# Report
# IO1 - Building Bridges - Potentials & Tools

## 1/ Information about your organisation

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

Actíva is a foundation on local and regional level in Örebro county, Sweden. The foundation is a non-profit organisation and was established in 1989. The foundation has today (2022) a staff of 44 employees. Our founders are Örebro County Council and Örebro Municipality. Our role is to guide and support men and women who involuntarily lack access to the labour market, due to their illness or disability. The Actíva Foundation carefully maintains focus on the conditions and requests of each individual, in order to match the applicant´s competences with the needs of the labour market. In order to continuously develop our business, we often work in collaborative projects. Our projects are focused on methods development, reaching new target groups and influencing attitudes towards people with disabilities in working life.
In the project the following persons are involved:
Åsa Engström, senior project manager; Emelie Andersson, junior project manager; Bertil Johansson, head of education unit/senior Supported Employment specialist; Caroline Rågelid, junior Supported Employment work consultant, Mats Wickholm, project manager/senior IPS method specialist (IPS: Individual Placement and Support) and Linda-Marie Larsson, IPS work consultant.

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

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

### Level of youth workers
There has been a lack of a structured mentorship at Activa, which has led to difficulties in how knowledge should be transferred from senior to junior. Each mentor has worked in his/her unique way since there has been no previous description of which areas of knowledge to transfer and how to do so.
Seniors have acquired a tacit knowledge that can be difficult to transfer as it is based on past accumulated experiences and provides guidance in situations that can be difficult to write down in a document. Examples of this are when it´s appropriate to ask about employment of a participant at vocational training on a workplace or when a participant is to be terminated and transferred to other activities or back to the assigning authority.

### Level of organisation
Activa's quality work has not previously been structured. Several attempts have been made over the years to create a quality foundation in the different areas of work that exist without bringing about a cohesive system.
For a new employee, it has been difficult to fully understand how regulations and policies are designed by our partners and what consequences they can have
for Activa's participants.

BRIDGE_Template IO1_IB 07 12 2021

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

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

## 3/ Potential map of Juniors and Seniors
## Potentials of juniors

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

## Potentials of seniors

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

BRIDGE_Template IO1_IB 07 12 2021

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

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

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

# 5/ Impact and Recommendation

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

We find it too early to answer this question, since we have started the work with creating tools and methods for knowledge transfer. What we like to add overall, is that it´s necessary to have the management backing up the process, giving time for developing communication, cooperation and transferring of knowledge from senior to junior and from junior to senior.
The Bridge project has risen the important question of preserving knowledge, experience and expertise in our organisation and we are looking forward to start working hands on with the methods and tools developed during IO1.

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

What was your approach, how did you proceed to achieve this result?
Which interesting tools or templates have you used?
Would you like to make some other recommendations?

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

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

We have updated our template for introduction and made a new one for mentorship, to get a better structure for transferring information, knowledge and experience
from senior to junior and vice versa.
The introduction template is more detailed and describes thoroughly the parts that should be included in the introduction to make the new colleague familiar with the organisation.
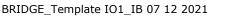The mentor template covers different areas where the junior might need support:

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

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

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


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

# Actíva´s dissemination activities, Bridge

## Website

BRIDGE_Template IO1_IB 07 12 2021

**Facebook**

BRIDGE_Template IO1_IB 07 12 2021