Programme's online Platform up-to-date. |
| Justification | Having up-to-date information on the company on the *Incorpora* Programme's online Platform improves the coordination and continuity of the work carried out with the company. It also enhances the synergies and whole work of the network. |
| Formula | $$\frac{\text{No. of records from the company section evaluated on the } \textit{Incorpora} \text{ Programme's online Platform which are up-to-date and meet the minimum requirements established}}{\text{No. of records assessed from the } \textit{Incorpora} \text{ Programme's online Platform}} \times 100$$ |
| Explanation of terms | Degree of compliance with the *Incorpora* Programme's online Platform in real time, with regard to:<br><br>– Following up contacts and attending to companies<br>– Following up prospection visits and their results<br>– Resolving incidents with companies |
| Population | Companies active in the *Incorpora* Programme's online Platform |
| Type | Process |
| Source of data | *Incorpora* Programme's online Platform |
| Standard | 85% |
| How data are gathered | Review of the *Incorpora* Programme's online Platform |

| Indicator No./<br>Code | 21. |
|---|---|
| Indicator name | **21. COMPLIANCE WITH THE PLATFORM: OFFERS** |
| Relevant area | Networking |
| Criterion of good practice | The insertion service professionals keep the job management section of the *Incorpora* Programme's online Platform up-to-date. |
| Justification | Having up-to-date information on the offers contained on the *Incorpora* Programme's online Platform improves the coordination and continuity of the management of job offers. It also enhances the synergies and whole work of the network. |
| Formula | $$\frac{\text{No. of records from the job offer section evaluated on the \textit{Incorpora} Programme's online Platform that are up-to-date and meet the minimum requirements established}}{\text{No. of records assessed by the \textit{Incorpora} Programme's online Platform}} \times 100$$ |
| Explanation of terms | Degree of compliance with the *Incorpora* Programme's online Platform in real time, with regard to:<br><br>– Definition of job offers within the Platform<br>  ▪ Includes the definition of: salary, timetables, group, time, fundamental tasks, person's experience, need for vehicle or communication media, proximity, expected skills, user group or profile when specified, date of joining<br>– Follow-up of shared job offers managed<br>– Follow-up of the users registered with the Platform for whom intermediation has taken place regarding an *Incorpora* Programme job offer |
| Population | Job offers on the *Incorpora* Programme's online Platform |
| Type | Process |
| Source of data | *Incorpora* Programme's online Platform |
| Standard | 85% |
| How data are gathered | *Incorpora* Programme's online Platform |

| Indicator No./ Code | **22.** |
|---|---|
| Indicator name | **22. RESPONSE TIME TO SHARED OFFERS** |
| Relevant area | Networking |
| Criterion of good practice | The insertion service professionals manage and respond accordingly to offers shared on the *Incorpora* Programme's online Platform. |
| Justification | It's necessary to respond appropriately to shared job offers to improve results in insertion terms.<br><br>Sharing a larger number of job offers means that a better service can be provided to the company and the user. |
| Formula | $$\frac{\text{No. of shared offers answered during the maximum period of time specified in the definition of terms}}{\text{No. of shared offers analysed during the period in question}} \times 100$$ |
| Explanation of terms | A timely, appropriate response is deemed to have been given to a shared job offer when this is answered within 3 days or within the period of time agreed with the company.[11, 12] |
| Population | Shared offers published on the *Incorpora* Programme's online Platform during the period used to calculate the indicator |
| Type | Process |
| Source of data | *Incorpora* Programme's online Platform |
| Standard | 85% |
| How data are gathered | *Incorpora* Programme's online Platform |
| Comments | The company must have information on the steps taken in managing the offer which affect the company.<br><br>Note:<br><br>– It's advisable for job offers to lapse after maximum 6 months, with an alert being generated on the start screen. The emails of "returning information on the applications presented" must be sent only to the entities presenting them (with a copy to *Incorpora* Coordination), avoiding the misuse of mass emails.<br>– Reinforce the notification of new shared offers to "ensure" that these are read by the whole network.<br>– It's important to keep the information on share job offers up-to-date in order to encourage teamwork. |

11. Two days should be the maximum time an application can remain as pre-registered.
12. The technical personnel managing the job offer (with the firm) should respond on the Platform at the same time as opening the email with the resulting CV.

| Indicator No./ Code | 23. |
|---|---|
| Indicator name | **23. COORDINATION WITH OTHER COMMUNITY SERVICES** |
| Relevant area | Coordination and continuity in assistance |
| Criterion of good practice | The service has defined the work processes that improve coordination with the other services in the territory that it works with in order to respond to the needs of people undergoing occupational integration. |
| Justification | It's necessary to work in coordination with associations, networks and support circles for the vulnerable person, strengthening links. Correct coordination with other services in the community environment, such as social, health, education services, etc. helps to refer people appropriately when the problems or issues cannot be handled by the *Incorpora* Programme. Improves results in insertion terms and encourages involvement in the network in the territory. |
| Formula | There is systematic coordination with a clear definition of work procedures with other key entities in the occupational insertion process. |
| Explanation of terms | "Systematic coordination" is understood to be when a coordination system and joint work have been defined with: <br><br> – Social services <br> – Municipal employment services <br> – Services involved in emergency or urgent situations (healthcare, social, security forces…) <br> – Other services <br><br> And when the following has been specified for each of them: <br><br> – Protocol or procedure for action <br> – Criteria for referral <br> – Management of shared cases <br> – Registration system <br> – Agreements <br> – Contact details of reference people <br><br> The protocols or procedures for action must be up-to-date; they must have been reviewed at least in the last 3 years. |
| Population | Occupational insertion service |
| Type | Process |
| Source of data | Organisation's documentation |
| Standard | 80% |
| How data are gathered | Review of the service's documentation. Interview with service professionals |

| Indicator No./ Code | 24. |
|---|---|
| Indicator name | **24. INTEGRATED ASSISTANCE** |
| Relevant area | Coordination and continuity in assistance |
| Criterion of good practice | The service has defined an integrated assistance project offered to those people at greatest risk of social exclusion, involving different organisations and administrations. |
| Justification | Multi-assisted people with a higher risk of social exclusion need an integrated approach to tackle their situation, organising the assistance provided by the different teams for the person in question. |
| | Shifting from a coordinated assistance focus towards an integrated assistance focus requires the occupational insertion service to design a specific project, seeking the necessary alliances with other agents in the territory to carry this out with those people meeting the inclusion criteria defined. |
| Formula | Existence of an integrated assistance project for multi-assisted people with a higher risk of social exclusion. |
| Explanation of terms | An integrated assistance project must, at least, specify the following:<br><br>– Strategic framework which includes the justification, alliances established, underlying principles and desired impact<br>– General and specific goals<br>– Scope: definition of the benefitting population<br>– Portfolio of services available. Description of the main itineraries that the people attended can follow<br>– Lines of action in the main processes: detection of cases that may require integrated assistance, planning the integrated assistance, providing the assistance and regularly reassessing the situation<br>– Responsibilities<br>– Case management. Shared information systems<br>– Design of mechanisms for evaluation and follow-up<br><br>There must be evidence of a case that has been managed in accordance with the guidelines of the integrated assistance project. |
| Population | Occupational insertion services with a valid agreement |
| Type | Structure |
| Source of data | Organisation's documentation. Individual assistance record |
| Standard | 80% |
| How data are gathered | Review of the documentation. Interview with service professionals |

# 4.4.

## Dimension 4: Organising and Improving Service Quality

| Indicator No./ Code | 25. |
|---|---|
| Indicator name | **25. INITIATIVES TO IMPROVE QUALITY** |
| Relevant area | Innovation and continued improvement |
| Criterion of good practice | The occupational insertion service has a plan to improve the quality of the assistance provided. |
| Justification | Carrying out a project to ensure continued improvement in quality helps to: <br> – Provide a high quality service to people and companies. <br> – Improve companies' initial perception of the occupational insertion service. <br> – Optimise resources, time and skills of people. <br> – Involve the whole personnel in a common project, namely that of continued improvement. |
| Formula | Existence of a quality management system in line with the definition of terms. |
| Explanation of terms | There is evidence of a quality improvement plan that contains: <br> – Quality plan for the occupational insertion service <br> – At least two improvement projects underway per year[13] <br> – Scorecard of indicators for the service (see comments) and regular presentation of the results. <br> – Improved initiatives based on the results obtained and their trends. |
| Population | Occupational insertion services with a valid agreement |

13 Improvement projects applying the PDCA methodology: prioritisation for choosing the improvement project, causal analysis, feasibility analysis, proposal of goals, actions, resources and timing, measurement indicators, strategy of change to implement the project and participation of the different agents involved.

| Indicator No./ Code | **25.** (cont.) |
|---|---|
| Type | Process |
| Source of data | Organisation's documentation |
| Standard | 75% |
| How data are gathered | Review of the documentation. Interview with service professionals |
| Comments | It's advisable for the scorecard of indicators for the service to include regular evaluation of the following indicators:<br><br>1. Indicators of the service activity<br>    ▪ People attended and new users<br>    ▪ Average time registered with the service<br>    ▪ People on waiting list<br>2. Quality indicators perceived<br>3. Effectiveness indicators<br>    ▪ Insertion of vulnerable groups<br>4. Networking indicators<br>    ▪ Job offer management<br>5. Indicators of work with companies<br>    ▪ Activity with companies<br>    ▪ Effectiveness of work with the company |

| Indicator No./ Code | 26. |
|---|---|
| Indicator name | 26. PLAN TO RESPOND TO THE INCORPORA GROUP'S OBJECTIVES |
| Relevant area | Innovation and continued improvement |
| Criterion of good practice | The service has developed a plan to carry out and implement the annual objectives established by the strategic plan of the *Incorpora* Group to which the service belongs. |
| Justification | Achieving the Group's objectives requires a plan to be defined that guides the actions to be carried out by the service and the Group, enhancing synergies, cooperative work and the unification of work criteria.<br><br>This plan can be drawn up annually as part of the strategic plan or of the quality plan of the entity or as an annual improvement project. |
| Formula | Existence of an action plan for the annual objectives proposed by the *Incorpora* Programme |
| Explanation of terms | It's advisable to have a plan to respond to the annual objectives of the *Incorpora* Group's strategic plan. The plan should include at least a definition of:<br><br>1. The objectives to be met<br>2. Strategies and activities to be carried out<br>3. Calendar of activities<br>4. Details of the people responsible<br>5. Evaluation criteria |
| Population | Occupational insertion service currently under contract |
| Type | Process |
| Source of data | Organisation's documentation. *Incorpora* Programme's online Platform |
| Standard | 100% |
| How data are gathered | Review of the documentation. Interview with service professionals |

| Indicator No./ Code | **27.** |
|---|---|
| Indicator name | **27. INTERNAL AND EXTERNAL COMMUNICATION PLAN** |
| Relevant area | Innovation and continued improvement |
| Criterion of good practice | The service has designed a communication plan to ensure professionals carry out effective communication for the different stakeholders: people attended, companies, resulting services, allies and professional services of the organisation itself. |
| Justification | It's necessary for organisations to systematise how communication must flow to ensure information reaches the different internal and external stakeholders and also to prevent any unwanted variability in the area of communication. |
| Formula | Existence of an external and internal communication plan applied to the occupational insertion service and including the elements written in the definition of terms. |
| Explanation of terms | 1. There is an informative leaflet on the service for the people attended and their relatives, for companies and for resulting services. This should include, at least, a description of the service, its objectives, the profile of the users at whom the activities are aimed, the programmes offered to users and companies, the main activities of the service, the times it operates to respond to needs and where the activities are carried out. 2. There is an internal and external communication plan for the entity which should specify at least the following: <br> ▪ The objectives and courses of action with key areas in terms of external and internal   communication <br> ▪ Criteria to promote the service among different stakeholders <br> ▪ Definition of the communication action plan in the main assistance processes <br> ▪ Responsibilities <br> ▪ Communication channels <br> ▪ Presence in the media <br> ▪ Design of the mechanisms to evaluate and follow up the communication plan <br> 3. There should be evidence of information adapted to different stakeholders: the people attended, companies, resulting services, allies, community and professionals from the organisation. |
| Population | Occupational insertion service currently under contract |
| Type | Structure |
| Source of data | Organisation's documentation |
| Standard | 80% |
| How data are gathered | Review of the documentation. Interview with service professionals |

| Indicator No./ Code | **28.** |
|---|---|
| Indicator name | **28. ASSISTANCE ENVIRONMENT** |
| Relevant area | Environment |
| Criterion of good practice | The occupational insertion service has appropriate facilities to provide assistance on an individual, group and community basis. |
| Justification | The facilities where users are attended and those related to companies must be safe and help to achieve the resource's objectives with each stakeholder. |
| Formula | $$\frac{\text{No. of spaces meeting the conditions established in the definition}}{\text{No. of spaces observed}} \times 100$$ |
| Explanation of terms | Each of the spaces is deemed to meet the conditions established when it has the following:<br><br>1. Ventilation and lighting.<br>2. Appropriate temperature for the season of the year<br>3. Walls and paint in good condition<br>4. WC in the proper condition<br>5. A room for group activities<br>6. Decent furniture and fittings in good condition (without rust, etc.)<br>7. Accessible for people with limited mobility<br>8. Space to store documentation securely and under protection<br><br>Regarding the community environment, there should be files containing basic data on community spaces that are being used to carry out activities in the community.<br><br>Regarding the virtual environment, other ICTs should be used to follow up users and companies. |
| Population | Occupational insertion service currently under contract with the *Incorpora* Programme |
| Type | Structure |
| Source of data | Observation |
| Standard | 95% |
| How data are gathered | Observation during a visit to the entity |

| Indicator No./ Code | **29.** |
|---|---|
| Indicator name | **29. DEVELOPMENT OF PERSONNEL** |
| Relevant area | Professionals |
| Criterion of good practice | The Institution has a programme to develop the professionals in the occupational insertion service. |
| Justification | Human capital is key to ensuring good results in occupational insertion services. In other words, the professionals carrying out the work must perceive that the organisation supports creativity, innovation and the taking of risks. Continued training is also necessary to improve professionals' skills so they can respond to users' emerging needs. The personnel should be encouraged to perceive that they can work with initiative and that an investigative culture is being promoted. All this clearly helps to improve the retention and stability of professional teams. |
| Formula | There is a programme to develop the professionals in the occupational insertion service. |
| Explanation of terms | The occupational insertion service will be understood as having a "professional development programme" when: <br><br> 1. A regular survey is carried out, at least twice a year, of work positions and the needs of the personnel. © <br> 2. There is a welcome programme. <br> 3. The professionals take part in an annual continued training programme that includes content related to the place of work. <br> 4. The service professionals take part in improvement activities. <br> 5. The professionals are evaluated. <br><br> It's advisable to monitor the personnel indicators in question, such as rotation of the team of professionals, the working atmosphere of the occupational insertion team, etc. |
| Population | Occupational insertion service currently under contract with the *Incorpora* Programme |
| Type | Structure |
| Source of data | Organisation's documentation |
| Standard | 85% |
| How data are gathered | Review of the documentation. Interview with service professionals |

# 5

# Conclusions and Reflections on its Application

Quality indicators are a very useful tool for starting to reflect on professional practice *per se*, helping to detect unnecessary records, duplicated activities and, in short, all those activities carried out in the organisation that do not add value.

By using this methodology of sector-agreed indicators, the focus of the evaluation and improvement in quality enhance growth and improve outcomes. The motivating, non-punitive nature of this kind of evaluation, with the voluntary participation of entities, means that positive synergies are created, as well as collaborative learning among all the organisations.

This methodology helps to identify and tackle common issues and problems that affect the whole sector, where the combined harmonisation of efforts and initiatives benefits all the entities in the *Incorpora* Network, while also being a tool that helps to develop the internal quality plans of the entities themselves.

It should be noted that the indicators presented here have been evaluated via a pilot study in the 21 coordination units of the "la Caixa" Foundation's *Incorpora* Programme and this has been rated as useful and very positive by the organisations taking part. The strengths of entities are identified as well as the opportunities for improvement to be implemented by the entities themselves, by the different territorial groups and by the *Incorpora* Programme, enhancing collaborative work with the territory.
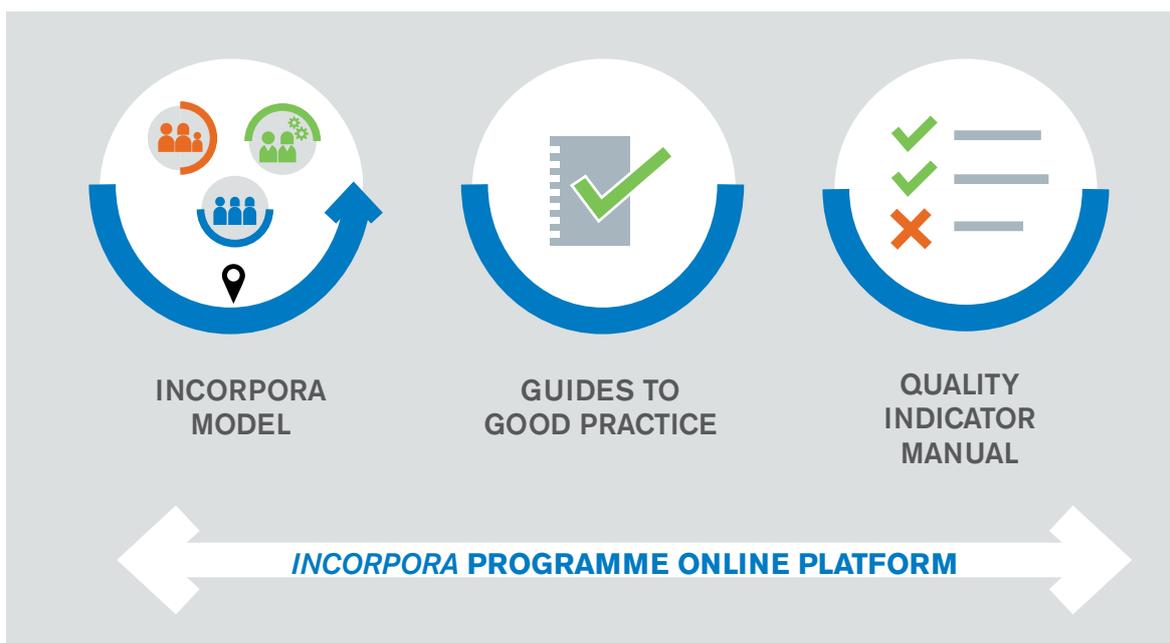


**INCORPORA MODEL**

**GUIDES TO GOOD PRACTICE**

**QUALITY INDICATOR MANUAL**

*INCORPORA* **PROGRAMME ONLINE PLATFORM**

**Figure 2.** Configuration of the *Incorpora* methodology

We therefore invite organisations to share their practices with the one described in this Manual and to reflect on possible interrelations between the theory, practice and management of the documentation system in order to improve person-oriented assistance and achieve the desired results of the *Incorpora* Programme.

This document forms part of the collection of documents comprising the methodology of the *Incorpora* Programme. The *Incorpora* Model of socio-occupational integration, aimed at the strategic development of these indicators, and the Guide provide more details on the operational procedures. See *Figure 2*.

All this helps to develop the commitment of the "la Caixa" Foundation's *Incorpora* Programme to improving quality and the outcomes of socio-occupational integration with vulnerable people and those at risk of social exclusion attended within the *Incorpora* Programme.

# 6

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# Appendix

# Appendix 1

# Definition of Terms Used in the Indicator Description

Below are the fields that should be defined in the file for each indicator.

| | |
|---|---|
| **Dimension** | Characteristic or attribute of what is being evaluated, including a grouping of related indicators. |
| **Relevant area** | Specific aspect evaluated. |
| **Criterion** | Description of good practice related to compliance of the indicator. |
| **Indicator name** | Name and description of the aspect to be measured. |
| **Justification** | Explanation of the purpose and reason for the indicator. Usefulness of the indicator in measuring quality. This is related to validity; in other words, does what we want to measure make sense? |
| **Formula** | System used to measure the indicator. Mathematical expression to carry out the measurement. This is normally expressed as a percentage but may also be presented as an average or absolute number. |
| **Explanation of terms** | Explanation of the concepts and elements of measurement included in the numerator and denominator of the indicator. Definition of any terms for the indicator that may be ambiguous. |
| **Population** | Clear definition of the unit of study, specifying the criteria for inclusion and/or exclusion. With regard to indicators of rate, the numerator population (that which meets the indicator's conditions) is always a part of the total population of the denominator. The denominator therefore includes the total number of cases reviewed. |
| | When the indicator is quantified, it's not always necessary (or possible) to measure the whole population defined. In these cases a sample is reviewed. To choose the sample, and to ensure the resulting indicator is deemed representative, the number of units required (size) and the random sampling conditions must be taken into account. |

| Type | **Structure.** Elements necessary for assistance, both in terms of professionals and also the technologies and protocols available. |
| --- | --- |
| | **Process.** Way in which the assistance is carried out. |
| | **Outcome.** Result or impact of the assistance or action. |
| Sources of data | Explanation of where the information comes from to verify the degree of indicator compliance. |
| Standard | Desirable level of compliance of the criterion. Levels have been established by the working group, taking into account the bibliography (when available) or otherwise the group's view regarding the possibility of the indicator being achieved at a sector level. For dichotomous indicators, the evaluation takes into account the extent to which the elements of measurement described in the definition of terms have been achieved. |
| Comments | Providing clarification, if applicable. Validity of the indicator. Identifying possible sources of confusion. Includes aspects that may help towards a clearer understanding of the indicator. |

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