The Incorpora Model of Socio-Occupational Integration
"LA CAIXA" FOUNDATION. THE SPIRIT OF "LA CAIXA"
The Incorpora Model of Socio-Occupational Integration
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Presentation
The Incorpora Programme was launched by the “la Caixa” Foundation in 2006 to improve the socio-occupational integration of marginalised people and those at risk of social exclusion, creating opportunities for employment within ordinary companies with support and follow-up by technical staff in the programme.

The Incorpora Programme acts as an intermediary, optimally bringing together the needs of both society and business companies to ensure the programme’s beneficiaries successfully integrate within companies.

It is clearly in tune with the specific objective of fighting poverty and social exclusion set out in programmes implemented as part of the social policy of the European Union as a whole and of its individual member States, based on the principle that securing employment promotes social inclusion.

The experience of the programme since 2006 has been truly enriching for all parties: clients, companies, social organisations, technical personnel working at these organisations and the different agents in the regions that collaborate with the various actions of the Incorpora Programme.

It is a living programme that can be adapted to the needs of clients and of companies anywhere and at any time. Of particular note is its flexibility in providing a response to changing requirements and the new challenges that have arisen to ensure the socio-occupational integration of vulnerable people, as shown over the last 10 years.

The Incorpora model below stems from the need to pinpoint general issues relating to the main procedures and instruments used. It therefore seeks to serve as a reference document for the experience of the different social organisations implementing the Incorpora Programme.

We trust this document will be of interest and assistance in analysing professional practices to improve the placement of vulnerable persons in employment.
Introduction

This document (The Incorpora model of the “la Caixa” Foundation) describes the main elements of the Incorpora Programme.
Incorpora has become a benchmark for the socio-occupational integration of marginalised people and those at risk of social exclusion. When adapted to the specific requirements of each local region, its methods can be replicated in different places (including different countries) irrespective of the agents promoting it.

This is therefore a document for anyone who wants to learn about how Incorpora operates. It may also be of interest to professionals at social organisations implementing the Incorpora Programme (in particular new professionals), human resources managers, entrepreneurs, decision-makers at public administrations, professionals at organisations collaborating with the Incorpora Programme, CaixaBank or CaixaEmpresa branch managers, potential promoters, etc.

The aims of the description of the Incorpora model of the “la Caixa” Foundation are to:

- Provide a theoretical and practical framework as a benchmark.
- Enhance the knowledge accumulated over the 10 years of the Incorpora Programme.
- Explain the portfolio of services available to different stakeholders.
- Describe the main work procedures in order to enable their replication and standardisation, establishing the minimum standards applicable to the actions carried out by specialist personnel at the social organisations implementing the Incorpora Programme.
- Provide an integrated view of the various tools used by social organisations.
- Provide information on the particularities of securing employment for members of certain groups with specific needs.
- Present the organisational system of the Incorpora Programme used to manage the professionals, areas, internal and external communications, etc. in each region.
- Provide information on the quality framework established in labour intermediation to help achieve the Programme's goals.

This document describing the Incorpora model is divided into a number of chapters. Below is a brief description of what the Incorpora Programme is and what it aims to achieve (chapter 2). There is also a summary of the change in paradigm brought about by Incorpora, with a review of the theoretical and strategic frameworks (chapters 3 and 4, respectively).

The document also describes the portfolio of services and work methodology (chapters 5 and 6) and ends with an explanation of the main organisational issues (chapter 7) and questions relating to the evaluation of, and improvement in, the quality of care (chapter 8).
This document is complemented by the Guía Incorpora, a guide that explores the operational procedures in depth. Furthermore, due to the broad scope and long history of the Incorpora Programme over the last ten years, the “la Caixa” Foundation has published a number of documents on some of the approaches and strategies that form part of the Incorpora model. Where appropriate, the model refers to these documents, exploring their content in depth.

The Incorpora methodology is completed with the Quality Indicator Manual, which provides a series of measures to objectify the quality of the work carried out by organisations. This was drawn up based on the publication of a bibliographical review of practices in the sector with empirical evidence. Involved in this process were representatives of the sector who reached a mutual agreement on the relevant areas and content to be included in the final version of the Manual.

The Incorpora method also includes the Incorpora online platform, providing a record of the actions involving each person, company and opportunities on offer in order to monitor the programme closely.

All these documents make up the methodology of the Incorpora Programme, as shown in the figure 1.

The fundamental elements of the Incorpora Programme are presented below.

NOTES FROM THE AUTHORS: It should be noted that when it has not been possible to avoid the use of sexist language, a single gender is used to refer to both the masculine and feminine in order to make this document easier to read.
Introduction of the Incorpora Programme

This section contains a definition of the Incorpora Programme, presents some results of the changes occurring in its 10 years of operation and describes the various stakeholders affected.
2.1 Definition

Incorpora is a socio-occupational integration programme whose aim is to promote the placement of people at risk or marginalised from society with ordinary companies.

The aims of the “la Caixa” Foundation Incorpora Programme are to:

- Contribute to the socio-occupational integration of clients at risk or marginalised from society.
- Offer companies an alternative form of corporate social responsibility in occupational insertion, creating more employment opportunities for clients with ordinary companies.
- Enhance the professionalisation and training of professionals within social organisations participating in the Incorpora Programme.
- Promote socially responsible regions that help provide solutions to the needs of clients at risk or marginalised from society and promote equal opportunity.

Figura 2. Configuration of the Incorpora methodology
The client is accompanied throughout the occupational insertion process. The programme allows anyone who experiences (or who is at risk of) social exclusion to determine their own insertion itinerary with advice from specialised personnel.

Incorpora encourages and provides support to anyone in their efforts to secure employment, irrespective of their starting point, either as an employee or as a self-employed person, since self-employment is also covered by the programme.
If the client has a mental health condition or is (or has been) in prison, Incorpora offers distinct approaches to address the specific characteristics of these situations in the form of the Incorpora Salud Mental and Reincorpora programmes.

If required by clients’ insertion itineraries, training points offer preparation in multi-disciplinary, technical or specific skills in order to improve their employability. Incorpora Joven provides specialist training for young people at risk of exclusion and supports them in their efforts to secure employment or return to education.

The Incorpora Programme is implemented by selected social organisations in each local region. This model of the local region as a socially responsible agent of change that helps to place people at risk or marginalised from society in employment is an important differentiating factor for the programme.

Social organisations participating in the Incorpora Programme in a local area cooperate to provide their clients with a better response and are coordinated at a regional level to enable networking and collaborative work.

Social organisations involved in the Incorpora Programme prospect for companies in order to obtain offers of employment and offer customized training to facilitate later insertion.

Prospectors from social organisations have the skills required to provide companies with the necessary advice in relation to corporate social responsibility and tax, employment and commercial benefits, among the many other issues that may be of interest to them.

In addition, professionals from social organisations act as intermediaries between clients and companies in each local region. These professionals offer support at all stages of the occupational insertion process: from recruitment to full integration into the job. Companies therefore become fully involved in enabling the placement of clients in employment.
Professionals within social organisations have **specialist training** in occupational insertion and are highly qualified: they are familiar with people at risk or marginalised from society and with the realities faced by companies.

The Incorpora Programme has always been characterised by an **ongoing improvement in quality**, with the gradual introduction of changes that have enabled the Incorpora Programme to adapt to the needs of its clients, companies, professionals within social organisations, the regional coordination of Incorpora, agents in the local area which the programme deals with and also society as a whole.

Information about the development of the Incorpora Programme can be found below.

### 2.2 Development

Incorpora is present throughout Spain. According to figures available in December 2015, 355 social organisations are participating in the Incorpora Programme in its tenth year of operation. These organisations are divided into 21 regional groups.

In 2015, after a first pilot, the Incorpora Training Points were generalized, with 121 entities. 386 training activities were held until December 2015.

![Figure 5](image_url). Annual change in the number of companies recruiting one or more people under the Incorpora Programme (for the period 2011-2015)
Furthermore, Incorpora clearly has plans to go international. At present the programme has been implemented in parts of Morocco and Poland and a total of 15 social organisations participate in the Incorpora Programme abroad.

According to figures for December 2015, Incorpora employs 734 specialised personnel who work with the business community in each local region.

Incorpora represents a truly innovative concept, bringing together two networks - social organisations and corporations - to ensure the successful integration of each client into the workforce. The number of companies participating in the programme has varied over the course of its 10 years of operation, as shown in Figure 5.

A total of 29,174 different companies have employed one or more people in the last 5 years.

Between 2006 and 2015, 109,802 people secured employment as a result of intermediation by Incorpora. Despite current economic conditions the programme has seen the number of people securing employment rise year-on-year, as shown in Figure 6.

Figure 6. Change in the number of placements secured by Incorpora organisations (2006-2015)
Breaking down this information into the different groups in the community, the results obtained in 2015 with the ten main groups are shown in Figure 7.

Of the 23,626 people who secured employment through Incoporá in 2015, 16,835 were either marginalised or at risk of social exclusion and 6,791 were disabled.

In total, 18,836 people secured employment through the Incoporá network in 2015, totalling 25.3% of its clients. This number does not include individuals who secured apprenticeship contracts.

Furthermore, the work of social organisations is ongoing and does not end with the first job placement: on average a client is placed in 1.2 jobs over the course of their insertion itinerary.

Finally, it should also be pointed out that, according to figures for 2015, the employment positions secured by clients were for an average of more than 30 hours per week.

Figure 7. Coverage of the Incoporá Programme in 2015 (as a %).
2.3 Impact on clients and on society

Each job placement is of great value for the person employed, as shown by the results of the Incorpora Programme social impact study\(^1\). The vast majority of individuals who benefited from the Incorpora Programme had seen positive changes in their lives as a result. The most positive results are reflected in responses provided by clients to the most general questions on how they perceive this positive impact on their lives.

The programme has the greatest impact in terms of interpersonal relations due to the positive changes seen in clients. Specifically, the study contains references to positive changes regarding the family and an increase in social activity, in particular in the workplace.

The results of the programme related to self-determination are also deemed to be very positive, these effects being associated with greater personal independence. It should be noted that more than 70% of the clients receiving guidance in the occupational insertion process are now capable of seeking employment themselves should the need arise.

The area in which the best results were recorded is material well-being, its larger impact being associated mainly with clients’ greater ability to meet the financial needs of their families.

Finally, while the results in terms of personal development and social integration were lower, there were positive changes in specific aspects of both (such as employment encouraging clients to continue their education). The programme also results in better labour market integration within some groups (e.g. ships formed by young people at risk of exclusion with colleagues outside work hours).

\(^1\) “Incorpora Programme social impact Study” July 2010

109,802 secured employment in 10 years
The Incorpora programme has also proven to be financially sustainable. According to a study on the Quantitative Evaluation of the Programme conducted in 2013, Incorpora generates some 156.7 million euros, resulting in a clear economic impact on society. This impact has been calculated for one year but its results can extend beyond this timeframe. The social return on investment (SROI) of the Incorpora Programme is almost 8 times the amount invested (7.70 euros for each euro invested). If the Reincorpora Programme is analysed separately, due to the investment in training required, this programme has an SROI of almost triple the investment (2.77 euros for each euro invested), while for all other groups assisted Incorpora has an SROI of 11.77 euros per euro invested.

2.4 Stakeholders

The programme is aimed at a number of stakeholders and work is carried out to get to know these stakeholders, explore their needs and expectations and provide them with a response. The various stakeholders to which Incorpora must provide a response are: clients and their families, companies, social organisations, professionals within these organisations, regional coordinating bodies, society as a whole and the “la Caixa” Foundation itself as the promoter. Each of these stakeholders is briefly described below.

2.4.1 Clients and their families

Clients are at the heart of the occupational insertion process and therefore their socio-occupational integration.

The Incorpora Programme is aimed at marginalised people and those at risk of social exclusion. Consequently, the groups with which the Incorpora Programme works always have one or more risk factors that prevent or hinder access to the labour market. These factors include those of a personal nature such as poor qualifications, academic failure, addiction, illness, disability, ethnicity, lack of roots or time spent in prison. Domestic factors such as abuse and domestic violence are also a consideration.

In addition to these risk factors are other factors of a socio-economic nature: living in a deprived region, a lack of income, low incomes or unstable employment, involvement in prostitution, homelessness, racism, illegal immigration status and the absence of social networks.

Clients are at the heart of the occupational insertion process
Clients expect guidance from Incorpora to secure a job placement and improve their employability and the efforts of professionals within participating social organisations are aimed at achieving this outcome.

Despite the fact that the Incorpora Programme is only open to individuals who are seeking employment and/or require support to remain in employment, the families of these individuals also benefit from the programme. As the conditions of the client improve, this also enhances their environment with a positive knock-on effect for the members of their family. Thus, members of the family can also be considered as indirect beneficiaries of the Incorpora Programme.

### 2.4.2 Companies

Businesses are also a key beneficiary of the Incorpora Programme: all companies can participate, irrespective of their size.

The programme provides companies with a corporate social responsibility resource in occupational insertion and helps to create a network of companies dedicated to improving society.

Providing companies with a quality service necessarily means offering flexible solutions to recruitment demands, avoiding unnecessary delays. Incorpora has many highly motivated people who are prepared to accept a position.

If the organisation itself does not have the people suitable for a position, networking with other social organisations in the region can be of great help in providing the rapid response required by a company to find the employee they need.

Consequently, efficiency is also an aspect of the quality valued by companies in Incorpora.

Furthermore, there is no obligation on the part of the company to recruit the client: recruitment through Incorpora is compatible with other systems already used by companies.

Another element of the Incorpora Programme that helps it to meet the expectations of companies is that, following their placement, the employee (and, therefore, the company) receives follow-up and sup-

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**+70%**

of the clients are now capable of seeking employment

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port as required. The duration of this follow-up is jointly agreed between the parties depending on the needs of each situation.

Such work with companies requires personnel specialised in occupational insertion to find prospective businesses, maintain close ties with them, follow up with these companies on a regular basis and help allay the potential concerns of entrepreneurs.

Personnel qualification is supported through training on Incorpora basic rules as well.

### 2.4.3 Social organisations

Social organisations are a key instrument in the implementation of the Incorpora Programme. These organisations form part of the third sector and have extensive experience in occupational insertion in each local area. They are highly professional, vastly experienced and fully able to perform their duties.

These social organisations become part of the Incorpora network in their local region and, each year, the collaboration agreement between both parties is renewed. This agreement can also be expanded to offer other lines of activity (such as training points, self-employment, etc.) via public tender.

### 2.4.4 Professionals within social organisations

Individuals working within the social organisations that implement the Incorpora Programme are also stakeholders (as internal clients). These are employment specialists who assume different functions according to the approach of the Incorpora Programme. Incorpora Point of Training gathers trainers or coaches.

An organisation that works with the Incorpora model requires two very different professional profiles: one to provide clients with guidance for job placements and one to find potential companies.

This is a crucial issue: Incorpora can only be successfully implemented if both roles are performed. These roles can be carried out by one or two professionals. If two professionals are involved there must be perfect communication between them, extensively sharing information to provide the support required by both the client and the company from the moment of the placement onwards. One or other of these
professionals will also provide the individual or company with a response, depending on the requirements emerging in this phase.

Furthermore, if the organisation provides the Autoempleo Incorpora service or is an Incorpora training point, the professionals required will require specific skills.

The different professional profiles mentioned above are described below.

The programme reinforces their professionalisation as their professional requirements must be met to ensure they can perform their functions to perfection. The training of these professionals is crucial so that their skills remain up-to-date.

The Incorpora Programme also stimulates the management of knowledge within organisations and ensures that all the potential of personnel within each organisation is at the service of the local region (and, where appropriate, of the Incorpora group).

These are positions that also require individuals who are highly creative and innovative and prepared to share their knowledge with other professionals in the network, etc. Therefore, care must also be taken with the conditions of employment and working environment within teams.

This stakeholder is explored in depth in point 7.3 of the Professionals model.

2.4.5 Regional coordinating bodies

The Incorpora Programme has 21 coordinating entities across Spain, each one coordinating the network of Incorpora organisations in a particular region.

Each regional network has someone from one of the organisations acting as coordinator. Effective coordination within the network is ensured through protocols for the operation of the group, as agreed between its member organisations.

The collaborative work fosters efficiency and effectiveness in responding to the needs of companies and people in the area.
This collaborative work fosters efficiency and effectiveness in responding to the needs of companies and people in the area. It also enables the various agents in a region (public administrations, public services such as health, education, social services, justice, youth, etc., the Caixa-Bank or CaixaEmpresa branch network, universities, companies, etc.) to work together to support the most vulnerable people.

In other words, efforts are combined to create socially responsible regions and this is an innovative concept that has required a change in culture. This stakeholder is explored in depth in point 7.2 of the Incorpora regional coordination model.

### 2.4.6 Society

Given that the Incorpora Programme works with vulnerable people, society in a broader sense is also a stakeholder to which the programme must provide a response.

Society hopes there will be a fall in unemployment and that clients will see an improvement in their employability, so that it is easier for them to find a job and Incorpora makes an enormous contribution to the achievement of this objective.

Society also values companies in a particular region as they are a source of direct and indirect employment and therefore expects the Incorpora Programme to raise awareness among companies so that they recruit those at risk or marginalised from society.

In addition to benefits in terms of the quality of life and the socio-occupational integration of the individual, there are also benefits associated with social participation. The payment of income taxes should also be considered as a benefit for society.

### 2.4.7 The “la Caixa” Foundation as a promoter

The “la Caixa” Foundation or the agent implementing the provisions of this model; i.e. the promoter of the programme, is also a stakeholder.

The Incorpora Programme must manage resources allocated in efficiently, effectively and fairly. In doing so, it must use the most advanced methods to achieve the best possible results, contributing towards a fairer society and reinvesting in the society that has placed its trust in it.

To this end, a series of clear, explicit goals is set for each local region and for each specific organisation. These goals are timed and quantifiable and are defined in collaboration with the social organisations involved to ensure they are consensual.
Organisations must report on the extent to which the agreed goals have been achieved and analyse any deviations that occur in order to correct them, thus providing the best possible response to the expectations of the promoter. Having identified the stakeholders in the Incorpora Programme, below is a description of the conceptual framework used as a reference for the work carried out by the specialist teams from the social organisations involved.

The Incorpora Programme must manage resources allocated in efficiently, effectively and fairly. In doing so, it must use the most advanced methods to achieve the best possible results.
The Incorpora model is based on a conceptual framework which is described briefly below.
The concept of socio-occupational integration is explained and a description provided of certain methodological issues, with special emphasis on the competence and skills model and the supported employment model.

3.1 From occupational insertion to socio-occupational integration for those at risk or marginalised from society

While the right to work is a universal right, as stated in Article 23 of the Universal Declaration of Human Rights (1948), it cannot always be exercised in full. Not everyone has the same real and effective opportunities to participate in the labour market. Certain groups experience great difficulty in accessing and engaging in productive activity: personal, cultural, family, health and other factors can constitute barriers to employment.

This exclusion from the labour market naturally results in vulnerability and social exclusion of varying levels of complexity. The Incorpora model therefore does not see occupational insertion as a specific act that allows an individual to secure employment but as a continual process that helps clients to become integrated in socio-occupational terms.

The reason for this is that employment makes an enormous contribution to a person’s socialisation, promoting the development of relationships and social networks. It also allows people to structure their time and actively participate in many other aspects that involve the exercise of citizenship rights (social benefits, pensions, etc.).

Occupational insertion can therefore be considered as a clear itinerary towards social integration, in particular for groups that encounter difficulties related to the labour market. For this reason, the Incorpora Programme is defined as a socio-occupational integration programme.
3.2 The methodological approach to occupational insertion

A job placement (as understood by the Incorpora Programme) requires actions prior to, alongside and subsequent to the placement to ensure its success, both for the client and for the recruiting company, as well as the broader social context.

Social organisations participating in the Incorpora Programme implement this process. This involves specific support mechanisms that assess the needs, skills and interests of those seeking employment, as well as the opportunities for employment offered by companies in the region. These organisations act as intermediaries between both parties to ensure more socially responsible regions.

From the perspective of assistance to the client (at the heart of the occupational insertion process), a set of actions is implemented, as shown in Figure 8.

Networking between local social organisations and social agents is of crucial importance in improving the effectiveness and efficiency of the guidance provided to clients.
The actions are implemented based on an in-house model of intervention

These actions are implemented based on an in-house model of intervention that includes elements from the competency and skills model and the supported employment model. According to the situation of each client, these two models interact to cover each placement support process as effectively as possible. Employment specialists provide clients with the support they require at varying levels of intensity (depending on each client’s skills) in order to help them develop. The aim of this approach is to empower the client.

In terms of guidance for companies, the measures adopted by social organisations are shown in Figure 9.

An analysis of the business community in the region is a crucial methodological element of work with companies. It involves having up-to-date information on the area’s business structure with a particular focus on new companies, employment available,
trends in different sectors, etc. This information allows specialist personnel within social organisations to plan prospecting operations; i.e. how they approach companies in the region. This is a necessary condition in order to secure job placements since knowledge of the company and of the employment it offers makes the work of employment mediation must easier.

Prospecting for companies in the Incorpora model is not linear but rather an ongoing process with the different companies in the region in order to promote change in the forms of collaboration between each company and the social organisation, so as to create more opportunities for occupational insertion. In this way we ensure a wide range of both jobs and companies for clients.

Having reviewed these methodological issues, there now follows an explanation of some of the key elements in the competency model and the supported employment model that constitute the basis for the theoretical foundation of the Incorpora Model.

### 3.2.1 Contributions of the competency model

Competencies are defined as the integrated and complex sum of knowledge, skills and attitudes. They consist of the knowledge necessary to develop them, applied knowledge (abilities and skills) and the inherent attitudes. Knowledge and experience refer to expertise, aptitudes and skills to the ability to do things and attitude to the desire to do things. Competency is therefore the application of theoretical knowledge combined with practical knowledge and underpinned by a specific attitude.

Competencies are a person’s resources that come into play during a particular activity. Assuming and performing well in a position requires the development of competencies.

Everyone can develop their competencies, putting them in a better position to secure employment, since competencies are a component of employability. In fact, companies often put more emphasis on competencies than on other factors such as training and experience.

For this reason, Incorpora seeks to empower individuals and to help them develop their competencies through training, apprenticeships in a non-workplace environment and other measures, as appropriate.
The model is based on positive aspects of performance; i.e. what a person can do, and has been created as an innovative response to models that tend to be based more on shortcomings and disabilities. The aim is to develop the resources available to an individual so that they can gradually assume new roles and acquire new skills and abilities.

### 3.2.2 Support mechanisms of variable intensity

The integration of groups with employment difficulties into the open labour market requires the management and application of different types of support at varying levels of frequency and intensity.

The support provided is planned and managed taking into account the resources of the client, their family environment and relationships, the environment of the company and resources in the region. It should be remembered that some people require support throughout their working lives and this should be taken into account when planning the support provided to the individual and the employer. This concept of support includes any form of personal assistance provided to the employee or to the employer that hires them. The intensity (basic, intermediate or high), frequency and nature (intermittent, limited, extensive or comprehensive) of the support are adapted to the needs and preferences of each client when drawing up support plans to help them find employment.

The **key principles** of supported employment are as follows:

- A rapid search for employment, with the individual receiving training at the same time. Training is also provided after placement, preferably within the work environment.
- Selection of the position according to the preferences, needs and priorities of the individual.
- There are no exclusion criteria; anyone interested in finding employment can take part.
- Both the positions sought and remuneration paid are within the parameters of the competitive market.
- Open-ended, one-on-one support of varying intensity according to requirements.
- Close collaboration between employment specialists and community care teams.
- Support in obtaining the necessary information on welfare services and benefits (tax deductions, social benefits, etc.) so that individuals can make better decisions.
- The employment specialist deals with
the businesses to find out their needs and preferences, aiming its services at the community. Supported employment is also characterised by the active involvement of companies and intermediation in the recruitment process. Support is therefore provided both to the people seeking employment and to companies in order to ensure the satisfaction of all parties involved in the employment relationship.

The values of this model are as follows:

- **Individuality.** The focus of attention is on the needs and interests of the individual.

- **Respect for the personal situation,** decisions, needs and wishes of individuals.

- **Autonomy.** Support for self-determination and decision-making in relation to their own life plan.

- **Informed choice.** This involves helping raise people's awareness of the opportunities open to them, helping them choose according to their own preferences and accept the consequences of their choices.

- **Empowerment.** The building and strengthening of one's own capabilities. This involves taking responsibility for one's own life and well-being.

- **Confidentiality.** Compliance with the rules in force and only using information with consent.

- **Flexibility.** Adaptation to the needs of users.

- **Accessible** for all those interested.

Using this methodology, individuals play an active role in their integration, encouraging maximum personal autonomy as the main guiding principle throughout the process. The specific nature of the support provided encourages personalised actions with the option of adapting these to the great variety and diversity of clients.

The strategic framework of the Incorpora Programme is described below.
Socially responsible TERRITORY

Needs, abilities, interests

Opportunities

Seeking EMPLOYMENT

Helps achieve / maintain EMPLOYMENT

With EMPLOYMENT

SPECIFIC CARE DEVICES

Figure 10. Specific care devices in the job search process
Strategic framework of the Incorpora Programme

The mission, vision, values and operational principles of the Incorpora Programme are in line with the strategic aim of the "la Caixa" Foundation.
4.1 Mission

The mission of the Incorpora Programme is:

To encourage occupational insertion as the basis for socio-occupational integration into ordinary companies for marginalised people and those at risk of social exclusion.

Professionals within social organisations carry out effective and efficient measures including innovative and assessable practices aimed at producing results. They provide individuals with guidance and network with companies, other agents and social organisations in the local area to offer clients more opportunities.
4.2 Vision

The programme's vision can be seen in:

Its status as a well-established programme that, through excellence and internal consistency with guidelines for socio-occupational integration, creates confidence in our globalised society and more opportunities for clients.

Being a national and international benchmark as a programme that fosters corporate social responsibility which, through the guidance provided to clients and training processes, significantly increases the chances of finding employment.

The aim is to lead the way in developing socially responsible regions, fostering collaboration between the public administration, business, the third sector and other agents. From the region, for the region, with the region.
4.3 Values

In view of the mission and vision of the Incorpora Programme, its values are as follows:

- **The Client at the Heart**
- **Collaborative Work and Networking**
- **Development of Socially Responsible Regions**
- **Guidance Based on Close Relations** with clients and companies
- **Effectiveness and High Impact**

![Figure 11. Values of the Incorpora Programme](image-url)
Each of the five values shown in the figure is briefly described below.

**The individual at the heart of their own placement process.**
The client is at the centre of any action taken. Assistance is provided to the client so that they feel valued and empowered to seek employment and actively participate in their own placement process. People are actively involved in the Incorpora Programme and it is crucial to the success of the process that they commit to their own insertion itinerary.

**Assistance from the community to the client and the company.**
Given that the Incorpora Programme is implemented by local social organisations, we are close to the people we serve: we provide a stable focal point. Clients have access to expert staff at all times, whether they require guidance and training or support in the process of securing employment through companies or their own businesses. Companies benefit from an accessible team of professionals that aim to promote greater social responsibility in the region.

**Effectiveness and high impact.**
All actions taken within the framework of the Incorpora Programme, whether with clients or with companies and other agents in the region, help clients secure employment. In addition, the aim of coordination between the companies participating in the Incorpora Programme is to clearly improve the results achieved and therefore the effectiveness and impact of Incorpora.

**The promotion of socially responsible regions.**
The various agents in the region (administrations, companies, other social organisations, etc.) work together to provide a more effective response to the needs of the most vulnerable people in the region. The duplication of services is avoided and greater impact is achieved through agents in a particular region working together. This approach also allows companies to become involved by developing their corporate social responsibility in the region.

**Trabajo colaborativo y en red entre las entidades Incorpora.**
The Incorpora Programme fosters collaboration between social organisations, the sharing of working methods and of innovative experiences that produce good results. It is coordinated at a regional level to encourage collaborative work and develop the model through contributions from the various agents involved.

To ensure these values become an essential part of the practice of professionals within the social organisations participating in the Incorpora programme, the operational principles of the Incorpora Programme are explained below.
4.4 Operational principles

- **INCLUSIVE LOOK**
- **SUPPORT AMONG EQUALS**
- **EVALUATION** aimed at results and ongoing IMPROVEMENT
- **SUSTAINABILITY**
- **COMPREHENSIVE APPROACH**
- **TRANSPARENCY**
- **FLEXIBILITY**
- **COMMITMENT** to social organisations

Figure 12. Operational principles of the Incorpora Programme
In view of the mission, vision and values of the Incorpora Programme, its operational principles are as follows:

Each of the eight operational principles shown in the figure is described briefly below:

**Inclusive outlook.**
Anyone experiencing or at risk of social exclusion can benefit from the Programme, with no exclusion criteria applied. Anyone who wishes to do so can empower themselves to find employment.

**Support among equals.**
When required by their insertion itinerary, clients can choose to take part in certain activities together with other people in a similar situation. This approach helps to create rewarding, heterogeneous groups that wish to achieve the same goals, establishing channels for mutual assistance between peers.

**Comprehensive approach.**
When providing assistance to clients whose situation is more complex, Incorpora adopts a holistic approach focused on occupational insertion but also leading to the activation of the different resources and programmes of the "la Caixa" Foundation to provide a more effective response to their needs. This approach is in relation to and complements the services provided by the public administration. As part of this approach, the Programme works with social and community services in each region.

**Commitment to social organisations.**
Social organisations that participate in Incorpora are familiar with the region in which they operate and are highly professional. The experts on these teams are committed to innovation, to the use of effective and efficient practices and the evaluation of the work carried out. Participation in the Incorpora Programme contributes to the stability of organisations, ensuring their continued operation (and, therefore, the continued provision of services to the community).

**Flexibility.**
The Incorpora Programme is characterised by its adaptability to the needs of each region. While it has some generic aspects that give it its own identity, other aspects can be adapted to the idiosyncrasies particular to each region. Precisely as a result of this flexibility, the programme can also be easily adapted to the requirements of the moment in terms of employment and also readily adapted to any changes required.

**Transparency.**
The Incorpora Programme is built on transparency in a broad sense, based on practices that are driven by sincerity and compli-
city in its dealings with clients, companies and other organisations in a particular region. The Incorpora Platform is crucial in ensuring transparency, rendering all information on individuals, companies and job offers accessible in accordance with the provisions of Spain’s data protection law.

**Sustainability.**
The Incorpora Programme requires financial support that is guaranteed each year. However, it is the efficiency and effectiveness of the programme that make it sustainable, insofar as the money invested produces a clear return for society.

**Evaluation aimed at results and ongoing improvement.**
Each organisation has objective information on the results obtained based on regular evaluations to determine to what extent the Programme has transformed the region. Results can also be compared with those of the group of regions and the Incorpora Programme overall. Consequently, each team must have information on their respective positions and make informed decisions to foster ongoing improvement.

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**Operational principles and values govern the actions of professionals within the social organisations**

The ability to review their work thoroughly and objectively is a clear strength of the teams within the social organisations involved in the Incorpora Programme.

Operational principles and values govern the actions of professionals within the social organisations participating in the Programme, both in the assistance provided to clients and in the work carried out with companies and agents in the region. This being the case, they play a dominant role in determining how the Incorpora portfolio of services described below is provided.
The Incorpora Programme has a portfolio of services that are provided to each of the main stakeholders.
See list and description of services in the relevant section.

Figure 13. The Incorpora Programme services portfolio
There is a commitment to quality in the provision of each portfolio service. This commitment is set out in the service charter and can be seen in the second column of the table below:

<table>
<thead>
<tr>
<th>Portfolio service</th>
<th>Charter commitment. What do we offer?</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1. Services to clients</td>
<td></td>
</tr>
<tr>
<td>Incorpora is a programme that provides assistance in particular to people at risk of social exclusion. If you believe your personal, family, social or economic situation makes it difficult for you to find employment, contact your nearest Incorpora organisation. The following services are available to you:</td>
<td></td>
</tr>
<tr>
<td>Access to the service</td>
<td>If you are having problems accessing the labour market, we can help.</td>
</tr>
<tr>
<td>Complete evaluation and risk assessment</td>
<td>Together we will analyse what you can do, what you would like to do, your personal situation and any other important information so you can access the labour market.</td>
</tr>
<tr>
<td>Referral</td>
<td>Where necessary we will guide you regarding other services in the region that could help you improve your situation.</td>
</tr>
<tr>
<td>Guidance. Designing your insertion itinerary</td>
<td>Here we analyse the steps to be followed in order for you to find and remain in employment.</td>
</tr>
<tr>
<td>The compatibility of financial services</td>
<td>We support you by reviewing the potential impact of employment on the services you receive and help you look for specialist information if you wish.</td>
</tr>
<tr>
<td><strong>Assistance on your insertion itinerary</strong></td>
<td>Every so often, we must meet or remain in touch over the phone or by email to review the progress being made on the goals you have set yourself. We need commitment and punctuality on your part in order for this project to be a success. If you are in a particularly difficult situation due to complex personal circumstances, tell our personnel.</td>
</tr>
<tr>
<td><strong>Preparation. Training points</strong></td>
<td>If you require training, we offer specialist courses in certain sectors that will help you acquire the tools you need to overcome the obstacles preventing you from securing employment.</td>
</tr>
<tr>
<td><strong>Work experience</strong></td>
<td>The training provided by Incorpora includes work experience that will help you familiarise yourself with the labour market.</td>
</tr>
<tr>
<td><strong>Employment mediation. Support in selection and recruitment</strong></td>
<td>If you feel ready for a company placement, we will go over the jobs available (in accordance with your preferences) with you so that you can submit your CV for those of interest to you. We provide support to emphasise the most notable aspects of your curriculum vitae.</td>
</tr>
<tr>
<td><strong>Self-employment</strong></td>
<td>We help you analyse your business plan and develop your entrepreneurial potential. Using your idea as a starting point, we help you analyse the viability of your plan and in your search for financing. We are also there to help you in the start-up and consolidation of your company.</td>
</tr>
</tbody>
</table>
### 5.2. Services to companies

Incorpora is a programme that collaborates with companies, irrespective of their size, area of business, etc., which are interested in developing their corporate social responsibility in the region by recruiting marginalised people or those at risk of social exclusion. Contact your nearest Incorpora organisation. Incorpora organisations offer the following services:

<table>
<thead>
<tr>
<th>Services</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Remaining in employment</strong></td>
<td>Once you are in employment, we will continue in touch with you, if required, to provide support in adjusting to the company.</td>
</tr>
<tr>
<td><strong>The implementation of pre-selection processes</strong></td>
<td>We pre-select applicants whom we consider appropriate for the positions on offer. We match applicants with the position available, ensuring you receive the CVs of the most suitable applicants. If there appears to be no suitable applicant, there is no obligation to recruit. You also have the option of making a second selection or of contacting us again when other positions become available. Our selection process is compatible with other recruitment processes.</td>
</tr>
<tr>
<td><strong>Support in job definitions</strong></td>
<td>We help you provide as many details of the person required for each position as possible, in order to know the exact needs of the company and to have more information with which to match the position to the client.</td>
</tr>
<tr>
<td>Service Description</td>
<td>Description</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Monitoring new client placements</td>
<td>We provide assistance in the initial adjustment process. An expert from Incorpora will be the main contact for the company and the new worker, carrying out the follow-up agreed with the client to assist in the adjustment process.</td>
</tr>
<tr>
<td>Action plan with the company</td>
<td>If you wish to continue your collaboration with Incorpora, we will plan our work with you, establishing shared objectives set on the basis of collaboration.</td>
</tr>
<tr>
<td>Advice on tax and employment benefits</td>
<td>We provide you with information on the benefits, bonuses and incentives your company may be eligible to according to the profile of the person hired.</td>
</tr>
<tr>
<td>Commercial benefits as a result of social clauses</td>
<td>We provide you with information about the social clauses established by some public administrations for subcontracting services by other companies (when these companies meet certain requirements). You can also demand the appointment of persons at risk of social exclusion.</td>
</tr>
<tr>
<td>The promotion of corporate social responsibility (CSR) in the region</td>
<td>You can show your socially active attitude in recruitment via the Incorpora seal. In this way, values of social and economic improvement become a part of your company.</td>
</tr>
</tbody>
</table>
## 5. Portfolio of Services

<table>
<thead>
<tr>
<th>Training points</th>
<th>Together with you, we design a training programme that meets your needs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work experience agreements and contracts linked to training points</td>
<td>We create opportunities for collaboration between your company and the Incorpora Programme that are in keeping with your possibilities and which transcend the recruitment of one person.</td>
</tr>
</tbody>
</table>

### 5.3. Services for Social Organisations

Social organisations are the instrument used to implement the Incorpora Programme. These are the services you can receive as a social organisation, whether supplied by the "la Caixa" Foundation or via regional coordination:

<table>
<thead>
<tr>
<th>The Incorpora working model</th>
<th>We provide the methodological framework and the tools to work collaboratively with the social organisations that form part of the Incorpora network, updating the model to provide a response to new challenges in terms of occupational insertion.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support in the implementation of the Incorpora model</td>
<td>We provide assistance in the implementation of the Incorpora model, providing guidance on the changes to be implemented within the organisation in order to achieve the best fit.</td>
</tr>
<tr>
<td><strong>Financial support</strong></td>
<td>We guarantee annual finance without the need to make annual applications, with a commitment from the organisation to offer a quality service. This is not incompatible with other sources of finance.</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Incorpora platform</strong></td>
<td>We offer an online platform that connects the various organisations participating in the Incorpora Programme and can be used to follow up on clients and companies.</td>
</tr>
<tr>
<td><strong>Incorpora website</strong></td>
<td>We provide you with a communication tool with excellent positioning in search engines that allows your activities to be disseminated to a global audience and in each region.</td>
</tr>
<tr>
<td><strong>Work with other Incorpora organisations</strong></td>
<td>We promote collaboration between social organisations, helping to compare the results achieved by organisations involved in the Incorpora programme and the design, execution and evaluation of improvement plans.</td>
</tr>
<tr>
<td><strong>Consult an expert</strong></td>
<td>We provide you with experts in certain areas related to the Programme who can clear up any doubts the teams may have.</td>
</tr>
<tr>
<td><strong>The publication of work guides</strong></td>
<td>We promote the preparation of guides for specific issues with the aim of transferring those practices that have proven most effective.</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>The collaboration of the Caixa-Bank and CaixaEmpresa branch networks</strong></td>
<td>We promote synergies between CaixaBank branches in the region and social organisations in order to help find participant companies in the region.</td>
</tr>
<tr>
<td><strong>Raising the profile of the organisation</strong></td>
<td>We allow companies to highlight the work carried out by the organisation in normal environments for companies in the region, improving their visibility.</td>
</tr>
<tr>
<td><strong>Support in the external evaluation of the quality of service</strong></td>
<td>We offer the option for the organisation to be evaluated by a specialist team in order to determine the degree of compliance with stipulations and to promote improvement.</td>
</tr>
<tr>
<td><strong>Evaluating satisfaction</strong></td>
<td>We publish the results of satisfaction surveys sent to companies that recruit clients via the Incorpora Programme.</td>
</tr>
</tbody>
</table>
5.4. Services to professionals within social organisations

Professionals within social organisations also have access to a number of services provided by the “la Caixa” Foundation directly, by the local coordinating body or your own organisation. These are as follows:

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acceptance and guidance for professionals from social organisations</td>
<td>We provide professionals from social organisations with ongoing technical support in order to enable the implementation of the Incorpora model.</td>
</tr>
<tr>
<td>Forum to exchange experiences between professionals</td>
<td>We arrange regular meetings with professionals from other organisations in the region in order to share experiences. In addition to supporting specialist personnel, these meetings also contribute to the professional development of the participants.</td>
</tr>
<tr>
<td>Training for online and face-to-face employment specialists</td>
<td>We ensure the learning of shared, specific content that serves as a point of reference in order to enable communication and provide an effective, efficient response to clients and companies by social organisations.</td>
</tr>
<tr>
<td>Other local training activities specific to occupational insertion</td>
<td>We provide specialist training on content where required, in order to respond to the changing needs of the sector detected by the region coordinator.</td>
</tr>
</tbody>
</table>
Finally, it should also be noted that anyone in the community can benefit from the Incorpora Programme since it offers all of us a number of services as members of society, contributing to social cohesion and the creation of socially sustainable regions.

<table>
<thead>
<tr>
<th>Social impact studies</th>
<th>We follow up on clients to learn of any changes in their situation and to find out whether they remained in employment, whether they have been able to secure other employment, their living conditions, etc. This information provides results on the social impact of the Incorpora Programme, which we publish for the benefit of the public.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaboration with the public administration to meet the employment needs identified in each region</td>
<td>Our efforts complement existing initiatives in each region to collaborate in offering solutions to priority needs.</td>
</tr>
<tr>
<td>The focus of community work</td>
<td>We network with the various agents in the region, contributing to social cohesion in the process.</td>
</tr>
<tr>
<td>Complementary with and across other programmes</td>
<td>As the “la Caixa” Foundation, we offer various programmes that meet other social needs and complement what is offered by Incorpora and other organisations or the public administration.</td>
</tr>
<tr>
<td>Recognition of work carried out with agents in the region. Incorpo-ra Awards</td>
<td>We recognise organisations that actively collaborate with the Programme: companies, company groups, public administration, media, universities, social organisations, professional associations, users, the CaixaBank branch network, etc.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Dissemination and visibility of Incorpo-ra</td>
<td>We call on companies and other agents in the region to participate in the activities promoted by the Incorpo-ra network.</td>
</tr>
<tr>
<td>Observatory</td>
<td>We collect information that is relevant to the sector with the indispensable collaboration of professionals within social organisations involved in the Programme and make this available to professionals within all social organisations and to society as a whole.</td>
</tr>
<tr>
<td>Helping to professionalise the third sector</td>
<td>We support the creation of knowledge by organisations in the third sector so that they can develop their potential and share, innovate, publish, etc., as well as make the material available to the general public.</td>
</tr>
</tbody>
</table>

This information is compiled in the Guide to integrating vulnerable people attended by the placement services of the Incorpo-ra network. This document provides details of the key elements to provide each of the services listed.

Having presented the services portfolio, there follows a description of the main methodological aspects of the various services provided within the framework of the Incorpo-ra Programme, which are considered to be constituents of the Incorpo-ra model.
Due to the idiosyncrasies of each client, company, organisation, professional and region, the model only establishes a methodological framework to provide the service.
The Incorpora model logically establishes methodological points that establish how to provide the aforementioned services in the portfolio.

6.1 Services to clients

The Incorpora Programme offers clients a number of services to enable them to secure employment, either as an employee or as a self-employed person. The programme works on self-esteem, empowering clients so believe they can overcome their own vulnerability.

The aim is that, once the client accesses employment, they can do so with success. Alternatively, if they do not secure employment, it is also important that they feel they have the necessary skills to continue looking for work.

Employment specialists therefore play a crucial role. Clients must feel they are being listened to and assisted in defining their own professional plan. The first challenge for the specialist is to win the trust of the client and the first step is always an initial assessment of the situation. Based on the life plan of each client, an agreement is reached on how to improve their employability taking their interests, preferences and competencies into account.

Each client in the Incorpora Programme has different needs and the support provided by social organisations to each person to secure and remain in employment are therefore not the same; this varies according to each situation. In any event, they offer the client assisted access to the resources of the organisation and the resources of all other organisations in the group, with the main organisation monitoring the situation.

Below is a brief description of some general methodological issues associated with the services offered to clients in the services portfolio of the Incorpora Programme:

Access to the service.
Employment specialists at the organisation participating in the Incorpora Programme take on the client and, through a number
of initial interviews, confirm that the client is in a vulnerable position and therefore eligible to participate in the Incorpora Programme. If this is the case, the application is determined jointly with the client. If it is found that the risk factors presented by an individual regarding employment, due to their specific nature, would mean they would be better served by working with another organisation in the Incorpora network, the individual will then be referred on to that organisation.

Similarly, it is in this initial phase that specialist staff tend to identify those individuals in a highly complicated situation in terms of social exclusion and who are eligible for integrated assistance.

**Complete evaluation and risk assessment.**

To learn about the situation of each person, employment specialists explore their competencies, preferences, interests, potential, needs, etc. Emphasis is also given to risks or potential risks posed by the client. The main technique used is a semi-structured interview with the client although other people may also be interviewed (relatives, former colleagues, former employers, etc.). Some activities in small groups can also be of use in this evaluation phase.

One clearly differentiating element of the Incorpora model is the detailed evaluation of preferences regarding the business sector, timetable, geographical distance, enclosed or open environment, aptitude for dealing with the public, access to own transport, etc., documenting the client’s preferences and limitations.

The employability profile of each person is then prepared using all the information obtained. This information will be used when matching the positions available with the preferences of applicants.

**Referral.**

With the data gathered from the evaluation, expert staff have sufficient information to determine whether or not the client’s situation warrants referral to another service.

This service may be a specialist Incorpora organisation in the region or another organisation in the area that offers complementary programmes to Incorpora in order to improve the client’s situation by integrating the assistance provided.

**Guidance. Insertion itinerary design.**

Using the information collected, and with a strategic view of the employment opportunities in the region, the employment specialist designs an individualised insertion itinerary with the client. The specialist also plans the intervention and support required by the client. The insertion itinerary provides an explicit view of their objectives, the strategies to be adopted and the expected results, all shared with the client. These are key elements for the client to be involved in fulfilling the insertion itinerary.
The employment specialist designs an individualised insertion itinerary with the client

and undertaking to work on achieving the goals set.

If the employment specialist considers it necessary to encourage the client to be more independent, a support plan will be prepared in addition to the insertion itinerary. As a result of this approach, the intensity (basic, intermediate or high), frequency and nature (intermittent, limited, extensive or comprehensive) of support can be adjusted to the needs and preferences of each client to enable them to secure employment.

The compatibility of financial services.

This is a crucial issue in the employment guidance process established in the Incorpora model, so that clients have the information necessary to make decisions. The employment specialist reviews, together with the client, the potential impact of wages on eligibility for services. If it is found that there is a need to explore this area in more depth, the client is advised to seek the specialist information required, enabling contact with the specialist organisation as much as possible, according to the type of service in question.

Support on the insertion itinerary.

Employment specialists acting as main contacts for each case are in regular contact with the client in question. Follow-up combines a face-to-face component (individually or in groups) with contact over the phone or online to provide the client with support where they need it and achieve the goals established in the insertion itinerary. Clients are encouraged to play an active role in their own search for employment, with support being given only as required. There is also provision for peer support as an empowering strategy.

Ongoing support helps to empower the client; it also provides professionals with the information required to assess the extent of compliance with the insertion itinerary and to identify when an individual is not making progress and requires support or adjustments to achieve the goals set out in the insertion itinerary.

The Guide to integrating people with mental health conditions into employment establishes specific guidelines for action for individuals with mental health conditions that make it difficult for them to secure employment. A summary sheet can be found in Appendix 1.

In the case of inmates, both current and former, a specific working manual is also available: Reincorpora by “la Caixa”. Guide
Training. Training points and work experience.

The Incorpora model is characterised by the fact that it also offers a training service in which participants work with specialist content but in which the individual also receives across-the-board training. These points and placements provide clients with the tools needed to deal with other obstacles that may affect their employability and their ability to overcome them.

Participants are empowered through personalised, proactive and group coaching. The region’s business community is also involved as training is provided in the areas of specialisation that meet the needs of local companies. The training includes unpaid training at an ordinary company, familiarising clients with the real business situation and simulating learning in employment, thereby improving the possibility of the subsequent recruitment of the individual.

The “la Caixa” Foundation describes this programme in depth, see Training Posts Manual. Incorpora, a summary of which can be found in Appendix 3.

Employment mediation. Support in the selection and recruitment phase.

The Incorpora model stipulates that the active search for employment should start early, as this strategy has been shown to be highly effective. It helps adjust the expectations of the client in the search phase; an early active search helps to mobilise personal resources and prevents the person from losing the motivation to secure employment.

A joint evaluation of the client’s employability allows a decision to be made on the start of employment mediation. If this can get under way, the employment specialist will inform the client of the jobs available or review them with the person, matching the person with the jobs on offer based on the preferences and limitations expressed by the client.

An early active search prevents the person from losing the motivation

If the client agrees, their CV is sent to the companies offering employment to which they are suited, support being provided with the intensity required by each person. Together with the person whenever possible, the employment specialist will put forward
the benefits of the CV for each application in order to provide the employer with a view of the candidates available.

**Self-employment.**
The Incorpora model also offers the option to implement self-employment projects. The service provides an insertion itinerary both for those thinking of setting up their own company and others who have been self-employed for less than one year.

The insertion itinerary provides for different approaches adapted to each situation. Clients who register receive personalised tutoring to create a business plan and its subsequent implementation. Clients also benefit from training and support in the processing and management of assistance and subsidies, as well as securing access to sources of finance.

A summary sheet explaining this service in more depth can be found in Appendix 4.

**Remaining in employment.**
Incorpora is unique in that it continues to provide assistance after the client has been recruited. The type and frequency of follow-up required is agreed according to the situation of each client by mutual agreement with the person concerned and, where appropriate, with the company in order to help them integrate into their new position.

Post-placement support allows Incorpora, together with the client, to evaluate their adaptation to the position and to identify measures that could be taken within and away from the work environment to overcome any difficulties detected associated with the job.

If the person loses their job despite the assistance provided to them, the employment specialist will re-evaluate the situation together with the client and redefine their insertion itinerary.
6.2 Services to companies

It is important to make companies realise that, by providing employment to those at risk or marginalised from society, they also develop their corporate social responsibility and that, furthermore, this can result in significant tax and commercial benefits.

Work is carried out with companies through social organisations, individuals and groups (through Regional Coordination) via a presence in, or the promotion of, work forums in which a number of companies in the region participate. In the case of the latter, the Regional Coordination usually has benefits from the cooperation of the “la Caixa” Foundation. Furthermore, the CaixaBank branch network and the network of company centres (CaixaEmpresa) in the region also collaborate in raising awareness of the Incorpora Programme.

Below is a brief description of some of the methodological issues associated with the services provided to companies in the Incorpora Programme services portfolio:

The implementation of pre-selection processes.
This is often the most common request made by companies. Prospecting by employment specialists is fundamental so that when a company needs to fill a position, this can be processed through the Incorpora Programme.

The Incorpora Model is characterised by proactive work with companies, awareness of the ability to recruit people at risk or marginalised from society and who have the required professional profiles.

For this reason, social organisations in a region must regularly analyse the company market situation. This information is then used to plan prospecting, prioritising visits with coordination across all organisations.

Employment specialists at social organisations participating in the Incorpora Programme contact the person responsible for human resources at the company in question. They present the Incorpora Programme and attempt to establish a link with the company to facilitate collaboration. It is important to clarify that the process of selection through Incorpora is compatible with other recruitment processes.

In addition, a channel for fluid communication between the company and Incorpora must be established to ensure a better understanding of the needs of the company.
The Programme employment team can help companies by studying the dynamics of their business and recruitment to identify at what times of the year or under which circumstances collaboration with the Incorpora Programme would be the most beneficial.

Support in the analysis and definition of professional profiles according to the company’s requirements.

For the Incorpora model, it is crucial to clearly define the profile of the person required for each position. If the offer received only states the employment category and provides few details of the requirements and duties of the position, there is a great risk that the pre-selection of candidates will not produce a suitable candidate. Therefore, the offer of employment must be clarified with the company, since a match with the profile sought is considered fundamental to the success of occupational insertion.

Once the offer has been duly clarified, employment specialists pre-select applicants they consider would be ideal for the position on offer. The position offered and the preferences and limitations expressed by the applicant are matched. Once pre-selection has taken place, it is the individual who decides whether or not they will take part in the selection process.

The company does not receive the CV of a job applicant but rather that of the best applicant for the position in question and someone who is motivated to work. However, if the company believes that none of the applicants put forward meets the requirements of the position, it is under no obligation to recruit workers through Incorpora. If so required by the company, CVs can be shortlisted based on another review, together with the company, of the position’s requirements.

Follow-up on the integration of new employees.

Employment specialists monitor the new recruit’s initial adjustment to the position. The employment specialist is the main contact for clients, helping them to gradually develop their skills, enabling them to retain their positions and further their careers.

Companies can also call on the services of a representative at any time during the process to resolve any doubts or incidents.
that may arise. The nature and frequency of this follow-up, whether face-to-face or otherwise, will be agreed between those involved.

**Action plan with companies.**

To encourage the loyalty of companies that are given priority by the social organisation or by the regional coordination, an action plan must be designed with the company. The starting point of this process is the identification of the needs and expectations of each company. As a minimum, common goals to be achieved based on collaboration between the organisation and the company will be determined, as will actions, timeframes, the people responsible and the system used to assess whether goals have been achieved. This is a differentiating factor of the Incorpora model.

**Advice on tax and employment benefits.**

The implementation of a socially active company policy has a number of tax and employment benefits that impact positively on a company’s competitiveness. Companies can benefit from various incentives to create employment, such as policy measures to encourage employment in deprived communities. There are numerous possibilities since most of the assistance provided comes from central and regional government.

For this reason, employment specialists in the Incorpora Programme advise companies on the benefits, bonuses and incentives they may be eligible to depending on the profile of the person or people hired.

In the case of public administration, by law 5% of the workforce must be disabled. If they do not meet this requirement, the services of integration companies or social organisations can be used to make up the shortfall.

In some cases, the application of such a specific requirement is so complex that expert advice is required. All social organisations participating in the Incorpora Programme have access to such advice.

**Advice on commercial benefits as a result of social clauses.**

Spanish Act 30/2007 on public sector contracts states that, all else being equal, contracting authorities can determine a preference in the awarding of contracts for companies where more than 2% of the workforce is disabled or consists of people at risk or marginalised from society.

Service providers submitting a tender to a public administration office can be asked to meet certain requirements in this regard (this requirement may be mandatory or voluntary).

Furthermore, when awarding contracts for particular services, public administrations must give priority to not-for-profit companies or those with a social commitment.
Promotion of corporate social responsibility (CSR) in the region.

The Incorpora Programme enables companies to develop a socially active approach. Experts within social organisations can suggest a number of options to companies to help determine their corporate social responsibility strategy. Some of the most common options are the definition of criteria for the selection of suppliers that comply with certain social clauses, the promotion of corporate volunteering (by some or all employees in a company), the sponsoring of a local social project, etc.

These initiatives have a positive impact on the company in all areas. Through CSR, employees are given the chance to become more involved and participate, improving the working environment. This greater motivation can lead to higher productivity and reduce absenteeism. Furthermore, such initiatives help collective talent to excel and to retain individual talent, in many cases offering employees better prospects for professional development.

In addition, in terms of economic improvement this type of initiative adds value to a company, enabling it to secure a unique position and to differentiate itself from its competitors. It is therefore an excellent marketing tool that can help foster customer loyalty.

Collaboration with Incorpora can also help companies to keep ahead of legal requirements in terms of integration and make dialogue with other social agents more fluid.

Internship programs linked to Points of Training.

The Incorpora Programme allows companies to create opportunities for collaboration that are stable and in line with the possibilities of each company and which transcend the recruitment of one person via the signing of personalised collaboration agreements.

Incorpora also offers companies the opportunity to join the Programme through work experience agreements, which allow clients at training points to do unpaid work experience with a company. For companies, this is an opportunity to get to know future employees who will gain prior knowledge of the position to be filled.

The Incorpora Programme allows companies to create opportunities for collaboration

Training points.

The Incorpora model offers a training service for people at risk or marginalised from society. Content is selected according to the specialities that meet the needs of companies in the region.
While participants work with specialised content, individuals also receive training across the board, including unpaid work experience at an ordinary company, thereby enabling the individual’s subsequent employment.

An extensive description of this programme can be found at the “la Caixa” Foundation website. A summary of this can be found in Appendix 3.

6.3 Services for social organisations

Social organisations are the instrument used to implement the Incorpora Programme. Below is a brief description of some of the general methodological issues of the services provided by the “la Caixa” Foundation, either directly or through Regional Coordination, to social organisations in the services portfolio of the Incorpora Programme:

**Incorpora working model.**

Access to the Incorpora model and to its associated tools is of clear benefit for social organisations participating in the programme, enabling them to establish a methodological framework for occupational insertion. Also welcome is the impetus provided by the model for collaboration between social organisations that make up the Incorpora network.

Social organisations identify opportunities for improvement by analysing their own practices and their relations with other organisations in the group. While these organisations receive support in this identification process, they also receive support in the design, execution and evaluation of improvement plans based on teamwork with other organisations in the region.

Furthermore, the opportunities for improvement identified in this way are sent by the coordination department to the Central Services of the “la Caixa” Foundation for analysis from the perspective of Incorpora so that progress can be made on consolidating the model across the region.

In terms of the model, it is also crucial that Incorpora submit proposals to meet requirements that have not been met in the various areas, seeking out synergies with public administrations in order to address the challenges posed by the socio-occupational integration of the most vulnerable groups in society.

**Support in the implementation of the Incorpora model.**

As with any model, in order to be implemented in accordance with specifications it requires guidance at the outset and ongoing follow-up thereafter.

In addition to documentation and IT tools, social organisations that are new to the Incorpora Programme receive guidance to make it easier for them to implement the Incorpora model. This support is given
by the coordinating entity, which provides guidance on the changes that need to be made to adjust best to the model’s requirements. These organisations work together to plan these changes, adding deadlines and assigning responsibilities.

Social organisations participating in the Incorpora Programme require support from the Regional Coordination department in terms of advice, follow-up, the unification of criteria, the identification of opportunities for improvement, etc.

**Social organisations receive guidance to make it easier for them to implement the Incorpora model**

**Annual financing.**
The Incorpora model constitutes clear financial support for organisations in the third sector, providing professionals within social organisations with greater stability. Financing is granted without the need to present annual applications for grants that may or may not be awarded. The annual renewal of the agreement is subject only to the achievement of the goals set in the programme by mutual agreement, with a commitment on the part of the organisation to provide a quality service.

**Incorpora platform.**
The Incorpora Programme has a platform accessible for all social organisations participating in the programme. This takes the form of an online database that connects the different organisations participating in the Incorpora Programme and can be used to follow up on individuals, companies and job offers.

It is crucial that information be entered accurately and rapidly to ensure it is reliable. This is a particularly important issue, since the results of different organisations are compared and any biases must be avoided.

**Incorpora website.**
The Incorpora Programme also has a website, regularly updated by Central Services. This is a communication tool with excellent positioning in search engines.

It includes a form that business people can use to request information, and even to publish job vacancies. Via postcodes, the website provides social organisations with information according to geographical criteria.

Furthermore, each region where the Incorpora Programme operates has its own website for local content and each Incorpora Regional Coordination department proposes content for the website, which is then approved by Central Services.
**Work with other Incorpora organisations in the region.**

We encourage operational collaboration between social organisations within a region on various levels. These levels are described below.

Vacancies that an organisation cannot fill can be shared out among organisations, thus enabling the needs of companies and of users of other services that form part of the network to be met. To this end, agreements and mechanisms must be established on how and when to share job offers held by a service.

The coordinated prospecting of companies is also encouraged as this optimises resources and there are fewer problems with companies. Joint visits to companies are made among organisations that, depending on the sector and profiles of positions, are best suited to the potential company.

It is also recommended that information on prospecting operations be shared in order to prevent the duplication of activities and avoid creating confusion within the company.

This enables the comparison of results recorded by organisations that are part of Incorpora and the design, implementation and evaluation of improvement plans.

Professionals within each social organisation search for information that is relevant to the sector and provide it to professionals within other organisations.

**Consult an expert.**

Social organisations have telephone support from experts in various areas related to occupational insertion who can resolve any doubts that arise within teams to provide individuals and companies with a better service.

**Publication of work guides.**

The Incorpora model values the work carried out by teams and how they create highly specialised knowledge, based on an evaluation of practices within social organisations. For this reason, the preparation of work guides on specific issues related to the Incorpora Programme is encouraged. The aim is to turn those practices that have proven most effective into practice.

**Collaboration of the Caixa-Bank and CaixaEmpresa branch networks.**

These are other agents in the territory, with a special link to the Programme, that can help raise awareness of Incorpora among the companies in the region they deal with. Just as they offer other products, Incorpora is a free service included in their portfolio and can contribute to the prospecting of companies in the region.

**Increasing the profile of the organisation.**

Being part of the Incorpora group, which is linked to the “la Caixa” Foundation, enables the work carried out by social orga-
nisations to be highlighted and visible in the usual environments for companies in the region that work with or are aware of CaixaBank and CaixaEmpresa.

**Being part of the Incorpora group allows companies a widespread recognition**

**Support in evaluating the quality of service.**
The Incorpora Programme offers social organisations participating in the programme the option to be evaluated by specialist teams in order to determine the extent of fulfilment of the Programme's requirements and the standards set by the Quality Indicator Manual.

As a result of this evaluation, the organisation receives a report that includes quantitative results, qualitative results and recommendations to be considered when drawing up improvement plans.

**The evaluation of satisfaction levels.**
Once an individual has been placed, the Incorpora Programme contacts the company and assesses its satisfaction with the placement. This information is analysed and shared with each organisation and with the Regional Coordination department in order to obtain the relevant feedback on the results obtained and to identify opportunities for improvement.

6.4 **Services to professionals within social organisations**

Professionals within social organisations have access to a series of services provided by the "la Caixa" Foundation directly, the local coordinating entity or their own organisations.

Below is a brief description of some general methodological issues associated with the services offered to clients in the services portfolio of the Incorpora Programme:

**Appointment and guidance for professionals from social organisations.**
Newly appointed professionals must be familiar with the Incorpora model and with how to implement it. Similarly, long-serving professionals with any of the social organisations
participating in the Incorpora Programme require ongoing technical support to enable the implementation of the Incorpora model, in particular for those areas in which the results obtained are unsatisfactory.

**Forum for professionals to share their experiences.**

Incorpora has an important forum to analyse elements of the model in depth which takes the form of regular meetings between professionals from other organisations in the region to share experiences and analyse their own practices compared with the experiences of other organisations.

This also encourages the professional development of participants and helps to avoid burn-out as a result of dealing constantly with vulnerable people.

**Training for online and face-to-face employment specialists.**

Incorpora offers professionals within social organisations the choice of various specialist training initiatives. This training provides a common conceptual and methodological framework and puts forward strategies to approach and collaborate with the business community, helping improve competencies and the professionalism of employment specialists.

The training provided also improves communication and the effectiveness and efficiency in the responses provided to individuals and to companies by social organisations.

**Other local training activities specific to occupational insertion.**

Based on training requirements detected by the Regional Coordination department, the Incorpora model provides specialist training on priority areas in order to provide a more effective response to clients and companies.

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**Incorpora provides special training to professionals from social organisations**

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**6.5 Services to the area - society**

Below is a brief description of some general methodological issues associated with the services offered to clients in the services portfolio of the Incorpora Programme:
Social impact studies. The “la Caixa” Foundation promotes the implementation of regular studies to determine the social impact of the programmes it promotes, thus helping to create knowledge on the effectiveness and efficiency of the actions taken.

In the case of the Incorpora Programme, clients are monitored to learn of any changes in their situation and to find out whether or not they remain in employment, whether they have been able to secure other employment, their living conditions, etc.

The Incorpora Programme collaborates by providing solutions to the needs given priority in each region.

Collaboration with the public administration to meet the employment needs identified in each region. For the “la Caixa” Foundation it is crucial to complement existing initiatives in each region in order to improve the impact of the programmes on society. As is the case with other programmes promoted by the “la Caixa” Foundation, the Incorpora Programme collaborates by providing solutions to the needs given priority in each region.

The focus of community work. Incorpora was designed with a clearly community-based focus, it being understood that socially responsible communities provide more opportunities for the socio-occupational integration of vulnerable people. Through networking with the various agents in the region, Incorpora contributes to social cohesion and, as a result, benefits society as a whole.

Providing a community focus, organisations in the Incorpora network usually have a systematised process for working with social services, municipal employment services, accident and emergency assistance services and any other services in the region considered necessary in order to provide an integrated service to those who need it.

Complementing and interrelating with other programmes. The “la Caixa” Foundation can offer a number of programmes in a given region, such as Caixa Proinfancia. Other organisations can also implement complementary programmes within the same region.
Where required, these programmes can meet other social requirements and improve the impact on the family situation of the individual. Professionals within social organisations must be aware of these programmes and encourage their use, referring those cases they consider appropriate. In this way, these programmes contribute to socio-occupational integration and have a positive impact on job placements.

**Recognition of the work carried out with agents in the region. Incorpora Awards.**

The Incorpora Awards recognise organisations that actively collaborate with the Programme (companies, company groups, the administration, media, universities, social organisations, professional associations, users, the CaixaBank branch network, etc.).

The Incorpora Awards recognise companies that promote the integration of vulnerable groups into the workplace within the framework of corporate social responsibility and organisations that help raise awareness of the Programme (company groups, the administration, media, universities, social organisations, professional associations, etc.). A summary can be found in Appendix 5.

**Dissemination and visibility.**

Society needs to be aware of the Incorpora Programme so that anyone can participate in it where appropriate, both from a primary prevention perspective for the population in general (since anyone can encounter difficulties in securing employment) and from a secondary prevention viewpoint (for groups with greater risk factors).

Each region coordinator encourages companies and other agents in the region to participate in the measures promoted by the Incorpora Programme, in order to raise its profile.

We call on companies in the region to participate in the actions promoted by the Incorpora network.

**Observatory.**

Professionals within social organisations and from the “la Caixa” Foundation analyse the situation and trends in the labour market, occupations and transformations occurring in employment.

Such knowledge helps to identify the profiles of suitable applicants for an existing
position, market trends, employee mobility, future development in each sector, etc.

The results of analyses carried out are made available to professionals within all social organisations and to the community in general.

**Helping to professionalise the third sector.**

Incorpora is notable for the support it provides to third sector organisations to develop their full potential, to share, innovate, publish, etc. By way of this support, it contributes to the creation of specialist knowledge in occupational insertion. Publications, usually available online for free, allow information to be accessed by professionals in the third sector, irrespective of whether they work in organisations that form part of Incorpora.

With the main methodological aspects having been reviewed, some organisational aspects are now described below. /
Organisational aspects of the Incorpora Programme

To ensure the correct operation of the Incorpora Programme, a number of issues of an organisational nature must be taken into account. These are described below.
Extensive details are provided of the organisation at a regional level and of the role of coordination. The management of professional staff, the support environment and communication are also issues that are crucial to the correct operation of the Incorpora Programme.

7.1 Organisation at a local level

Given that people who seek employment have ties to a particular region, Incorpora always works with social organisations in a given region as they are most familiar with the situation.

This being the case, the Incorpora Programme has promoted the creation of a network of interconnected social organisations that allow any person experiencing (or at risk of) social exclusion to access the services of the Incorpora Programme. The number of organisations that offer the Incorpora Programme in any given region depends on its particular needs.

With the collaboration of social organisations, Incorpora can reach areas where there is a need for its services in a manner that is in keeping with the particular features of each region. Furthermore, the Incorpora model encourages social organisations to work with all agents in the region with which it can collaborate: public administrations, companies, CaixaBank branches, etc. As a result of this approach, work is carried out effectively and efficiently.

The “la Caixa” Foundation promotes the application of the Incorpora model by the various social organisations in a given region since these form part of an Incorpora Regional Coordination department. This promotes collaborative learning between professionals from different organisations.

The “la Caixa” Foundation has also created regional groups as part of the Regional Coordination structure. Each group has assigned to it a tutor from the “la Caixa” Foundation to enable knowledge management.

The main organisational aspects of the Regional Coordination department are described below.

7.2 Incorpora regional coordination

Coordination and support between social organisations is a differentiating and innovative aspect of the Incorpora Programme. It promotes capacity, effectiveness and efficiency to provide responses to the needs of individuals and companies in the
Coordination and support between social organisations is a differentiating and innovative aspect of the Incorpora Programme

region. However, it also requires a significant change in culture and therefore clear leadership.

A professional from one of the social organisations in the region involved in the Incorpora Programme acts as Incorpora Regional Coordinator. It is important to point out that this person is not a member of staff from the “la Caixa” Foundation but from the organisations themselves.

The choice of the organisation that will assume responsibility for regional coordination is approved by the “la Caixa” Foundation based on the proposal submitted by the social organisations in the region. This organisation receives additional remuneration from the “la Caixa” Foundation for taking on this role.

The Regional Coordinator plays a fundamental role in achieving a common strategy across the region, so that the Incorpora Programme has a positive impact.

The **basic objectives** of the role of coordination focus on:

- Providing a coordinated and homogeneous service with unified work criteria across all regions where Incorpora has a presence.

- Ensure follow-up on the provision of services by social organisations in order to promote quality service and encourage improvements resulting from shared experiences and knowledge.

- Focus the efforts of managers on those tasks that are important in order to achieve the goals of the Incorpora Programme, boosting synergies and joint work between organisations.

Coordination is crucial to the operation of the networking model. Nevertheless, professionals within all organisations in the Incorpora network in each region must dedicate time to this approach: a representative from each organisation participates in regular meetings to decide the tasks to be performed by each organisation and those carried out jointly by the organisations.

Thus, in addition to the Incorpora Regional Coordination department, professionals within social organisations are another key component in the implementation of the Incorpora model. The main organisational aspects to be taken into account are described below.
7.3 Professionals

The individuals who work at social organisations that implement the Incorpora Programme are employment specialists. These are professionals with the experience and background to perform their respective roles.

7.3.1 Support for professionals

The social organisations that implement the Incorpora Programme must take special care when managing their personnel and in the support provided to professionals, since retaining professionals within social organisations is a crucial challenge for the sector. The current turnover rates between social organisations makes it difficult to achieve the close relationship required to provide assistance to clients and companies, as well as to collaborate with other organisations in the region.

Incorpora organisations often have a programme to attract new professionals in order to systematise recruitment. They also have an annual continued training programme, which is prepared based on the training needs detected within teams.

The Incorpora model helps to encourage the professional development of employment specialists with measures to promote a culture of evaluation and, as a result, ongoing improvements in practices. It also improves access to innovation and to those practices that are most effective and efficient in promoting socio-occupational integration among persons at risk or marginalised from society.

The Incorpora Programme also stimulates management expertise within organisations and encourages the potential of individuals within each organisation to work for the benefit of the whole region and, where appropriate, the Incorpora group. The evaluation of professionals within an organisation according to their competencies is a recommended strategy that makes an enormous contribution to the professional career development of personnel within social organisations.

Furthermore, being part of the Incorpora Programme encourages social organisations to carry out studies of the working environment to determine any problems in this area and design annual improvement plans to improve those aspects given priority.

The Incorpora model helps to encourage the professional development of employment specialists
7.3.2 Professional roles

A range of professional roles are required in order to implement the Incorpora model, roles that are different but which at the same time complement each other.

On the one hand, an organisation requires a professional who will guide the client receiving assistance. On the other, it requires an expert who will provide assistance to companies. This is a crucial issue: Incorpora can only be successfully implemented if both roles are performed. These roles can be performed by one or two professionals. If two professionals are involved there must be perfect communication between the two, who must pool their efforts to provide the support required by both the client attended and the company from the moment of placement onwards. One or other of these professionals will provide the individual or company with a response, depending on the requirements emerging in this phase.

Furthermore, if the organisation offers the Autoempleo Incorpora service or is an Incorpora training point, the professional roles required have specific characteristics that are also reflected in the model.

To perform any of the four roles mentioned here, the main requisites in terms of competencies are described below:

- Ability to work as part of a team.
- Cooperation with professionals from other organisations.
- Leadership skills.
- Time management skills.
- Proactive.
- Ethical.
- Respect for others.
- Empathetic, an active listener.
- Confidence and the ability to empower others.
- Assertive communication.
- Self-awareness and self-confidence.
- Self-control.
- Desire.
- Creativity.
- Use of information and communications technologies.
- Flexibility.
- The ability to address problems, negotiate and resolve disputes.
- Good frustration tolerance.
- The ability to reflect on one’s own practices.
- Curiosity and an interest in learning.
In terms of knowledge, a knowledge of the labour market, active employment policies and workplace legislation is crucial. Furthermore, considering the risk factors posed by the clients, a knowledge of social exclusion is also considered necessary.

The main specific competencies of each of the four roles mentioned above are described below. These competencies can be developed via training and continual updates of knowledge, the review of available evidence, the joint supervision and management of cases, experience sharing and collaborative learning between professionals and organisations, participation in working groups for organisational improvement, etc.

A. Guidance for individuals

While the individual lies at the heart of the occupational insertion process and their life plan, the support provided by employment specialists is fundamental for clients facing particular difficulties in securing employment in the open labour market.

Employment specialists perform two roles: guidance and placement. The guidance role allows the client to identify their preferences, motivations, expectations, interests, needs and competencies, considering the strategic view of the labour market. The placement role focuses on enabling access to (and the retention of) employment. Both roles require shared knowledge, methodologies, procedures and attitudes. These are listed below:

- In relation to **knowledge.** Knowledge, methodologies, procedures and attitudes are required regarding workplace orientation, working environments, information management and new technologies applied to the workplace, personnel selection techniques, coordinating services, etc.

- In relation to **methodologies and procedures.** Required in relation to workplace orientation, the search for resources and information, the identification of needs, negotiation, the management of employment offers, and work in the psychosocial sphere and the workplace.

- In relation to **attitudes.** The person in this role must be able to inspire confidence and belief, motivate and promote the independence of persons assisted, have a capacity for self-criticism, the ability to learn from their own experiences and the experiences of others (including those to whom support is provided), etc.
B. Guidance for companies

The purpose of providing guidance for companies is to determine their needs and identify how Incorpora can help provide the solutions required by each one, securing offers of employment and other types of collaboration.

The competencies unique to a commercial profile are required in order to work with companies: the ability to explain the Incorpora model in a manner that is in line with the needs of each company, with particular emphasis on the main advantages of the Programme.

- In relation to knowledge. Knowledge is required to understand the company environment, social marketing, the legal framework, employment taxation, assistance, subsidies, corporate social responsibility and company trends and structures in the region.

- In relation to methodologies and procedures. The person in this role must be able to detect, analyse and prioritise the needs of companies, plan, search for and manage information and communicate.

- In relation to attitudes. Availability and accessibility, resilience, thoroughness, transparency, an interest in current events and a keen interest in business are required.

C. Incorpora self-employment

Given that the purpose of this service is to offer tutoring and guidance in order to promote socio-occupational integration through self-employment, the personal and professional competencies required to perform the role are as follows:

- In relation to knowledge. Knowledge is required to be able to diagnose the situation and study the viability of the idea or project, define the portfolio of products or services and segment of the market, company strategies, the formulation of operational plans, the organisation of companies, financial strategy, assistance and subsidies.

- In relation to methodologies and procedures. The person in this role must be able to detect and analyse the strengths of entrepreneurs and of their projects, improve the resilience of the entrepreneur, seek out and manage information and promote synergies in the region.

- In relation to attitudes. Availability and accessibility, thoroughness and an interest in current developments are required.

D. Incorpora training point (ITP)

The professional who works in this service is called an ITP trainer. The ITP trainer is the main figure for participants through-
out the process, able to participate both
in selection and intake as well as individ-
ual coaching, group exercises to provide
training in multidisciplinary competencies,
coordination with the Incorpora tutoring
organisation, etc.

- In relation to knowledge. Knowledge
  is required on the specific competen-
ties to be taught and the labour mar-
ket: the profiles sought and the main
characteristics of, and trends in, the
entrepreneurial structure, among other
areas.

- In relation to methodologies and
  procedures. The person in this role
  must be familiar with training and learn-
ing methodologies based on competen-
ties, social skills and group dynamics,
problem solving, content management,
programming and the evaluation of
sessions and activities. Experience in
motivating groups of people at risk or
marginalised from society and in pro-
viding training in multidisciplinary com-
petencies will also improve profes-
sional performance, as will a network of
contacts within companies related to
the training to be provided.

- In relation to attitudes. To help individ-
uals who are suffering from the conse-
quence of social exclusion and to avoid
further deterioration, it is crucial that
trainers have confidence in their abili-
ties and in the abilities of others. Train-
ers must be positive and optimistic and
be able to pass on this attitude to their
students, being able to connect with
participants and stir in them an enthu-
siasm for learning.

The Incorpora trainer must be the best
model of the multidisciplinary competen-
cies they are teaching. It is just as impor-
tant that trainers know “how to do” as “how
to be”. The instruction provided to partic-
ipants must be integrated, encompassing
personal, social and professional skills. Tu-
tors must be able to provide a constant and
active presence and to guide each partici-
pant towards their own empowerment.

Given that most of the time spent on multi-
disciplinary competencies is in group ac-
activities, trainers must be skilled at group
dynamics:

- Knowing how to create a climate of
  trust.
- Valuing the experiences and learning
  of participants.
- Managing any disputes that arise.

The instruction provided to
participants must be integrated,
encompassing personal, social and
professional skills
In terms of the basic training required there is no single discipline that meets all these requirements. However, a degree in social work, sociology, psychology, education, industrial relations, human resources, etc. is recommended.

### 7.4
**The support environment: facilities and equipment**

Organisations must have reasonable areas where clients are attended. Special care must be taken to ensure they are welcoming and warm.

Maintenance on these areas must be carried out continuously to ensure that no defects appear that could make it difficult to provide the services.

Privacy must be guaranteed in individual work with clients. As a minimum, there must be an office and an area for individual and/or group activities. Particular care must be taken with the condition of these areas so that they are in an acceptable state to receive people seeking employment.

Areas must be correctly equipped, with computers in perfect working order and connected to the internet. People must be able to access these computers so they can search for jobs.

Social organisations that form part of the Incorpora Programme can have agreements with other agents in the region regarding the use of community spaces for certain one-off or specific actions if this better meets the needs of the activity in question. One example would be the use of a hall that is larger than the organisation’s for a group information session.

### 7.5
**Visibility, communication and dissemination strategy**

Different communication tools are used to raise awareness of Incorpora among various stakeholders. Online communication is of increasing importance, as this increases the visibility of the Programme at an exponential rate.

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**Online communication increases the visibility of the Programme at an exponential rate**
The most common strategies are described below:

1. **Website.** Incorpora has its own website, which is updated on a regular basis to meet the needs detected by various stakeholders.

Similarly, each Regional Coordination unit must maintain the website for their own respective region. These units can update the content on their websites as and when they deem appropriate, sending them to Central Services for approval.

The Incorpora website has different resources that optimise the use of the internet as a tool to improve visibility, communication and awareness.

2. **Presence on social networks.** It is important that social organisations appoint a person with a range of special competencies to act as community manager. The most active social networks at any given moment and which can help improve the socio-occupational integration of clients must be identified and, as this area develops so quickly, this must be done on a regular basis.

A profile for the organisation should be created on those social networks given priority and kept active, these networks being used to post regular items in order to obtain the desired results in terms of clients, companies, region, professionals, society, promoter, etc.

3. **Paper documentation for the Incorpora Programme.** In some situations, being able to provide clients, companies and other agents in the region with printed matter can be useful.

Each region can create its own materials but they must be in accordance with established corporate guidelines. A comprehension test should be conducted among the intended audience of the document to ensure that its contents can be understood and to determine whether or not any relevant information is missing.

Similarly, due to the costs involved in the printed format, in designing the material it is recommended that any information that may become obsolete be omitted.

The aim is to achieve the necessary balance between the identity of each organisation and the sense of belonging to the Incorpora network.

4. **Media presence.** A media presence allows the Incorpora Programme to be known at the level of society, both by companies and by agents in the region as well as by vulnerable people in search of employment, potential colleagues of these persons, members of the community who must decide which financial institution they will use for their savings, etc.
For this reason, the “la Caixa” Foundation has a large budget to publicise the Incorpora Programme on television and radio, in the press and on digital media.

In addition, the Regional Coordination units must also ensure that Incorpora is present in the local media. To do this, it is necessary to create news that provides information on the main benefits of the programme, how it operates in the region and its results, with an emphasis on the positive vision, abilities and motivation of individuals who secure employment and on those who make a professional contribution to the companies that employ them.

5. Raising awareness in the business community. This type of organisation allows prospectors from Incorpora to access different companies in the region at the same time. Therefore, there must be participation in business-related activities that raise awareness of the Programme. If these activities do not take place in the region, an attempt may even be made to start them.

The Incorpora brand improves access: due to the history of the Programme, it is well-known to companies. The same is true of “la Caixa” as a financial institution and the fact that it provides the backing for the Programme also helps to raise the profile.

It is important to communicate the Incorpora vision as a resource for companies to find professionals,

The fact that organisations form part of a network also helps companies in the region feel they do not have to choose which organisation to support: as part of the Incorpora network, they know they are supporting the integration of vulnerable groups in the community across the region into the workplace.

To this list of strategies can be added all those strategies each team considers appropriate in order to reach the various stakeholders, using social marketing as a reference point.

It is therefore important that teams be empowered in terms of communications through traditional channels and the use of technology and social networks. It is also recommended that social organisations within the Incorpora Programme have an internal and external communications plan that specifies the main aspects mentioned above.
### Online Incorpora platform

The Incorpora Programme has an online platform that can be accessed by all social organisations participating in the programme. The platform is an online database that connects the various organisations participating in the Incorpora Programme. It can be used to follow up on individuals, companies and job offers, and provides a record of activity.

This improves efficiency in the management of clients, companies and social organisations themselves by enabling the following:

- Access to information on company and tasks previously carried out.
- Job offer management.
- Information on individuals and their abilities, preferences and other results from the integrated evaluation of the person. All the information required to help the individual.
- Follow-up on the placement process of each client.
- Information for the evaluation of indicators of the Programme.

This is essential for networking between organisations and provision must therefore be made for time during the working day to complete this information.

It is crucial that information be entered accurately and rapidly, so as to ensure its reliability. This is a particularly important issue since the results of different organisations are compared and any biases must be avoided.

The platform has a messaging system for communication between specialist staff within different social organisations and also allows professionals to exchange documents.

The Incorpora platform has seen ongoing improvements based on the contributions of social organisations themselves and will continue to see such improvements in the years to come, in order to provide a more effective response to the needs of expert occupational insertion personnel in the correct management of the work process.

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The Incorpora Platform has seen ongoing improvements and will continue to see such improvements in order to provide a more effective response to the needs of expert occupational insertion personnel.
Since its inception, the Incorpora Programme has been very aware of the need to evaluate the service provided.
Since its inception, the Incorpora Programme has been very aware of the need to evaluate the service provided vis-à-vis the desired results, as well as providing organisations with the means to achieve these results. It follows the approach of the EFQM (European Foundation for Quality Management), which has received international awards.

This sets organisations on the path to excellence, enabling total quality management. Made up of nine criteria (five enabling criteria and four results-based criteria), this approach offers an integrated view of performance. Each of these nine criteria is divided into various sub-criteria. Below is a diagram of the EFQM approach, specifying the number of sub-criteria within each criterion.

![EFQM Criteria Diagram](image-url)
The focus on results is one of the defining characteristics of this model; i.e. based on the definition of the results required to achieve excellence (results criteria), organisations establish what they need (enabling criteria).

The EFQM model is not prescriptive; it does not stipulate a particular course of action in order to achieve excellence but rather proposes a series of aspects to be taken into account in order to improve the management of organisations and, therefore, the quality of the service provided.

These aspects have been taken into account in the design of the Incorpora Platform, the evaluation indicators and the Incorpora model itself.

The Incorpora model is therefore part of the approach to excellence set out in the EFQM.

Two aspects that are fundamental to the ongoing improvement of the Incorpora Programme are described below: the follow-up and evaluation system and quality management.

Figure 15. Structure of the quality system
8.1 Systems to follow up and evaluate the programme

The Incorpora Programme establishes annual goals for each region and each organisation participating in the Programme together with the agents involved. These goals take the form of key indicators and relate to clients, companies, the management of job offers and other areas. Each organisation works during the year to achieve the goals set.

Of particular note is the ability of professionals within the social organisations participating in Incorpora to question their own practices and review them on an ongoing basis. In addition to this follow-up carried out by the professionals within each organisation, the Regional Coordination unit also plays a crucial role in the regular evaluation of the results achieved.

The model recommends that the achievement of goals be evaluated on a quarterly basis, in order to identify any deviations from these goals and implement the improvement actions necessary in order to achieve the desired results.

Quality indicators help to evaluate compliance with the action plan (the Check phase of the PDCA cycle). These are reached by consensus between the various regional coordination units and reflect priorities in terms of quality to be developed over the next three years for each service and for the sector as a whole. In total, there are 29 indicators grouped together into the following 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 the quality of service

The evaluation is based on:

- Information provided by the Incorpora Platform in relation to clients, companies and offers of employment managed.
- An external evaluation of compliance with quality indicators.
- An external audit of the Programme’s commitments.
- Satisfaction surveys carried out with different stakeholders: clients, points of contact within companies, experts from other collaborating services in

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The model recommends that the achievement of goals be evaluated on a quarterly basis
the region, etc. In addition to satisfaction surveys, any complaints, suggestions and grievances are also analysed.

- Satisfaction surveys must be conducted with samples that are sufficiently representative in order to be able to extrapolate results and improve the reliability of their results.

A scorecard with the various indicators being monitored can provide a regular overall view of the results obtained and enable feedback to be given to the persons involved.

In-house results can be compared with those from the region’s group and the Incorpora Programme. In this way, each team can have information on its own situation.

This information is used to identify opportunities for improvement for the organisation and decisions can be made as to whether actions are still of use or if changes should be made to the work carried out. This is how improvements have been made regarding many of the issues identified in order to provide a better response to the needs of different stakeholders. If it is believed that the opportunity for improvement goes beyond the regional level, the “la Caixa” Foundation is asked to review the measure for it to be included into the model.

Without doubt, the ability to adapt the Incorpora Programme helps reinforce the feeling within organisations that they belong to the Programme. It also brings together social organisations in a region, organisations that jointly formulate and develop the proposal for improvements to be incorporated into the Incorpora model.

Figure 16. Continuous improvement cycle - PDCA
8.2
The programme’s quality management system

The Incorpora Programme is clearly committed to continuous improvement in the quality of service provided to people at risk or marginalised from society, in order to improve their socio-occupational integration. During the last ten years the Programme has operated in accordance with the PDCA continuous improvement cycle.

Work procedures have been clearly set out during the Plan phase, incorporating the practices that have most clearly been shown to obtain the best results. To ensure there is a move towards action (the Do phase of the PDCA cycle), the systems for registering the various organisations have been unified via the Incorpora Platform.

Quality indicators help to evaluate compliance with the action plan (the Check phase of the PDCA cycle).

If deviations are detected, the causes must be analysed and efforts made to resolve them (the Act phase of the PDCA cycle). Quality indicators are a very useful tool for starting processes to analyse professional practices in-house. These indicators reveal unnecessary records, duplication in activities and, in short, any activities within the organisation that do not add value.

The “la Caixa” Foundation provides support for each organisation through the regional coordination unit to promote improvements in the quality of service by means of improvement projects to resolve specific issues, and also draws up 3-year quality plans. Incorpora coordinating entities are also strengthened, so that they can act as the main contact in quality improvement initiatives.

The Incorpora Programme is clearly committed to continuous improvement in the quality of service
Prospects for the future

After ten years of operation, there have been many opportunities to review the Incorpora Programme brought about by collaborative work.
After ten years of operation, there have been many opportunities to review the Incorpora Programme brought about by collaborative work between social organisations and companies. Many of the improvements to the Programme’s design have been put into practice during this period.

The Incorpora model presented therefore contains many updates to its initial design that result from experience. This experience has opened up the possibility of taking the Incorpora Programme overseas, with a presence in parts of Poland, Hungary, Morocco and Tunisia. Many more countries could benefit from Incorpora in a society as globalised as today’s. The internationalisation of the Programme will therefore continue and, without doubt, will be an interesting source of learning to help enrich the model.

Work is being carried out on a number of fronts in order to provide more efficient and effective responses to a dynamic and changing employment situation. This is an issue that needs to be highlighted: it is crucial that, despite having described the model, the Incorpora Programme retain the flexibility that has been one of its key features.

During these ten years the system for evaluating results has been defined, with a system for collecting information, the Incorpora Platform, and a quality indicator manual. This is a first step that will undoubtedly be of enormous help in communicating results, providing information on what is done and analysing how to improve practices based on the results obtained.

The internationalisation of the Programme will therefore continue and, without doubt, will be an interesting source of learning to help enrich the Model.

Joint work between organisations in a particular region and between different regions is another key to the success of the Incorpora Programme. Collaborative work between organisations is based on trust.
Without doubt, the model will help improve cohesion and promote benchmarking among organisations and companies to encourage improvements in the quality of service within all members of the Incorpora network. Knowledge management will one of the main challenges in the next few years.

**Collaborative work between organisations is based on trust**

In terms of evaluation, it is considered necessary to explore the quality of the positions created in depth. It is also considered necessary to determine the difference between clients who receive assistance from Incorpora and individuals who, despite requesting help, cannot access this support. Given that the goal is to provide guidance, there also needs to be a way to carry out after-service follow-up.

The aim is to ensure that companies are also more involved and have a relevant role in the creation of socially responsible regions. Without doubt, the Incorpora Programme can help bring about this significant change.

Furthermore, the organisations in each region must continue to identify needs that arise at a local level and the “la Caixa” Foundation has the challenge of continuing to prioritise to whom it can provide a response and jointly determine with organisations how to do this.

The Incorpora model must help provide a comprehensive approach to guidance for people at risk or marginalised from society, making use of existing synergies between the various programmes promoted by the “la Caixa” Foundation in each region.
Appendices
# Appendix 1

## Incorpora - Mental Health

### Definition:

A programme that provides an integrated service to companies that wish to exercise their corporate social responsibility by recruiting people with mental health conditions.

### Objectives:

Help improve the qualitative and quantitative results of the recruitment of persons with mental health conditions by building bridges between companies and social organisations attending to the needs of this segment of the population.

### Target population:

People with mental health conditions who require support to secure employment.

### Methodological aspects:

Incorpora has produced a specific manual: Guide for integrating people with mental health conditions into work.

### Main activities:

- Access, demand and initial intake of the client
- Professional evaluation and profile
- Insertion itinerary design
- Development and follow-up of the insertion itinerary
- Job placement and follow-up on the placement with the client
- Employment mediation through prospecting and follow-up with the company
- Guidance for remaining in employment

### Basic organisational aspects:

- The integration of care with the mental health services
- Coordination of the Incorpora Programme. Networking with other organisations.

### Evaluation criteria:

Those unique to the Incorpora Programme, with a specific analysis of fulfilment for this group.
**Appendix 2**

**Reincorpora**

**Definition:**
A programme that enables the socio-occupational integration of persons who have been or are in prison. This contains a number of measures that are differentiated according to the type of training and the intensity with which it is delivered, the start date and the duration.

**Objectives:**
- Promote the social integration of the individual and their integration into the workplace.
- Break down stereotypes.
- Communicate integration and active solidarity.

**Target population:**
People who have served time in a Spanish prison at the end of their custodial sentence, and who are selected to participate in the Programme.

**Methodological aspects:**
- An initial evaluation of the capacities, needs and difficulties of each client is carried out.
- Non-work related aspects that can affect the search for employment are identified.
- Objectives, priorities and commitments are set, constituting the individualised insertion itinerary.
- The individualised insertion itinerary includes guidance, training, a community service project, employment support, intermediation and follow-up.
- Social organisations provide the individual with guidance throughout the socio-occupational integration process.
- Preference is given to the process of change from a comprehensive perspective, helping people to tackle emotional tensions and day-to-day problems.

Main activities:

- Pre-selection of beneficiaries of the programme.
- Employment potential and opportunities.
- Non-occupational training and work experience.
- Services to the community, enabling and improving competencies, stimulating abilities and reinforcing the values of participants.
- Active search for employment and integration into the workplace.

Basic organisational aspects:

The participation and guidance of social organisations, through the Reincorpora expert, is a key component of the Programme.

Evaluation criteria:

The Programme is evaluated not only by the number of job placements but also according to its impact on participants. This impact takes the form of:

- Motivation to participate. Usually this motivation is in response to a desire to have a profession and a future career.
- The fostering, consolidation and reinforcement of other personal and social skills for integration into the workplace and social inclusion.
- A change in attitude.
- Greater self-awareness and self-esteem.
- Discipline, following rules and the assumption of responsibilities.
- A reconciliation of participants with their own society.
- Empathy, altruism, volunteering and involvement in society.
- Self-confidence and confidence in their own potential.
Appendix 3
Incorpora Training Points

Definition:
A training service in which participants work with specialised content but in which the individual also receives training at a general level. These points and placements provide the person with the tools needed to overcome other obstacles that can affect their employability and their ability to tackle them.

Objectives:
- Improve the employability of individuals who are at risk of social exclusion and who have no access to any other training activities.
- Enable socio-occupational integration through training, so that individuals can join or rejoin the labour market.
- Promote the corporate links with the Incorpora Programme through offers of non-work experience as a corporate social responsibility resource.

Target population:
Participants referred by organisations participating in the Incorpora Programme who are motivated to work, willing to learn and committed to taking part in all the activities in the process.
A minimum profile is established for each training activity.

Criteria for exclusion:
- People with no ability to read or write or who do not have sufficient reading and writing skills to benefit from training.
- Individuals in a position that does not allow immediate access to employment (immigration, legal-penitential situations, etc.)
**Methodological aspects:**

- Participants are empowered through personalised, proactive and group coaching. Guidance is included in multidisciplinary content.
- The region’s business community is involved, creating synergies between ordinary companies and the Incorpora training point. This collaboration allows training to be provided in specialisations in line with the needs of companies and, at the same time, involves them in the project, promoting unpaid work experience and subsequent recruitment.

**Main activities:**

- Multidisciplinary competencies are worked on through one or more specific sessions. A number of individual sessions are also held with a professional coach.
- Technical competencies are acquired through theory and practice in the classroom and at the leading company in a particular region of specialisation.
- The completion of work experience within ordinary companies, enabling users to get to know the real world of companies and simulating on-the-job learning.

**Basic organisational aspects:**

- Hours of training: 300-325
- Students per training activity: 20

**Evaluation criteria:**

- Various dimensions are taken into consideration: the performance of each student in training and non-workplace apprenticeships, satisfaction among participants and students, the experience of the company with the Incorpora training point and with students and the experience of social organisations or ITP.
### Appendix 4
**Autoempleo Incorpora**

**Definition:**
A service that helps vulnerable individuals to detect entrepreneurial abilities, with tutoring and guidance to promote socio-occupational integration on their own.

<table>
<thead>
<tr>
<th>Objectives:</th>
</tr>
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<tbody>
<tr>
<td>To detect the entrepreneurial potential of vulnerable people attended by organisations in the Incorpora group.</td>
</tr>
<tr>
<td>Provide users of Incorpora services who wish to start up a company with the competencies and resources needed to become self-employed.</td>
</tr>
<tr>
<td>Provide guidance throughout the process in coordination with the resources of the region and a CaixaBank branch in the region.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Target population:</th>
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<tbody>
<tr>
<td>Vulnerable people attended by the Incorpora group and who have entrepreneurial potential to work on a self-employed basis.</td>
</tr>
<tr>
<td>Also individuals who are self-employed but who have worked in this manner for less than a year.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Methodological aspects:</th>
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</thead>
<tbody>
<tr>
<td>Ongoing support is provided to the client before, during and after their company has been set up or operations have started.</td>
</tr>
<tr>
<td>Resources are provided to help create and maintain jobs.</td>
</tr>
<tr>
<td>Work is carried out in coordination with the resources of the region.</td>
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</tbody>
</table>
Main activities:
- Prospecting for information on assistance, subsidies, bids and events of interest to entrepreneurs.
- Advice to individuals with an entrepreneurial profile.
- Tutoring in drawing up business plans.
- Help in obtaining aid and subsidies to help entrepreneurs.
- The design and provision of training activities for entrepreneurs.
- Guidance activities for key resources in the region.
- Coordination with a CaixaBank branch to provide access to social microloans.

Basic organisational aspects:
- Ongoing advice.
- Assist the entrepreneur in starting up their business.
- Follow up on the consolidation of the self-employment project underway.

Evaluation criteria:
- Whether the applicant has started the self-employment activity.
- Still self-employed after one year of operation.
Appendix 5
Incorpora awards

Submission of applications.
Each Incorpora regional coordinator submits at least three and a maximum of five companies per category. In autonomous regions that do not have companies in all the categories, more than one prize may be awarded in another category.

The appropriate form will be completed for each application. This form will contain the following information:

- Main CSR policies.
- Direct recruitment
- Collaboration in training Incorpora beneficiaries
- Link to the Incorpora Programme

The selection criteria for companies include the number of appointments of vulnerable people compared with the workforce as a whole, the profile of workers recruited and the average duration of the employment contracts given.

The award panel is made up of the regional coordination department of CaixaBank, a representative from the regional Ministry of Labour, the coordinating unit of the Incorpora group and a representative from the local university.

Each member of the panel is given the forms completed by the applicants, both from companies of different sizes and from organisations competing for the Premio Especial (Special Award). Each regional manager will decide the deadline for the panel’s decision.

Successful companies receive a trophy of solidarity symbolising the social commitment of the companies honoured.

The Incorpora Awards ceremony is chaired by the department of each autonomous region’s public administration, the regional department of CaixaBank and a representative from the “la Caixa” Foundation.

When the awards are given, each representative from the company recognised approaches the podium to receive the award and images of the company and of recruits from the Programme are shown.
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