



Map of professional profiles related to the Department Coordinators

Collective Labour Agreement in force in elderly care centres, legislative frameworks and best practices applied to social and health services for elderly people.

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Introduction

A wide range of different job profiles is currently involved in the first level of managerial coordination within the long-term care centres for elderly. Such profiles are specified in the organizational regulation, a document compulsorily adopted by each APSP (Public Companies for Personal Care Services) according to the Italian law. Moreover, this document must be approved by the Municipal Authority of the territory where the services are delivered. The private service providers, on the contrary, are merely required to provide an organisation chart in order to abide to the accreditation rules. The chart is much less detailed than the organisational regulation made by public operators in clearly identifying the job profiles in charge of department coordination.

Since each centre is required to describe its own organizational structure, many different solutions have been mapped during the present research activity: some charts are framed with Areas, Sectors, Services and Project Units, whereas others are made by Services, Operational Units, Project Units, Modules, etc.

To these functional subdivisions may correspond different key professional profiles, such as *contact person*, *responsible* or *coordinator*. The majority of the organizational documents assessed prescribe that these professionals must be appointed by the Managing Director. Tasks and eventually the roles within the steering boards are usually clearly specified. Some documents also establish which contractual level should apply to coordinators and what qualifications the professionals should have.

Collective Labour Agreements do not contribute to the understanding of the existing scenario: over 18 different agreements do apply to the investigated job profiles each one showing a different description of the profile and a different classification within occupational levels.

The legislation in force is complex and articulated too. No clear specification is made about the features of the first level management in social and health care services.



Italian contractual frameworks for department coordinators

The analysis started with the assessment of the most recent agreements (CCNL) as they are supposed to contain improved versions of the specific articles referring to the working conditions and occupational level of department coordinators.

The coordinator is a professional profile placed on different levels of contractual and organizational levels, depending on the qualifications of the team he/she coordinates and on the peculiar Collective Labour Agreement in force in the organisation.

The in depth analysis of the articles of the agreements brought to the realization of the following abstract. The synthesis focuses on the common elements shared by the majority of the contracts assessed. The picture is integrated with distinctive elements found in specific documents in order to allow a comparative survey as complete as possible.

Definitions

Profile:	list of similar professional profiles.
Category / level:	position within the national occupational classification.
Knowledge:	knowledge required to be classified within the professional profile.
Level of experience:	degree of experience required to be classified within the professional profile.
Capability:	skills required to be classified within the professional profile.
Autonomy and responsibility:	the degree of autonomy and responsibility assigned to the professional profile.
Decision Making:	the degree of complexity of the problems the professional is supposed to solve.
Relations:	the type and scope of relationships specific for the professional profile.
Coordination:	any explicit references to coordination functions.
Training / qualification:	training, education and qualifications required to be classified within the professional profile.
Controls:	type of foreseen controls over the work of the professional.

Profile:	Socail Health Worker (OSS), Specialised Socail Health Worker (OSSS), Technical Care Assistant (OTA), generic nurse, OSS coordinator and similar, Sector Responsible and assimilated within Institute of Public Assistance and Welfare (IPAB)
Category / level:	B, C
Knowledge:	technical and theoretical basic knowledge about the assigned tasks, good specific and operative expertise.
Level of experience:	Moderate.
Capability:	manual and technical capabilities related to the qualifications and professional specialisations.
Autonomy and responsibility:	limited by general provisions and focused on the specific operative field of intervention. The coordinator is responsible for the implementation of work programmes, of his/hers own actions and of those performed by the team he/she coordinates.
Decision Making:	Moderate complexity of the problems to be solved and moderate discretional identification of suitable solutions.
Relations:	Relationships with external institutions are formal and indirect. Direct relations are built with the users.
Coordination:	sufficient skills and knowledge for the control and coordination of workers performing activities of minor complexity.
Training / qualification:	professional skills are verified if the coordinator has enabling qualifications recognised at national and regional level; has participated in specific educational courses or has a significant professional experience. The theoretical basic knowledge is acquired through school and professional training. The educational background should ensure the capability to understand basic specific professional situations.
Controls:	the activities performed are periodically controlled by a supervisor. The coordinator provides a constant reporting to the responsible of the unit/area.

Profile:	Professional Nurse, Social Worker coordinating other employees, responsible for managing relationships with all types of users within the unit
Category / level:	C
Knowledge:	basic theoretical knowledge, managerial knowledge and expert knowledge related to the qualifications gained and the professional expertise.
Level of experience:	pluri-annual, refresher courses needed.
Capability:	organizational and managerial skills for operational decision making, high technical skills related to the professional performances.
Autonomy and responsibility:	autonomy and responsibilities are taken according to pre-defined methodologies and specific areas for intervention. The coordinator is responsible for the results of specific administrative/productive processes. High operational autonomy.
Decision Making:	fair complexity of the problems to be solved and high level of autonomy in the identification of suitable solutions.
Relations:	internal relationships within and outside the organisational unit. Negotiation with others in the same unit. Direct outbound relationships and constant direct interaction with the customers (including negotiation with users).
Coordination:	Coordination, supervision and control of teams made by employees with a lower occupational level. Accountability for results.
Training / qualification:	professional skills are verified if the coordinator has enabling qualifications recognised at national and regional level; has participated in specific educational courses or has a significant professional experience. The theoretical basic knowledge is acquired through high school and professional training.
Controls:	N/A

Profile:	Charge nurse, nursing staff coordinator, coordinator of the rehabilitation and technical health area, coordinator of educators, coordinator of social workers; unit/service coordinator, specialist in social welfare activities, coordinator of social services.
Category / level:	D
Knowledge:	theoretical and managerial knowledge, advanced knowledge related to the qualifications gained and the professional expertise, high level of multi-specialist knowledge.
Level of experience:	pluri-annual, refresher courses frequently needed.
Capability:	ability to respond to diversified and complex situations, to face uncertainty with sensitivity. Proactive approach and attitude to integrate activities in the frame of structured work programmes. Results orientation.
Autonomy and responsibility:	high level of autonomy and responsibility. The coordinator is responsible for the results of important administrative/ productive processes.
Decision Making:	high complexity of the problems addressed and high variety of possible solutions.
Relations:	internal relationships within and outside the organisational unit. Negotiation with others in the same unit and between units. Direct outbound relationships including the institutional representation. Constant direct interaction with the customers (including complex negotiation with users).
Coordination:	managerial and coordination functions also in the empowerment, supervision and management of the human resources. Power to take the initiative in the design of work programmes.
Training / qualification:	The knowledge and the skills are acquired through a specific University curriculum.
Controls:	N/A

Table n.1 Overview of the existing Collective Labour Contracts

	Last Renewal date	Employer Associations	Trade Unions
1	31/12/2014	ASNAF&AS	UIL flp
2	31/03/2014	UNCI	CONFSAL-FIAS
3	16/03/2012	UNIMPRESA	CIU
4	31/12/2011	UNICOP	UIL flp
5	31/12/2011	UNCI servizi ausiliari	FESICA/ConfSAL, ConfSAL/FISALS
6	31/12/2009	AGIDAE	F.P. CGIL FISACAT CISL UILTuCS UIL
7	31/12/2012	LEGACOOOP, CONFCOOPERATIVE AGCI	FP-CGIL, FPS CISL, FISASCAT/CISL, FEDERAZIONE POTERI LOCALI
8	31/12/2009	ARAN	CGIL FP, CISL FPS, UIL FPL CSA Regions and Local Authorities CISAL, DICCAP (Snalcc-Fenal-Sulpm) CONFSAL
9	31/12/2009	ANASTE	F.P. CGIL FISACAT CISL UILTuCS UIL
10	31/12/2009	TAVOLA VALDESE, COMMISSIONE SINODALE PER LA DIACONIA	FP/CGIL, CISL/FPS, UIL/FPL
11	31/12/2009	UNEBA	F.P. CGIL FISACAT CISL UILTuCS UIL
12	31/12/2009	APRAN	CGIL FP, CISL FPS, UIL FPL FE.N.A.L.T.
13	31/12/2005	ARIS, AIOP, FDG	FP/CGIL, CISL/FPS, UIL/FPL, UGL
14	31/12/2005	MISERICORDIE	FP/CGIL, CISL/FPS, UIL/FPL

The department coordinator in Romania and France

Romania

EQF Level	Educational attainment	Knowledge	Capabilities	Skills
5- 6	University degree	Enhanced cognitive capabilities	Management: capability to design plans, organise activities, evaluate results, coordinate teams, negotiate, analytical thinking, logic, problem solving.	Professional Skills
		Legislation and regulations	Social: development and maintenance of human relationships, capability to communicate with others, team working, cooperation, negotiation, assertiveness, managing emotions.	
		Human Resource Management	Control: capability to control, adjustments, train, persuade.	Personal skills
		Financial Resource Management	Analysis and synthesis: abide to legal prescriptions, results orientation.	
		Organisational capabilities	Verbal and written communication: ability to convey a message and make sure it is understood.	
				<ul style="list-style-type: none"> • Analysis • Diagnosis • Communication • Filling • Organization • Coordination • Priority setting • Reporting <ul style="list-style-type: none"> • Communicational attitude; • Oriented towards continuous improvement; • Team working; • Leadership; • Flexibility and availability; • Learning skills and personal carrier planning.

France

The professional profile that is the closest to the Italian department coordinator is the “coordination nurse”. Therefore, the coordinators must be nurses. The curriculum for nurses in France, similarly to the German context, do not result in a University degree. The nurse is responsible for the successful coordination of care services delivered to each user. He/she manages relationships with medical professionals or pharmacists, keeping medical records, enhancing the continuous liaisons with the other members of the team. Moreover, the coordinator is responsible for the monitoring of the implementation of plans and for the evaluation of activities.

Regional Authorities are in charge of the management of training institutions in the social and health sector.