



## **Skills and Labour Market to Raise Youth Employment**

Progress Report

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## Project information

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## Executive Summary

Youth constitute an important component of human capital of a nation. They represent its citizens, political leaders, workers, entrepreneurs, academics, doctors, innovators, and artists. Building the capacity and realizing the potential of young people should be major policy goal. This goal can enhance a sustainable future for our societies. Around the world, the generation coming of age in the 2010s is most affected by the legacy of the financial crisis and slow, anaemic economic growth. In many countries, dramatically high unemployment is frustrating young people's efforts to earn, generate savings, gain professional experience and build careers. Traditional higher education is ever more expensive and its payoff more doubtful. These issues need to be addressed inclusively on local, national and global levels to minimize the risks of a breakdown in social cohesion and enduring loss of human and economic potential.

Young people entering the job market today are at high risk of unemployment or precarious job situations. Youth unemployment rates have soared since the financial crisis as they are often being the first fired and last hired. Young people are vulnerable to being entrapped by either long-term unemployment or the inability to move on from low-quality and temporary or part-time employment.

In November 2013, according to Eurostat, 5.6 million young persons (under 25) were unemployed in the **EU28**, of whom 3.6 million were in the **euro area**; the **youth unemployment rate** was 23.6% in EU with Spain at 57.7%, Greece (54.8% in September), Italy (41.6%), Portugal (36.8%), Poland (27.9%), France (25.6%), Romania (23.3% in September), UK (20.5% in September), Malta (13.7%) and Germany (7.5%)<sup>1</sup>. Such high rates of youth unemployment are signs of major structural issues, such as skills mismatch, lack of education or training (or both), and barriers to mobility, etc.

Sharp increases in youth unemployment and underemployment have built upon long-standing structural obstacles that are preventing many youth in EU countries from developing the skills they need and being able to use those skills effectively through a successful transition from

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<sup>1</sup> See David N. F. Bell, and David G. Blanchflower (2011a). Young People and the Great Recession, *Oxford Review of Economic Policy*, 27: 241–67 and (2011b). Youth Unemployment in Europe and the United States, *Nordic Economic Policy Review*, no. 1: 11–38.

school to the labour market. Econometric evidence presented in Hobijn and Şahin (2012)<sup>2</sup> show that the recent rise in unemployment in US, Portugal, Spain and UK can be attributed to skill mismatch.

Some youth who are neither working nor studying – the so-called NEETs (Not in education, employment or training) – are effectively cut-off from improving their skills and risk becoming marginalised from the labour market and may turn to anti-social behaviour. These youth often suffer multiple disadvantages, they are typically very-low skilled, from low-income households and often from disadvantaged backgrounds, including being migrants or the children of migrants.

Addressing this challenge requires a comprehensive set of policies, including actions on the labour market front as well as initiatives to provide training and remedial education.

This represents not just a gigantic pool of untapped talent; it is also a source of potential social unrest and individual despair.

France and Germany have launched<sup>3</sup>, in June 2013, a new policy initiative to combat youth unemployment. The two countries want 6 billion Euros to help find apprenticeships, encourage mobility and provide credit to small and medium-sized businesses. The uneven number of young people looking for a job means that there is a lopsided distribution of education and experience youngsters throughout the 28 EU Member States. Taking into account that youth jobs tend to be less stable, 55.5% of school dropouts are at a high risk of not finding employment; there are 14 million (15.4%)<sup>4</sup> young people with neither employment, nor education or training (NEETs) in EU.

Youth need access to good quality information about career options, the skills they need to be successful in the workplace and about different educational pathways and where they lead.

This includes not only information about likely labour market demand but also “reality check” information about what different jobs actually involve.

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<sup>2</sup> Hobijn, B. and Şahin, A. (2012). *Beveridge Curve Shifts across Countries since the Great Recession*, Paper presented at the 13th Jacques Polak Annual Research Conference, for example, in pg 3 “We find that skill mismatch, resulting from a housing bust and a disproportionate decline in construction employment, is likely to be the main cause of the shifts in Portugal, Spain, and the U.K.”

<sup>3</sup> Euronews – France and Germany seek New Deal for Europe’s youth  
<http://www.euronews.com/2013/05/28/france---germany---seek---new---deal---for---europe---s---youth/>

<sup>4</sup> European monitoring centre on change - NEETs  
<http://www.eurofound.europa.eu/emcc/labourmarket/youth.htm>

Technological and organization progress is also creating many new jobs, businesses and even industries. These jobs demand more from workers than basic skills, leading to a growing skills mismatch. In a recent European survey, “most employers—61percent—were not confident they could find enough applicants with the right skills to meet their business needs”<sup>5</sup>. Many school leavers lack both the specific credentials and “soft” skills – such as critical thinking, problem solving, time management and communication – they need to compete for jobs or become entrepreneurs.

On the demand side, the process of ageing in our societies, projected by Eurostat, will increase demand for elderly care services as well as senior tourism. The Cedefop 2008 report<sup>6</sup> predicts that by the year 2020 almost three quarters of jobs in the EU-25 will be in services; employment in non-market services (and especially healthcare and social service sector) is expected to increase by slightly more than 4.7 million. There is, therefore, real need to provide NEETs and young people in general with the right skills to get a job and labour market experience in these sectors.

Highly relevant to the SALM project are policies to foster the role of the third sector or the social economy in the creation of new jobs. In Portugal, the role of non-profit organizations in the delivery and management of social services is considered strategic by the government. Policies to support the third sector are in place in Scotland and Tuscany, while Romania has not focused this potential. Among the measures aimed at the supply side, the policies which aim at reassuring employers about the ‘fit for work’ character of young people are worth mentioned. Examples include the Certificate for Work Readiness in Scotland, the Job Experience Scheme (giving young people a working experience) and the Active Youth Scheme (job experience through social enterprises) in Malta.

In sum, countries included in the SALM project present very similar policies to tackle youth unemployment on both its supply and demand side aspects. Moreover, the findings to the SALM project approach, namely the number of factors (ageing, economic stagnation and public deficit, end of extended families, increased women participation in employment,

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<sup>5</sup> McKinsey (2014). *Education to Employment: Getting Europe’s Youth into Work*, pg 5.

<sup>6</sup> Cedefop (2008). *Future skills needs in Europe — Medium-term Forecast Synthesis*, available at [http://www.trainingvillage.gr/etv/Upload/Information\\_resources/Bookshop/485/4078\\_en.pdf](http://www.trainingvillage.gr/etv/Upload/Information_resources/Bookshop/485/4078_en.pdf). See also Simonazzi, A. (2009). “New Skill For New Jobs? Status Quo And Perspectives For The Elderly Care Sector In Europe”, in *European Employment Observatory (EEO)*

geographical mobility), suggest that there will be an increase in demand of both care and senior leisure activities.

Preliminary insights from the national reports suggest that capacities to create youth employment in these sectors are different in the partner countries and qualifications of young people interested in working in both sectors need to be better organized.

Details of the policies and measures mentioned above can be found in the full synthesis report as well as in the individual country reports available through the website.

CECOA is responsible for preparing Toolkits of the project, namely to youth people, employers of the 2 sectors and to job counselors; by providing job counsellors toolkits designed to raise youth awareness to jobs in the 2 sectors, SALM can help Public Employment services as well as private organisations to be more effective as these entities, according to some projections, can provide significant number of new jobs.

Raising employers' awareness of future needs of new skills in these sectors, SALM can help them to better tailor their in-house training and apprenticeship to a future skills demand. The results of our case studies and many other field research and surveys point to the need of cognitive and noncognitive skills, which are considered basic or essential to workers. Our partners with training activities are becoming aware of these developments and will adapt their curriculum and activities in line with those results. Further recommendations are expected once the lessons of the Pilots are ready and subjected to validation by our Advisory Boards and by other experts in the field.

Partners believe that Lifelong learning orientation is reinforced in our research and can be enriched with the inclusion of noncognitive skills in new jobs requirements. Thus, education is regarded as a holistic endeavour which includes, not only school, teachers, peers, but also family, friends and community at large.

Planning of pilot project had started and Validation indicators are being discussed among the partnership.

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## 1. Project Objectives

Youth unemployment in Europe is one of the most pressing political, economic and social issues confronting Member States since 2008. High levels of youth unemployment observed in many EU countries are a waste of human capital and of potential of flourishing and raise the risk of social stress by creating a disaffected “lost generation”, an easy target of criminal or extremist movements. Young unemployed has a higher risk of social exclusion as unemployment spells reduce skills and, therefore, employability, making them dependent on social benefits. Spells of unemployment reduce both work experience and opportunities to develop skills, which are critical issues to young people lifelong learning. In turn, participation in Lifelong Learning (LLL) is recognised as an important contribution to raise human capital, youth employability and to reduce the risk of young people’s social exclusion, contributing to their civic engagement at both social and political levels. Youth unemployment, therefore, has high individual, social and economic costs.

Biavaschi et al (2013)<sup>7</sup> provide a succinct summary of the main issues affecting youth unemployment: “Several factors influence the labor market situation of youth in a country: On the one hand, the interplay between demographic developments, economic growth and labor market regulations regarding wages and employment protection determines the aggregate demand and supply for young workers; and on the other hand, the education and training system influence the speed and quality of the matching that takes place between youth and employers. Accompanying policies such as active labor market policies and career guidance services are important elements for yielding a more smooth linkage between school and training at a first step and training and work at the second step, and avoiding long spells of unemployment” (pg 75).

According to some research, youth unemployment in Europe is strongly linked to lack of appropriate competences required by the labour market and it varies from country to country. There is evidence of skills mismatches<sup>8</sup> between skills supply and demand and with

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<sup>7</sup> Costanza Biavaschi et al (2013). *Youth Unemployment and Vocational Training*, background paper for the World Development Report 2013, World Bank

<sup>8</sup> See Heckman, J.J. and T. (2013). *Fostering and Measuring Skills: Interventions That Improve Character and Cognition*. IZA Discussion Paper No. 7750 and Martin, R. Villeneuve-Smith, F., Marshall, L. and McKenzie, E.

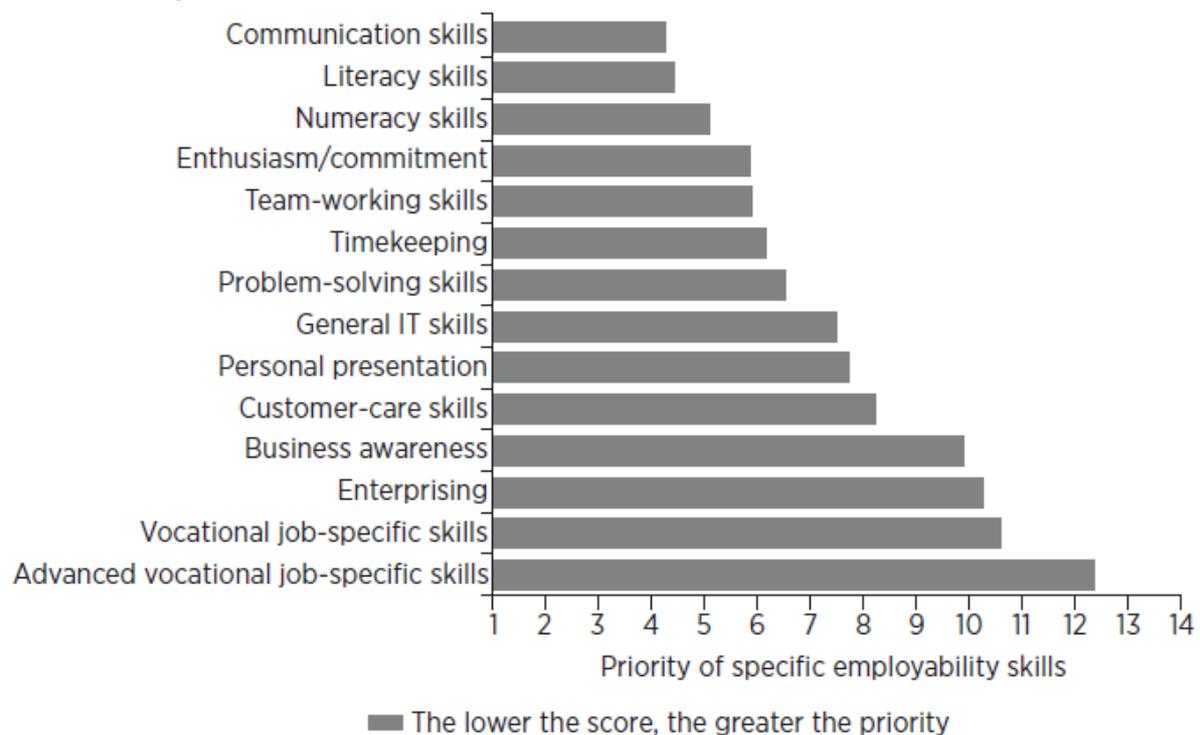
inadequacies in the quality and scope of skills. Member States need to ensure that their education and training systems are fit to equip young people with relevant skills in an efficient way. Direct feedback from employers provides an interesting perspective on the types of skills valued in the workplace. A fairly typical finding is that employers, aside from formal educational or technical qualifications, also place a high value on attitudes and behaviours. For example, in some surveys, employers place a high value on their employees' ability to work independently, to communicate, and to solve problems, and effective in teamwork and time management.

Therefore, reducing youth unemployment is a task that implies a stronger commitment of businesses, public sector and civil society to provide work and training opportunities as well as information to young people through the development and sharing of good practices, namely, in the area of employability, entrepreneurship, including social entrepreneurship<sup>9</sup>. Active public leadership can ensure close coordination between economic strategy and training provision.

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(2008). *Employability Skills Explored*. London: Learning and Skills Network. The following graph provides evidence on this issue from a survey on English employers:

**a. English employers, skills priority, 2008**  
(scale of 1-14, 1 = highest)



<sup>9</sup> The promotion of self employment, volunteer work and adequate training and coaching measures can contribute to opening up labour market to young job seekers on top of job-search assistance, counselling, and monitoring.

Reducing youth unemployment is a very relevant issue for the Europe 2020 Strategy, namely to achieve the target of an employment rate of 75% at the EU level in 2020.

The SALM project will concentrate in the issue of youth unemployment, in particular the lack of competencies and skills, on the one hand, and the opportunities generated by the needs of the market in two sectors: **senior tourism and social services**<sup>10</sup>, wherein young people, through increasing their competencies and through innovative training approaches, can have more job opportunities as well as volunteer opportunities, self-employment and entrepreneurship initiatives<sup>11</sup>. Increasing jobs in these sectors can answer the needs of the ageing population in line with the objectives of the “European Year for Active Ageing (2002)”.

Ageing in our societies, as projected by Eurostat, will increase the demand for elderly care services as well as senior tourism. In the Cedefop 2008 report<sup>12</sup>, in 2020, almost three quarters of jobs in the EU-25 will be in services; in particular, employment in non-market services (and especially healthcare and social service sector) is expected to increase by more than 4.7 million. There is, therefore, a real need to provide NEETs and young people in general with the right skills to get a job and labour market experience in these sectors.

According to the report on “Most New Jobs” (published January 8, 2014) by the US Bureau of Labor Statistics ([www.bls.gov/ooh/print/most-new-jobs.htm](http://www.bls.gov/ooh/print/most-new-jobs.htm)), Personal care aides is the occupation with the highest number of new jobs projected for the period 2012-2022 (580.8 thousand). An opinion recently published in the Portuguese newspaper Público (29<sup>th</sup> December 2013), entitled “Saúde pode criar milhares de postos de trabalho”

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<sup>10</sup> For definition of social services see Monzon, J. L. and Chavez, R. (2012). *The social economy in the European Union*, CIRIEC, Liege, [www.socialeconomy.eu.org/IMG/pdf/executive-summary-for-publication\\_en.pdf](http://www.socialeconomy.eu.org/IMG/pdf/executive-summary-for-publication_en.pdf). For a discussion on senior tourism see Ch 2 of Bernardo Rosa (2012) *Sénior, o Turista do Futuro: Um Estudo Abrangente do Turista Sénior Português*, Tese de Mestrado em Turismo, Escola Superior de Hotelaria e Turismo do Estoril.

<sup>11</sup> In European Foundation for the Improvement of Living and Working Conditions, 2006, Employment in social care in Europe, it is proposed to adopt policy strategies to improve the public image of care work, raising the qualification profile of care workers, increasing salary levels, attracting more qualified migrants to the profession, achieving a better age and gender balance, and improving overall working conditions for care workers.

<sup>12</sup> Cedefop, 2008, *Future skills needs in Europe — Medium-term Forecast Synthesis*, available at [http://www.trainingvillage.gr/etv/Upload/Information\\_resources/Bookshop/485/4078\\_en.pdf](http://www.trainingvillage.gr/etv/Upload/Information_resources/Bookshop/485/4078_en.pdf). See also, Simonazzi, A. (2009), “New Skill For New Jobs? Status Quo And Perspectives For The Elderly Care Sector In Europe”, in *European Employment Observatory (EEO)*

([www.publico.pt/sociedade/noticia/saude-pode-criar-milhares-de-postos-de-trabalho.htm](http://www.publico.pt/sociedade/noticia/saude-pode-criar-milhares-de-postos-de-trabalho.htm)), indicated that Portugal should explore Health Tourism which is expected to grow strongly in the future.

### **General aim**

Contribute to the development of innovative approaches and specific instruments for the reduction of the youth unemployment, equipping young people with the right skills for employment, which is considered crucial for the employment target and a better social inclusion of the 2020 Strategy, and for the effective participation in LLL. This project addresses priority 3.3.3 of the Leonard da Vinci Programme (developing vocational skills considering the labour market needs – new skills and jobs) in line with the improvement of sectoral identification and anticipation of skill and competence needs and supporting participants in training and further training activities in the acquisition and the use of knowledge, skills and qualifications to facilitate personal development operational objectives. Indeed, recent empirical analyses show that youth's employability does not depend only on the acquisition of technical skills. Cognitive and noncognitive skills (such as, literacy and numeracy for the former, self-control and discipline for the latter), in part acquired in early childhood and during basic and secondary schooling, are also important determinants of lifelong employment dynamics and earnings.

**Specific objectives** of the SALM project include:

- 1 **To deepen** the knowledge of policies and practices to raise youth employment in partner countries.
2. **To develop** a comparative analysis at sectoral level (**senior tourism and social services**) of policies and practices to support the reduction of the unemployed young people in partner countries.
3. **To identify** the effectiveness (through focus groups and case studies) of the different measures (good practices) adopted to fight the mismatches in competences in both sectors, the key success factors and a battery of benchmarking indicators;
4. **To build tool kits** (for young people, employers and job counsellors) to improve the young people competences and employability as well as self-employment and entrepreneurship;

5. **To carry out** case studies concerning the young people showing a big gap between education competences and labour market competences; and to compare partner countries approaches in fighting skill mismatches as well as their impact in youth participation of lifelong learning initiatives;
6. **To strengthen** the role of different stakeholders in order to find new approaches to solve the mismatches problems;
7. **To carry out** a pilot project in three partner countries in the field of training including key success factors from the partners practices;
8. **To develop** a model incorporating the success factors of the training action in order to assure the adequate competences of young people to the labour market;
9. **To promote** workshops/meetings in the context of the project to exchange experiences, identify best practices and the follow up of the project; furthermore awareness actions will be carried out targeting young people and employers;
10. **To systematically evaluate** the project activities and its interim and final results;
11. **To disseminate**, at national level in each partner country, at institutional and operational level, the project results among the main stakeholders (private and public) namely social partners and organizations; and at transnational level through meetings and an adequate website; at European level through the European institutions and networks namely CEDEFOP, REFERNET, EURYDICE

The research questions the SALM project addresses are:

- What evidence is there of the effectiveness of the policies and measures taken and implemented by governments and stakeholders to decrease the mismatches existing in labour market to tackle the problem of youth unemployment?
- To what extent the actors, young job seekers, young entrepreneurs, employers and social partners) of the two sectors (senior tourism and social services) with job potentialities are committed to be part of the solution to the problem?
- Do the different measures adopted to fight the mismatches of competences in both sectors refer only to the entrepreneurship environment or have they been designed using a multidisciplinary approach?
- How far do Governments rely on impact assessments, evaluations of previous measures or policy results for future decisions?

- How committed are governments to tackling the problem of youth unemployment?
- How committed are governments and stakeholders to tackling the problem of anticipation of skill needs in the future in both sectors?
- How relevant are all the EU instruments and tools for the design of policies/reforms at national level to tackle youth unemployment, youth skills development and youth participation in LLL?

## 2. Project Approach

The reduction of youth unemployment is a very critical subject for the development of our societies. Broadly speaking, two fundamentals are needed to be in place to lower youth unemployment: skills development and job creation. The SALM project focuses on detecting skills mismatches, with special attention to the mechanisms that align skills provision to employers' needs (i.e., better connection between education and training to employment prospects) in social services and senior tourism sectors. In particular, the SALM project concentrates on: i) national qualification frameworks; 2) the adaptation of this system to labour market needs; 3) the identification of the mismatches and the adequate training to reduce these mismatches.

SALM approaches focus on: i) detecting the mismatches through the application of case studies to some sectors with significant potentialities of job creation (senior tourism and social services); ii) detecting the best engagement between employers and the skills systems to align skills provision to sectors' needs; iii) focus groups with the involvement of different stakeholders, namely actors and social partners connected with the school / training entities and labour market world, in line with LLL to forecast future competences needed. On a practical level, the project develops toolkits for employers to diagnostic new skills needed in social services and senior tourism and a self-diagnostic tool for young people to check their skills; furthermore a dissemination tool for (job) counsellors to help young unemployed or NEET to acquire fundamental skills to raise their employability in those sectors shall be proposed.

In sum, our project addresses jointly the micro-level of how employers face the future labour market needs/ competences and the meso-level investigating the actual or potential role of the national qualification frameworks as well as the role of new actors (companies and social partners) in promoting the young people's employability.

The project, with the cooperation of all partners<sup>13</sup> consists of five main pillars and ten workpackages<sup>14</sup>. Pillars refer to overlapping WP, i.e. workpackages are multidimensional, contributing sometimes to more than one pillar of the project.

### Pillar A. Action research and pilot project (WP 2, 3, 4)

Partners will carry out transnational research exploring, analyzing and comparing existing approaches to combating unemployment of young people not in education, employment, or training (NEETs) across partners' country in order to identify key dimensions and related success elements and good practices in promoting youth employment.

### Pillar B. Competences needs identification (WP 3, 4)

The consortium will develop a pilot project, based on a good practices selected from case studies and focus groups, containing the strong points and the success factors of competences needed to perform in the labour market. A toolkit to check new competence needs is developed for employers in the two sectors.

### Pillar C: Model Building (WP 5, 6, 7)

From the selection of national good practices, the consortium is developing a pilot project, the SALM model, containing the strong points and the success factors of skills needed in senior tourism and social services sectors and training entities methodology and toolkits for the success of those good practices. The evaluation of the pilot project in three partner counties, through the reflection and assessment of agreed outcome indicators, will enable the consortium to build a model with key success factors in order to decrease youth unemployment. In particular, the Toolkits are designed for employers, youth and job counsellors; for the first two stakeholders, a diagnostic tool is proposed for the new and basic skills required/needed. The toolkits have a common framework consisting of:

- 1) a description of the different situations in terms of competences of the unemployed young people regarding the mismatches related to the labour market needs;
- 2) a description of the methods of diagnosis, intervention and evaluation of results;
- 3) a set of indicators to each phases (diagnosis, intervention, evaluation/impact of results).

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<sup>13</sup> See application, detailed description p. 1-16.

<sup>14</sup> Text adapted from Application, detailed description, p. 26 ff. Some WP cover more than one dimension of the project's main pillars.

Pillar D. Validation, awareness and exploitation (WP 7, 8, 9)

This activity will ensure that the model developed within the consortium is validated by means of:

- Application of toolkits to a group of young people;
- Application of toolkits to a group of employers;
- Application of toolkits to a group of employment counsellors;

According to the application, awareness actions concerning skill gaps and competences will be carried out targeting:

- young public to raise their employability and participation in LLL;
- employers to increase participation in updating national qualification framework;
- public entities to increase the quality of education and training systems.

Concerning exploitation the project foresees:

- testing the model in real situations in 3 partner countries and collecting relevant feedback to finetune them in the light of emerging problems and specific needs;
- definition of a strategic plan for the transferability and scalability of results and the viable options to implement them, through public/private cooperation;

Pillar E. Valorisation of results, and sustainability (WP 7, 8, 9):

In accordance with the application targeted dissemination activities, this activity includes networks of stakeholders through Advisory Boards (institutions and policy makers, social partners and associations of target groups, academics) as well as the dissemination of project outcomes (good practices and model) at partners' country level and at other EU MS through electronic mail, websites and transnational meetings<sup>15</sup>.

Main activities in this pillar include, inter alia:

- Targeted dissemination activities, matching the different profiles and networks of stakeholders (institutions and policy makers, social partners and associations, academics) with the relevant SALM target groups (students, young people in vocational training, young unemployed);

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<sup>15</sup> Adapted from application, detailed description, p. 26.

- Exploitation of the model developed, by means of a targeted exploitation and sustainability plan through public/private cooperation;
- Dissemination of project outcomes (good practices and the model) at partners' country level and at other EU MS through electronic mail, websites and transnational meetings.

The Consortium aims at a possible mainstreaming of the transnational pilot project as a contribution to European policies to reduce Youth unemployment. To this end, the Consortium work of the SALM model will summon the help of **Advisory Boards**, which include public, academic and local entities.

To summarise, SALM concentrates on the following innovative approaches concerning the micro level:

- detection of the competences needs expressed by employers (case studies);
- identification of future competences and new trends in both sectors (focus groups);
- conducting individual analyses of young people competences (diagnostics);
- definition of a training path for the qualification of young people to respond to the labour market needs;
- development of operational and sustainable functioning models based on a strong public/private partnership;
- delivering Toolkits for each stakeholder, epitomised in user-friendly practice-oriented tools, namely the self-diagnostic kit and a dissemination kit to job counsellors;
- implementation of a pilot project, involving employers, counsellors and youth in the testing of toolkits.

In what concerns the meso level approach the innovative factors are:

- to identify the main features of the national qualification frameworks concerning the two sectors;
- to exchange national good practices in orienting young people to the labour market through reducing skills mismatches in two sectors;
- to map out training alternatives for the youth with the involvement of organizations and social partners namely in adjusting the national qualification framework to the future labour market needs;

- to develop a multi-step training analysis, conducted with the involvement of the stakeholders in 6 countries of the partnership, contemplating building a strategic partnerships with prestiged employers with a known training expertise in order to help young people access a high quality learning experience and enhance their employability skills for future employment (Advisory Board);
- to monitor and evaluate the progress of the young people that followed the training kit (pilot project in three partner countries).

### 3. Project Outcomes & Results

#### **WP 2 Analysis of partner countries policies to ensure prevention of unemployment rate for young people**

The main part of the second working package consists of the analysis of partner countries policies. The main responsible for this activity is the partner Glasgow Caledonian University, other partners like CEPCEP, CECO, LMS, GCD, UNIFI contributed with national reports.

The research activity was built on desk research (literature review, policy doc etc) - complemented by field research - and it provides the conceptual framework against which the empirical research and the development of the model will be built as well as from the results of pilot project. In a collaborative forum, stakeholders, experts, social partners also contributed with their inputs and exchange opinions on new learning processes.

The research activity is divided in specific tasks:

**T2.1 Development of a research methodology** for the collection and analysis of data, the identification of factors and drivers and their synthesis, including the micro, meso and macro level.

**T2.2 Inventory** of relevant policy and measures developed in partner countries and their evaluations in the field of reducing youth unemployment

**T2.3 Field research**, including interviews with relevant stakeholders, entrepreneurs, researchers and experts, aimed at complementing desk research and identifying how labour market needs are changing, young people competences and existing mismatches. The interviews also favour the identification of good practices and potential case studies to be investigated in depth in WP4.

#### Current Achievements and Status

According to the reporting by partner GCU, WP 2 has been “completed by all partners apart from one (Spain) who is working on its report. Overall, all reports present an overview of the country’s (or region in the case of Italy or nation in the case of the UK) situation in terms of unemployment and in particular youth unemployment. Each report presents the youth employment strategies and key related policies adopted by governments to combat youth

unemployment as well as to match skills and employment request. Overall, countries show strong similarities in youth employment policies as will be pointed out by the integrated WP2 report which GCU is working on in this period.” This report was delivered in January 2013. Partners CEPCEP, CECOIA, Global Comercio and ISOB reported on their own contributions.

ISOB, as internal evaluator, implementing work task T 9.3. (Monitoring of Intra-WP Quality Procedures) has contributed feedback papers on the national reports, pointing out to the correspondence between national reports and the template provided by CGU. ISOB, according to the Internal Evaluation Research design agreed by partners, gave this feedback from the perspective anticipating the needs of an external reader of both the individual and the synthesis report.

The national report for Portugal was delivered in August 2013 and has been updated according to suggestions by ISOB in October 2013.

UNIFI reports “the Regional Report by Tuscany has been delivered on time and without any particular difficulty. The University of Florence has been working and is actually elaborating on the SALM issues from an international perspective. Hence the know-how and expertise gained allowed overcoming this WP on time and carefully. From a financial point of view the consortium came against difficulties (still to be solved) related to translation costs.”

In its discussion of the Current Achievements and Status and Recommendations WP 10 leader ISOB concluded that the implementation of the workpackage is on track content-wise. The content of the national reports reviewed corresponds to the template provided, with some points for improvement in order to harmonize the content. Improvements suggested by ISOB were implemented by some of the partners. In the 6th meeting of the partnership the end of October had been decided as the deadline for the delivery of the synthesis report draft. The contribution of the new Spanish partner was to be integrated later on. WP leader GCU delivered its synthesis report in January 2013. The feedback from WP 10 leader ISOB was discussed with GCU and based on the consensus achieved and an updated version was delivered end of January 2013. After that the report has been uploaded to the common space for internal use on the webpage together with the country reports, as well as to the public documents on the website (after approval by the promoter). The contribution of the new Spanish partner was to be integrated later on.

Synthesizing research in Malta, Romania, Portugal, Scotland and Tuscany (Italy), the study by GCU presents the policies described by governments and organisational actors to face challenges on the supply and the demand side of youth employment.

On the supply side early school leaving, poor education/professional training, social class bias and akin socio-cultural features (ethnic minorities, migrants, women) or issues of physical and intellectual capability (disabled people), affect the quality of the labour supply.

On the demand side, economic circumstances limit the capacities of both the private and public sector to create jobs as does a lack of entrepreneurial skills and capabilities, the employers' perception of young people's lack of work readiness (young people seen often as overeducated but under-skilled, including soft skills) and, in the interpretation of the author, business preference for flexible and non-standard working contracts.

SALM countries' governments aim to contrast challenges on the supply side by adopting various policy tools.

For Portugal the report lists:

- promoting more and better education through reducing early school leaving;
- increasing graduates' numbers in higher education;
- systems of qualification (skills and certification mechanisms; more trainings in association with company-organizational development; working at company managerial levels);
- adjustment of trainings to the needs of requalification;
- job creation and entrepreneurship.

Most notably the program "Impulso Jovem" included the possibility to create professionally paid internships.

In Scotland the policies include:

- programme "Opportunities for All" that aims at engaging young people in learning and training to keep them 'employable'. 16-19 year-olds are offered 46,000 training places;
- improving the quality of colleges;
- support for communities in their efforts to reengage young people;
- Education Maintenance Allowance for young people in need to secure they remain in education;
- careers support services also through social media;
- My Work Coach programme to support young people at risk of disengagement.

Malta follows a National Youth Employment Strategy which puts education and skills development at the core.

In the assessment of the statement “the most relevant challenge to youth employment does not come from lack of available jobs but rather from young people’s lack of skills” Maltese policies focus on:

- supporting school completion;
- encouraging educational attainment and formal validation of informal learning;
- facilitating re-integration of disengaged youth.

The author notes a decline in its NEET rate (27.4% in 2000 to 10.6% in 2011) as evidence of success of these policies.

Since the relevant policies in Italy are shaped by regional governments the report focuses on the example of the region Tuscany.

The report highlights the program *Giovani Sì* program, which is focused on:

- the right to study;
- high professional training connected with the demand side;
- hiring subsidies;
- subsidies for self employment;
- contribution for buying-renting homes (all connected with “Youth on the Move”).

Other measures are:

- improving the organization and functioning job services;
- policies to combat precarity;
- fostering young workers shifting from fixed term to open ended contracts.

Last, but not least, the partner country Romania focuses on particular groups among young people in the labour market, namely

- improving the condition of young Roma;
- disabled people (social and economic exclusion).

For both groups access to counselling programs and trainings conducive to jobs outside the agriculture sector as well as general education is key.

Regarding the demand side the synthesis report highlights the need to support job creation by the private sector. All SALM countries’ governments use policies for this for example:

- fiscal policy advantages for companies hiring young people or unemployed;

- salary compensations;
- agreements on wages.

As an example the report mentions the Estímulo 2013 in Portugal.

Governments also support self-employment, entrepreneurship, micro-credit programs.

Highly relevant for the SALM project are policies to foster the role of the third sector or the social economy in the creation of new jobs. In Portugal, the role of non-profit organizations in the delivery and management of social services is considered strategic by the government.

Policies include the micro-credit programme, which is developed with the support of the Cooperative Antonio Sergio for the Social Economy—CASES). Policies to support the third sector are in place in Scotland and Tuscany, while Romania has not focused this potential.

Among the measures aimed at the supply side the report highlights policies which aim at reassuring employers about the ‘fit for work’ character of young people.

Examples include the Certificate for Work Readiness in Scotland, the Job Experience Scheme (giving young people a working experience) and the Active Youth Scheme (job experience through social enterprises) in Malta.

In sum, countries included in the SALM project present very similar policies to tackle youth unemployment on both its supply and demand side aspects. Moreover, the findings to the SALM project approach, namely the number of factors (ageing, economic stagnation and public deficit, end of extended families, increased women participation in employment, geographical mobility), suggest that there will be an increase in demand of both care and senior leisure activities.

Preliminary insights from the reports suggest that capacities to create youth employment in these sectors are different in the partner countries and qualifications of young people interested in working in both sectors need to be better organized.

The report claims that “policies should assume an integrated approach (local development, welfare state etc.. should be integrated) as otherwise the policy impact would be minimal.”

Details of the policies and measures mentioned above can be found in the full synthesis report as well as in the individual country reports available through the website.

### **WP 3 Case study and focus groups-tourism senior and social services**

The responsible coordinator for this activity is CEPCEP.

The specific tasks of this WP include:

**T3.1** From the selection of a sample of organizations (case studies) the consortium will detect the main mismatches in both sectors and the main reasons explaining them.

**T3.2** Through focus groups approach the consortium will detect the future competences for the young people to answer the labour market needs in both sectors and also the existing gaps in each national qualification frameworks.

**T3.3** The consortium will develop a model building - based on results of case studies, focus groups and good practices selected in articulation with WP4 - containing the strong points and the success factors of knowledge skills and competences needed for the labour market.

In the first meeting in Florence CEPCEP presented and distributed two templates related to the case studies and focus groups. After a review according to the suggestions received both templates were accepted by all partners. Current achievements reported include:

- Senior Tourism case studies (Annex 3 - INATEL, Annex 4 – City Hall of Loures and Annex 5 - School of Hospitality and Tourism of Lisbon);
- Social Service Case study (Annex 6 - SCM Amadora, Annex 7 - SCM Alcácer, Annex - 8 SCM Chaves.

Therefore 3 Senior Tourism case studies and 3 Social Service case studies have been completed in Portugal.

In its country report (January 2014) partner CEPCEP, based on the study of three stakeholders, which were interviewed in line with a common interviewing plan, identified a number of skills gaps in social entities along with future employment trends. Additional case study interviews have been conducted with City of Loures, School of Hospitality (in Lisbon), Inatel, SCM of Chaves, Amadora and Alcacer do Sal.

The entities are active in both residential ageing care and non residential ageing care. Two of them also provide child and general health care, covering almost 1,000 clients with a staff of 832, 90% of them having undergone specific training.

Main qualification/skills mismatches found are: team-work skills, communication skills geriatric skills and to a lesser degree health competences.

Entities interviewed claim budget restraints as the reason for not being able to attract or train sufficient competent people.

The entities also expressed their employment perspectives in a number of sectors:

“SCM Chaves expects the development of social canteens, take-away meals services, continuing care, non resident support through a battery of services, tourism for the senior population and innovative technologies in ageing care. SCM Amadora foresees the development of non-resident equipment and the respective activities. SCM Alcacer do Sal

expects to open social canteens and also an increase of ICT to be applied in several activities other than for management and residence equipment.”

The entities emphasize the need to generate skills in polytechnics institutions (1<sup>st</sup> cycle higher education) but even more the need for continuing training, particularly for lower skilled workers.

A focus groups took place on the 12th December 2013:

<b>SALM Interviews, Focus groups</b>	
<i>Target of participants/participating organisations and approximate number</i>	<b>National Sectoral Council for Health and Services to the Community (9 representatives) - National Agency for Qualification and Vocational Education and Training - ANQEP</b>
<i>Dates</i>	12 <sup>th</sup> December 2013
<i>Description of the activity/action carried out</i>	<p><b>Focus groups</b> with policy makers and experts on Qualification and vocational training and classification of professions. Presentation of the SALM project, goals and main research work. Debate on future trends in employment growth in what sectors and professions and what are the new or needed competences.</p> <p><b>New Qualification of Technician of Family and Community Support.</b>                      The respondents highlighted that in order to respond to the Social Services sector needs, a new EQF level 4 Qualification was inserted in the CNQ: the qualification of Technician of Family and Community Support, complementing the prior level 2 qualification Assistant of Family and Community Support.                      According to the respondents there is an increasing need of management orientated towards sustainability and social economy, rather than commercial/profitable management. Geriatrics, considering the increasing number of dementia situations within senior population, will be a growing field of employment, requiring specialized training.                      According to the respondents existing qualifications and related learning pathways respond to the labour market needs in both sectors: Social Services and Senior Tourism                      However “end-users oriented” should be integrated in the existing learning pathways, as well as new qualifications as operational therapists and health and Well-being Coaches.                      Regarding skills developments soft skills were referred by all participants as core skills.                      Communication skills are referred as strategic and Human Relations and Interpersonal Skills (Coaching, dealing with conflicts, Interaction and collaboration with peers, Cooperation and team working, sharing of information) are competences to be acquired and developed within all learning pathways (formal/non formal) leading to Social Services and Senior Tourism Qualifications.</p>

In Romania focus groups research on cases included 12 Respondents from social scientists, experts in tourism, youth workers, youth counsellors, experts in education, experts in labour market, information technology specialists.

The experts validated the relevance of social services as a field of youth employment, since there will be a growing demand on social services, because of the increasing number of elder citizens, mostly living alone, due to the migration of youth factor. Also the senior tourism could become an important resource for Romania, a country with huge touristic potential.

However, the experts claim, according to the report, that “In Europe, due to high financial income of the elders, the senior tourism is blossoming, whereas in Romania this sector, apart for balneo - tourism, which is subsidized form public funds, was neglected.

The participants pointed out the fact that both sectors are neglected in Romania, and both of them present high potential of development.” Experts substantiated this claim with the current understaffing of social services in Romania: “if we compare the number of social workers to the population, Romania has a report of 4,024 inhabitants on 1 social worker, more than any other European countries such as Sweden (1/300), United Kingdom (1/600) or Italy (1/1,600)”, “in prisons, for 800 inmates there is only one social assistant”, ” the social mediator, in schools, is an optional staff member, instead as mandatory, as in most members states”.

Youth Employment in the social field can be facilitated by a national strategy to increase the number of social services employees, according to a level closer to the European one, or by mobilizing the civil society (associations and foundations) to have a higher involvement. Without this adjustment, in policy / strategy / regulations, there is a risk of losing this human resource consisting of young qualified social workers and maintaining a low level in this field, quantitatively and qualitatively.

Regarding Senior Tourism experts hinted at a general unsatisfactory exploitation of the market potential for tourism in general as well as of senior tourism as a consequence.

GCD and LMS delivered a detailed Focus groups Report. The focus groups comprised The Quality of Life Research Institute - Romanian Academy, Ministry of Youth and Sports, Ministry of Education, Ministry of Labour, Family, Social Protection and Elderly as well as Youth NGOs, namely Euro<26 Romania and Young Manager National Foundation. White and Yellow Cross Romania - Social Service and General Directorate for Social Assistance and Child Protection NGO “Cercetasii Romaniei” have been interviewed as well.

<b>SALM Interviews, Focus groups</b>	
<i>Target of participants/participating organisations and approximate number</i>	The Quality of Life Research Institute – Romanian Academy, Ministry of Youth and Sports, Ministry of Education, Ministry of Labour, Family, Social Protection and Elderly, Foundation for Community Care, Euro<26 NGO, Bucharest,

<p>Dates</p>	<p>December 2013</p>
<p><i>Description of the activity/action carried out</i></p>	<p>The participants concluded that the level of youth employment in social services and senior tourism could be raised with the right enhancement in policies and national strategies, as well as with an educational system which is better connected to the labour market needs.</p> <p>The discussions focusing on youth employability, revealed low participation of youth in the labour market as well as the need to increase labour market participation of this group in areas where they can be a valuable resource.</p> <p>Regarding employment, the significant discrepancies that are registered in the employment rates of young people (15-24 years), the average in Romania in 2011 was 31.1%, about 11% less than EU average 42.6%, were emphasized. Another aspect of reduced employment of young people, with particular significance, is the growth rate of young people not engaged in any form of education, employment and training (NEET). While in 2007, 13.3% of young people belonged to the NEET group, in 2011 their share rose to 17.4%.</p> <p>The discussions revealed the need to address the issue of employability of young people from two complementary perspectives. From the point of view of the present needs but especially future needs of the labour market, mainly the areas that have the natural development tendency, such as social services and tourism for the elderly, because of the aging population phenomena in Europe. And from the perspective of institutional analysis, focusing on the ways in which rights guaranteed for youth, namely the right to education and the right to work, is providing them the skills necessary to access quality jobs.</p> <p>Developing social tourism in general, and senior tourism in particular will contribute to the development of social services, where the youth can be involved, such as: accompaniment, personal career during the sejour, kintotherapy, nutrition, animator, medical assistant, so on.</p> <p>The discussions revealed the need to address the issue of employability of young people from two complementary perspectives:</p> <ul style="list-style-type: none"> <li>• From the point of view of the present needs but especially future needs of the labor market, mainly the areas that have the natural development tendency,(because of aging population) such as social services and tourism for the elderly.</li> <li>• From the perspective of institutional analysis, focusing on the ways in which rights guaranteed for youth, namely the right to education and the right to work, is providing them the skills necessary to access quality jobs.</li> </ul> <p>At a policies and strategies level, it was discussed the way in which state institutions ensure and guarantee the right to education and work for youth, in relation with current and future requirements of the labour market and with what impact.</p> <p>The Ministry of Education provides the right to education, but the Ministry of Youth and Sports also plays an important role in facilitating access to non-formal education complementary to formal education.</p>

UNIFI reports that “The University of Florence is actually carrying out the interviews with social services. Senior tourism is being more difficult to be reached. Contacts with organisations to be interviewed have been structured and planned starting with the first formal

invitation to join SALM research. Researchers usually records interviews when they are authorised to do so and then transcribed contents. Due to the ongoing activity documents are still in progress and draft version (...)

When interviews are over, researchers will select the case studies and good practices according to the selection criteria/grid arranged. (...) One focus group is planned in preparation of the event to be taken in Tuscany by February 2014.” Partner UNIFI substantiated his report with documents in annex to the reporting.

ITS developed work on focus groups: a team of specialist/experts in their area of expertise ranging from educators in VET institutions, councillors, HR directors working in the tourism industry, to policy makers who were invited early November to give their views on increasing youth employment and encouraging senior tourism.

**Status:** The report on the discussion is being finalised and should be ready in a few weeks.

Together with the focus group, ITS is holding six interview meetings with stakeholders to present in conjunction with the above report. The findings will be summarised and presented in one report with the focus group’s work.

### **WP 4 Good practices: examples of employment for young people in tourism senior and social services area**

The responsible for the good practices working package is ITS.

Building on the results of WP2, a set of good practices will be identified and investigated in depth, according to a list of selection criteria drawn from the conceptual framework. The researchers would bring together the recent experiences in partners’ countries concerning innovative strategies, approaches and practices that are successful in promoting the integration of the young people in the labour market. Special attention will be devoted to the good practices, which combine upgrade competences and organizations’ needs.

This WP aims to ensuring that the project will identify good practices in partners’ countries in the field of integration of young people through case studies, focus groups, and conclusions from existing research and projects. This WP will also build a battery of indicators. These results will be the focus of the first transnational meeting.

The specific tasks of this WP include:

**T4.1** development of the methodology for good practices collection and analysis on the basis of WP2 and WP3 results.

**T4.2** Good practices collection: each responsible partner will provide for at least two good practice covering both sectors, the competences approaches/national qualification frameworks and a gender approach.

**T4.3** Good practices analysis on the basis of the methodology developed.

**T4.4** comparative analysis and identification of success factors of the SALM model.

Partner ITS reports that the selection of good practices will be done in the context of the focus groups, which have already taken place, but reporting is pending. Additional interviews are planned, but more complex to organize than anticipated, resulting in a delay.

ITS suggested two indicative good practices in the context of its monitoring report, Jobs+ Malta's Active Labour Market Policy, a Government lead initiative (backed by the major Unions) to encourage youths, single parents and other individuals presently on social assistance to find employment. The initiative is based on the work by Guiliano Bonoli (2010) – 'The political economy of active labour market policy', who on profiling the Active labour market policies (ALMP) cited that many people on social benefits would rather stay out of the labour market, as the difference in social service benefit compared to the minimum wage of westernised countries is minimal and thus does not entice these individuals to seek full-time employment and become productive.

The second 'Good Practice' that ITS will be contributing towards the SALM Project will be the rejuvenation of the Calypso Project, also a Maltese initiative to promote Senior Tourism. ITS personnel are together with other experts in the field, analysing the pitfalls of the current scheme to establish why it never took off to become the success that was anticipated.

Amendments and new ideas are being drawn up to stimulate interest in the scheme that needs the support, commitment and involvement of all the stakeholders to become a success it promised to be.

Romanian Partners (GCD and LMS) reported that In the Social services the most relevant example of good practices is the White-Yellow Cross Foundation, which provides home care since 1996 for patients with medical insurance as well as part of social projects for patients without insurance, low income, handicapped groups, etc.

Organizations like Red Cross Romania develop social programs to assist people without income, providing food to improve social canteens, helping children in orphanages, moral and material support elderly in hospital and residential care homes for the elderly, occasional helping refugees from Romania, home care services and medical social elderly, community development programs. Red Cross Romania is currently working with over 10,000 volunteers to ensure all the social assistance services.

Further examples include Romanian Scouts and the Filantropia Federation who both, through their social services provide an alternative to the social services offered by the state and strengthen the community and the social dialogue. This organization combines, through specific programmes social tourism (for youth and elderly) with providing social services. Rural Tourism is another branch that Romania has a lot of potential in. As an example, the Dinosaur House in Orlea village, Olt county, built by St. Marie Association, allowed the whole region to expand and open up small businesses in tourism.

Partner UNIFI reports that the selection of good practices along with selection of case studies are actually ongoing. While all of the partners reported in English, case study descriptions and focus groups report from Tuscany are available in Italian language only (on the website of the project).

CEPCEP and CECOIA are in the selection of good practices as the case studies and focus groups reports were concluded.

At the time of this report from the monitoring reports of partners it can be concluded that work on this WP is on-going with intensity, but that finding interview dates with the most relevant partners can be more complex than anticipated. A certain delay in the delivery of the reporting therefore seems to be tolerable, since it will contribute to the quality of the products. Delays in contributions from partners have not hampered a first draft synthesis report prepared at the end of January 2013.

### **WP 5 Toolkits development**

Building on the results of WP3 and WP4, this WP is aimed at the development of a set of instruments supporting the development of the model concerning integration of youth in the labour market through the improvement of their competences in line with the labour market needs and the qualification frameworks.

The responsible for this work package is the partner CECOA.

The toolkits have a common framework consisting of three points: 1) the description of the different situations in terms of competences of the unemployed young people regarding the mismatches related to the labour market needs; 2) the description of the methods of diagnosis, intervention and evaluation of results; 3) beyond the description will be provide a set of indicators to each phases (diagnosis, intervention, evaluation/impact of results).

**A toolkit for the young people**, including

- i) a diagnostic tool,
- ii) a supportive instrument for evidences collection,
- iii) framework on development to training success namely through a work context environment.

**A toolkit for the entrepreneurs** including:

- i) a diagnostic tool,
- ii) a supportive instrument (manual) to detect new competences needed for organizations.

**A toolkit for employment counsellors for training and labour integration**, including

- i) methodological guidelines for new competences and self employment and entrepreneurship competences,
- ii) A supportive tool for the role of the counsellors as a facilitator element to create new job opportunities for the young people.

The stage of diagnosis aiming at characterizing the problem also enters into consideration with the motivation to learn throughout life, and the gaps in learning system vis-à-vis the organization's needs.

Differentiation strategies will take into account two factors: first, the competences of the unemployed young people and their educational and learning background experience; second, the needs of the organizations and third importance of the national qualification framework in the education training systems.

The main results of WP 2, 3 and 4 in different situations and described in relation to competences of the unemployed young people show that the main mismatches related to the labour market needs are:

**Concerning the internal employment prospects in the next 5 years (PT results)**

- Increased need for workers with higher qualifications in geriatric domains, physiotherapists, psychologists and socio-cultural animators as well as the creation of a qualified volunteers service;
- Animators for Senior Tourists services.

**Concerning the Qualifications, skills or training needed in the next 5 years (PT results)**

- Human Relations and Interpersonal Skills (Coaching, dealing with conflicts, Interaction and collaboration with peers, Cooperation and team working, sharing of information);
- Communication skills (communicate ideas, written and oral expression...);
- Personal qualities/attributes (self-control, assertiveness, initiative, responsibility, etc.).

**Match between training provided in education centres and the needs of jobs required (PT results)**

- The skills needed for the jobs connected with higher skilled workers are mainly satisfied by universities and VET providers;
- One aspect highlighted by the social service entities was the importance of continuous training for all kind of employees with focus on low-skilled workers.

Concerning the description of the methods of diagnosis, intervention and evaluation of results, CECOIA proposed:

**Diagnosis** – overall description, screening tool and supportive instrument for evidences collection.

**Intervention** – training and awareness sessions, coaching and mentoring (structure, objectives, main contents, etc).

**Evaluation/Impact** – reaction evaluation (after the pilot sessions), advisory board evaluation (external evaluation) and impact of results (swot analysis with beneficiaries):

- Strengths: characteristics of the intervention that give it an advantage over others.
- Weaknesses: characteristics that place the intervention at a disadvantage relative to others.
- Opportunities: elements that the intervention could exploit to its advantage.
- Threats: elements in the environment that could cause trouble for the project.

For the set of indicators of diagnosis, intervention, evaluation/impact of results, the Toolkits include:

**Indicators of Diagnosis** – number of soft skills identified before the intervention and number of persons who participate in the diagnosis.

**Intervention** – number of beneficiaries who were involved in the training sessions and number of training yours they attend; number of exchange of experiences among young people, entrepreneurs and employment counsellors for training and labour integration.

**Evaluation/Impact** –

- Reaction evaluation report (satisfaction level);
- Beneficiaries overall impact evaluation (main strengths, weaknesses, opportunities and threats);
- Stakeholders evaluation (advisory board evaluation).

### **1 - One toolkit for the young people:**

A set of instruments for training entities, aimed at supporting a better performance for a lifelong learning approach, including:

- i) a diagnostic tool to screaming soft competences;
- ii) a supportive instrument for evidences collection;
- iii) framework on development to training success namely through a set of workshops in VET centres, and, when possible in job context environment;
- iv) introduction of new skills coming from the entrepreneurial world namely concerning self employment and entrepreneurship.

### **2 - One toolkit for entrepreneurs**

A set of instruments for entrepreneurs/companies, aimed at supporting a better performance for a lifelong learning approach, including:

- i) a diagnostic tool to screaming management and organizational development;
- ii) a supportive instrument (manual) to detect new competences needed for organizations (the same tool used to screaming soft competences of young people);
- iii) A supportive instrument to the creation of a network of entrepreneurs.

### **3 - One toolkit for employment counsellors for training and labour integration**

A set of instruments for the employment counsellors, aimed at supporting a better performance for a lifelong learning approach, and reducing the mismatches, including:

- i) methodological guidelines for new competences including self employment and entrepreneurship competences;
- ii) A supportive tool for the role of the counsellors as a facilitator element to create new job opportunities for young people.

CECOA proposed the following actions:

PLANNED PHASES	PLANNED TASKS	dates
Diagnosis	Screening of Young People/WP6 leader to approved	– until March

	Supportive instrument for evidences collection	- until ½ April
<b>Intervention</b>	Kick-off of the capacity building phase contents	- until final April
	Module 1 – Soft challenges - human relations and (inter)personal qualities contents	- until ½ may
	Module 2 – Social services and senior tourism sector Demands contents	- until final may
	Module 3 – New skills coming from the entrepreneurial world contents (concerning self employment and entrepreneurship)	- until ½ June
	Module 4 – Network of entrepreneurs and role of counselors as facilitator of new job opportunities for young people contents	– until final June
<b>Evaluation/Impact of results</b>	Reaction evaluation questionnaire	– until final June
	Swot analysis template	- until ½ July
	Advisory board evaluation template	– already available from ISOB

## WP 6 Pilot Project

The aims of this WP are the application of the pilot project in three partner countries (UK, PT, and MT). This pilot project will be selected from the results of the WP 3 and 4, it can be built from several good practices or be one selected good practices, in both cases it must be test and adapted to the specific situations existing in the partner countries.

The partner Global Commercio Development is the main responsible and coordinator for the preparation of the template for the implementation of pilot project.

The most useful results of this concept, pilot project, are to show the importance of non-research based innovation.

The specific tasks of this WP include:

**T6.1** – The criterion for the selection of the pilot project from the good practices in key competences for lifelong learning (feedback from employers)

**T6.2** – Application of the Pilot Project in 3 partner countries and the respective evaluation

**T6.3** – Outcome indicators in order to compare the results in terms of the impact in decreasing mismatches and level of the youth unemployment in 3 partner countries.

With the results already obtained in the preparation of the TOOLKITS (WP5), Discussion among partners are now on the timetable of the PILOT PROJECTS. The major aim is to have the preliminary results around September/October. The current proposal for PP activities in Portugal is the following:

Period of testing phase		STAKEHOLDERS				
PLANNED PHASES	PLANNED TASKS (from March, 2014 until Sep 2014)	CECOA	CEPCEP	Target group		
				Young people	Entrepreneurs	Employment counsellors
Diagnosis	Selection and screening of Young People/WP6 leader to approved – until March	P		P	P	
	Supportive instrument for evidences collection - until ½ April	P		P	P	
Intervention	Kick-off of the capacity building phase – training and awareness sessions - until final April	P	P	P	P	P
	Module 1 – Workshop 1 - Soft challenges - human relations and (inter)personal qualities – until ½ May	P		P	P	
	Module 2 – Workshop 2 - Social services and senior tourism sector demands - until final May	P	P	P		P
	Module 3 – Workshop 3 – New skills coming from the entrepreneurial world (concerning self employment and entrepreneurship) - until ½ June	P		P	P	P
	Module 4 – Workshop 4 – Network of entrepreneurs and role of counselors as facilitator of new job opportunities for young people – until final June	P	P		P	P
Evaluation / Impact of results	Reaction evaluation – until final June	P		P	P	P
	Swot analysis - until ½ July	P	P	P	P	P
	Advisory board evaluation – until final July	P	P	P	P	P

Planning in UK and Malta is being finalised.

## WP 7 Validation and awareness –

ISOB is the responsible partner for this WP.

This work package is aimed at the validation of the model and the specific toolkit developed in WP5 and WP6 using Advisory Boards (AB) in each partner country, involving key stakeholders (employers, training entities, social partners, academics, experts and support service providers representatives, young associations) and promoting the transferability.

AB provides different (and also clashing) views and also a degree of consensus around the model, beyond the specific evaluation of the tools adequacy and foreseen effectiveness.

The results of the AB will be collected by the WP coordinator and passed as elaborated input into WP5 for the fine-tuning of the toolkits and the SALM model, making them ready for exploitation in WP8.

This WP will develop awareness actions with young people, employers and public entities (mainly institutional entities) concerning knowledge skills and competences needed by the labour market in both sectors.

Partner ISOB has provided guidelines for the shaping of Advisory Boards in the context of its Internal Evaluation and quality assurance research design in May 2013.

The Portuguese Advisory Board met on April 30<sup>th</sup>, 2013, with 12 participants (see table below).

Name	Institution
Ana Bela Antunes	GEE, Ministério da Economia e Inovação
Vítor Gonçalves	Instituto Politécnico de Lisboa
Ana Oliveira	TESE
Paula Silvestre	AEP - Associação Empresarial de Portugal
Victor Gil	IEFP
Teresa de Sousa Botelho	ActionCOACH Portugal
Isabel Beja	SERGA
Cândida Soares	CEPCEP
Ana Cláudia Valente	CEPCEP
Ana Luísa Sena	SERGA
Fernando Chau	CEPCEP
José Sousa Fialho	CEPCEP

Participants were from Ministry of Economy and of Labour, education institutions, educational, vocational training experts, employers association, and private training business. Members of the AB raised a set of issues in the debate. Among them the following were underscored as main issues affecting youth employment

### Context and youth characteristics:

- Cultural barriers making difficult cooperation and coordination among stakeholders at many levels;
- Early school leaving – youth with low skills and networking;
- Skills mismatch in general;
- Difficult transition from school to labour market – youth is faced with temporary jobs or apprenticeship (labour market is not functioning well);
- Too many policy measures/programmes for employment and training – raise difficulties in implementation; some business “exploit” public funds; no real understanding of what works.

Activities (traditional or new) with potential for employment for young people. Some members suggested:

- that it is not sectors but business, such as ICT, which need to be supported – for example, there is a Lisbon Start-up scholarship targeted to reach global markets;
- looking into the major imbalances in the economy, sectors producing goods (primary or industry) or services substituting imports should be priority for policy makers; scrutinizing the construction sector, which could provide jobs in the urban rehabilitation programme;
- shoemaking is internationally competitive and specialized textiles are growing well and furniture sector is also looking up;

Qualifications and skills remain relevant factors for youth employment. Besides skills and qualifications, some members mentioned the role of entrepreneurship. There are competences required to become a successful entrepreneur and to make business sustainable; some mentioned that there are 10 to 15% of born entrepreneurs; also, some members mentioned the role of a business plan and a unique selling proposition an entrepreneur must build up (“proposta única de venda”).

Measures to be implemented (new or existing) to promote youth employment:

- Apprenticeship system – dual system covering early school leavers; Employment Services devote large efforts and resources and have outsourced some services, such as: Professional apprenticeship or other professional experience, Estímulo 2012.
- Support to create self-employment is not very significant, such as: micro credito and investimento +.
- Measures to deal with large number of youth with tertiary schooling, some with lack of needed skills for business: apprenticeship for youth with more than 25 years old and Impulso jovem for youth 15 e 24 years old; but micro and very small business (which have the major share of business in Portugal) do not have financial resources to uses such initiatives – business with less than 10 workers need to pay only contribution to Social Security; in any event, in the current business cycle, enterprises are using apprenticeship instead of hiring.

To increase youth potential, some members recommended that youth in the labour market need to be helped in terms of information such as:

- Profiling tools to check their potential as entrepreneur;
- Inner capacities/energy to overcome barriers to success.

Building business communities with local networks are also an important way to promote youth employment (incubators, entrepreneurs doing coaching or mentors, role of universities).

In general, measures to raise youth employability should be holistic and varied to deal with different youths differently such as INOVJOVEM. In contrast, Impulso Jovem does not follow this approach. On the other hand, measures must respect local/regional/social and demographic dynamics, allowing mentoring by entrepreneurs.

Examples of good projects of integrating youth in the labour market

- INOVJOVEM used 80% of time to holistic issues (business, interpersonal issues, learning to learn, ethical values, discipline) and 20% to technical competences; 2 months of school training with apprenticeship and coaching.
- Projects for high numbers of young people – apprenticeship and support to hiring.
- Lisbon Start-up scholarship: self-employment, incubator and service provider;
- Projecto Oriente: with 300 discouraged young people, from 15 years old, in Cascais; use of coaching, apprenticeship with training in basic competences and soft skills.
- Projecto Fast For: for young people up to 25 years old, namely, bachelors or in University with a project in Lisboa; use a weekend to check lack of competences and an apprenticeship of 5 months (30 youths in 1<sup>a</sup> edition and a 2<sup>a</sup> edition with more 30) - coaching and mentoring.
- Polytechnic University has introduced initiative to stimulate entrepreneurship (see site <http://www.poliempreende.pt/>).

GCD and LMS are responsible for managing the Romanian Advisory Board; the members of the Board are:

Name	Institution
Policy Makers	
<b>Carmen Manu</b>	Social Service and Social Inclusion Directorate, Ministry of Labour, Family, Social Protection and Elderly Persons
<b>Daniela Motorga</b>	Councillor department of international relations, Ministry of Labour, Family, Social Protection and Elderly Persons
<b>Georgeta Jurcan</b>	Senior expert, Sectorial Committee on Health and Social Services, National Authority for Qualifications
Youth associations	
<b>Mugurel Stan</b>	President of Euro 26 Romania Youth Association - EYCA and ERYCA member, promoting mobility, non-formal learning, informal learning and lifelong learning.
Trainers	
<b>Alexandru Andrasanu</b>	Lecturer at the University of Bucharest, Eng. Geologist, Member of the Coordination Committee of the European Geoparks Network, Vice-president of the European Association for Geological Heritage Conservation (ProGEO), Director of Hațeg Country Dinosaurs Geopark, UNESCO Expert in Geoparks and Geoconservation (with missions in China, France and Greece) and European expert in geo-education and outdoor learning programmes
Entrepreneurs	
<b>Simona Ivasciuc</b>	Economist, General Manager at House of Dracula Hotel Poiana Brasov, Brasov, with a 9 year experience in tourism and post-graduate studies in

	tourism and related services, Trainer, Internal Auditor on Integrated Management Systems Quality, Environment.
<b>Cristina Partal-</b>	PhD Economist, President of National Association of Rural, Ecological and Cultural Tourism -Buzau branch, trainer in ESF projects for human resources development, lecturer at Academy for Economic Studies- Bucharest. Specialist in responsible forms of tourism and sustainable development.
<b>Social partners</b>	
<b>Catrinel Gagea</b>	“PRO Vocatie Foundation”, Training and Resource Center for Social Occupations, is a private non-governmental organization, established in 2002, legally authorized as the first Assessment Center for Vocational Competencies in social field. All people, without any discrimination, are entitled to lifelong learning, training, qualification and recognition of prior learning through certification of competencies.
<b>Valenti Vladu</b>	Community Care Foundation, provider of socio-medical care for dependent elderly people.
<b>Counsellors</b>	
<b>Cristina Ghinescu</b>	Economist, Teacher at Economic College "Virgil Madgearu" Bucuresti /major Tourism, coach for youth education area, Master in Marketing and Business Communication, trainer, mentor for pedagogic practice, organizer for student practice in tourism units, co-author for tourism papers, coach for youth education area.
<b>Local Authorities</b>	
<b>Danut Fleaca</b>	General Director, The General Directorate of Social Assistance and Child Protection Sector 1

## WP 8 Exploitation

This work package is being aimed at ensuring the adoption of the project results, namely the SALM model and its toolkit, by equipping them with usability, transferability and flexibility and scalability by defining an ad hoc exploitation strategy to involve key potential adopters through adequate channels and tailored instruments supporting the adoption of the project results. So while the “draft” toolkits will be developed between M10 and M16, this work package will last until M24 so as to finetune the instruments in the light of results of validation and monitoring and according to the feedback and input provided by the SALM Advisory Boards. With this approach, at the end of the WP, the consolidated versions of the toolkits and of the SALM model, validated at different levels, will be delivered and the project results will become ready for exploitation

Specifically this work package includes the definition of a detailed exploitation plan, analysing the potential transferability and scalability of results and the viable options to implement them (including key enabling/impeding factors), considering the key inputs collected throughout WP3 and 4 and enriching them during the validation). The exploitation

strategy will target two levels: (i) that of practice (intermediary bodies, enterprises, youth association, schools and training entities, etc), and (ii) that of policy/institutions which will define specific activities and tasks to be fulfilled by the different partners on the basis of their specific networks and outreach capacity.

### WP 9 Dissemination

The responsible for the work package 9 is the partner UNIFI Università degli Studi di Firenze

As mentioned before, dissemination will be a core activity of the project and cover all its lifespan, so as to raise interest on the project research, its activities and results. Dissemination strategy will strongly rely on the different profiles of consortium members, including research partners and universities, youth associations, training entities, social partners and sectoral associations. Beyond specific tasks, they will carry out a systematic promotion and information activity through their networks at national and European level (CEDEFOP, REFERNET, EURYDICE, etc)

The specific tasks of this WP include:

**T9.1: Dissemination Planning and monitoring:** The WP leader will author a dissemination plan which further elaborates the plans laid out in section E.1. This WP will outline the approach and target groups and establish WP responsibilities amongst the partnership.

**T9.2: Creation and Maintenance of the Website:** As the main portal for communicating project activities and results to the public, a website will be created and extensively updated throughout the project. It will include the virtual collaborative platform, enhancing attractiveness with a strong interactive component.

To this aim, dissemination will include the identification of key target groups and stakeholders representative

**T9.3: Publication of a paper:** at the end of the project a paper (presenting the project results) will be submitted for publication in scientific journals and magazines.

**T9.4: Presentation at Events:** Including events and conferences, meetings, workshops, information “days”, either organised by other associations or by the partners. In particular the project results will be presented in two relevant European conferences to be identified by the consortium.

**T9.5: Project Promotion:** miscellaneous of dissemination materials will be distributed (leaflets, project summary, postcards, etc.)

**T9.6. Organisation of 7 national seminars** to promote the project and its results among its target groups and stakeholders.

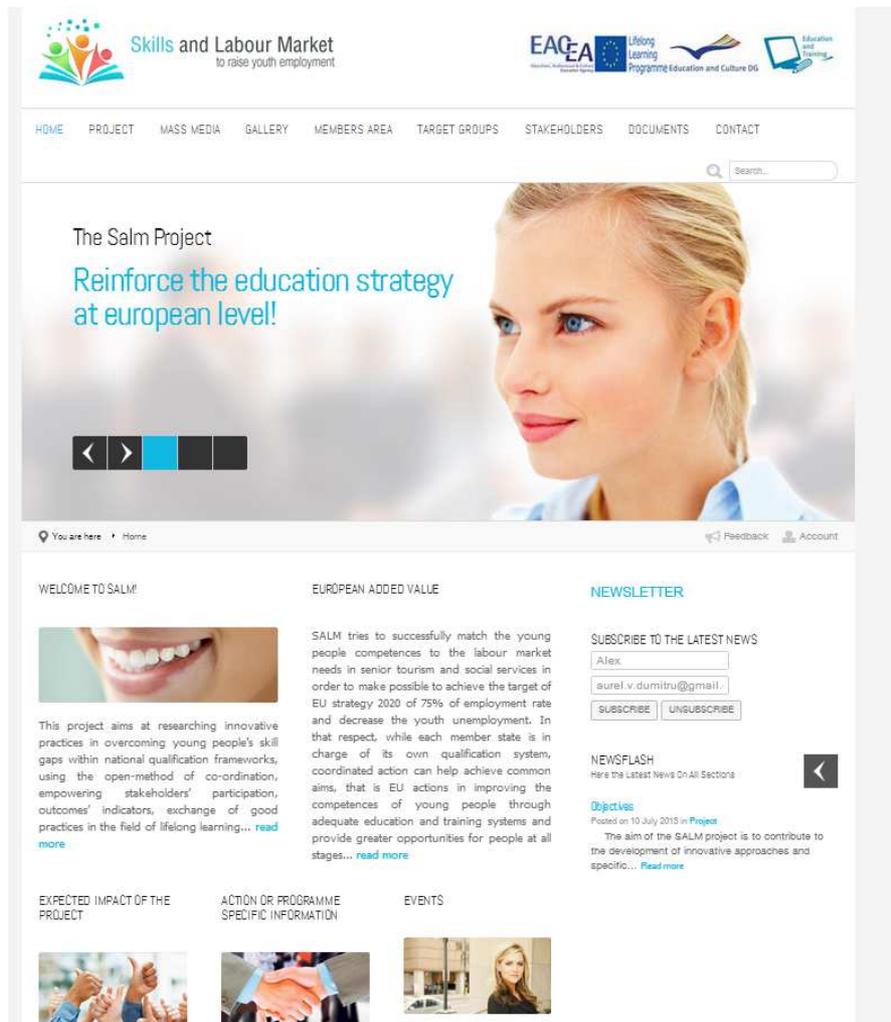
**T9.7 Organisation of two international conferences - one at Firenze and a second at Lisbon** as final conference presenting the results of the project and including the participation of relevant European

According to WP leader UNIFI “The University of Florence leading this WP shared the Dissemination Plan. All partners were called on to provide the University of Florence with info and sources on any dissemination that took place, is taking place and will take place on a local, sectoral, national, international level (agendas, pictures, web documents, ppt, etc.). This will allow the WP9 Leader to report in detail on any dissemination that took place and will take place in the whole SALM period.

WEB SITE: SALM partners are working on the the web site and this will be the main dissemination channel including <http://www.salm-project.com> and other web sources (i.e. SALM partners’ web pages). UNIFI also used Facebook to disseminate news (see below).

The target groups of SALM project are the following:

- Unemployed young people;
- Young users searching for job;
- NGOs;
- Trainers;
- Entrepreneurs;
- Social partners;
- Youth associations;
- Counsellors;
- Policy makers;
- Experts;
- Local authorities.



screenshot of homepage

### NEWSLETTER

Partners are also working at the Newsletter that will collect contributions on ongoing SALM research activities as they are being developed on a regional (Tuscany) and national (remaining SALM partners) levels.

### SOCIAL NETWORK

Partners are also working on how to include SALM in social network discussion. That will require identifying competent persons to guide and monitor the discussion.

In Italy the University of Florence created a Facebook group with university researchers and team that will be kept alive during the whole lifespan of the project and beyond.

### UNIVERSITY LECTURES

SALM is being disseminated and presented also during university lectures and meetings”, as well as in additional University meetings.

Additional dissemination is being undertaken during university/academics meetings within the University of Florence, and other Italian universities along with international meetings and seminars where the University of Florence is actively involved in (i.e. meeting in Athens taken in November 2013 to discuss the basic skills of young inmates).

CEPCEP contributed the following dissemination and awareness activities:

<b>Conference, seminar, training event, meetings, face-to-face discussions, etc</b>	
Name of the event	Seminar of the project First Step First Job
Title of the speech	.....
Organised by	CEPCEP
Place	Lisboa, Universidade Católica Portuguesa.
Date	25.03.13
Type of participants/participating organisations and approximate number	Researchers from 2 Romania Universities, Portuguese researchers, a Researcher from RONSEL Foundation of Spain, Researcher from Italy University and experts from Romania Administration Trainers and officials from Social Security Ministry; 33 participants.
Short description of the event and programme annexed	Presentation of simulated enterprise used in Romania’s Universities and their practical results and research. Portuguese participants provided their practice on youth employability, case studies and new policy initiatives. Presentation of the SALM project, goals and main research work.
<b>Conference, seminar, training event, meetings, face-to-face discussions, etc</b>	
Name of the event	3rd European HRD Forum – Lisbon: Human Heritage and Competitiveness in Europe (see <a href="http://european-hrd-circle.org/3rd-european-hrd-forum-lisbon/">http://european-hrd-circle.org/3rd-european-hrd-forum-lisbon/</a> )
Title of the speech	
Organised by	European HRD Circle
Place	Marinha Hotel – Cascais
Date	31.05.13
Type of participants/participating organisations and approximate number	Researchers, Human Resources Department Head or Deputy-head; 45 participants.
Short description of the event and programme annexed	Discussions on the challenges on hiring expatriates, compensation issues. Presentation of the SALM project, goals and main research work.
<b>Conference, seminar, training event, meetings, face-to-face discussions, etc</b>	

Name of the event	Regional Seminar promoted by SERGA - Fatores Determinantes para o Crescimento do Emprego de Jovens <a href="http://www.serga.pt/#noticias?c=8-4">http://www.serga.pt/#noticias?c=8-4</a>
Title of the speech	
Organised by	SERGA, Lisboa
Place	Anfiteatro da AEP, Porto
Date	15.10.13
Type of participants/participating organisations and approximate number	Entrepreneurs, Young students (secondary and vocational school) and researchers; 41 participants.
Short description of the event and programme annexed	Presentation of the results of regional data on youth employment by sector of activity and of 2 focus groups from different sub-regions (NUTS3) with young people on employability and the role of vocational training. Presentation of the SALM project, goals and main research work.

CECOA has organised the following dissemination activities:

<b>SALM Interviews, Focus groups</b>	
Target of participants/participating organisations and approximate number	<b>Lisbon School of Hospitality and Tourism</b> (400 trainees)
Dates	25/10/2013
Description of the activity/action carried out	Presentation of the project, its aims, methodology and result. Interview.
Target of participants/participating organisations and approximate number	<b>City Hall of Loures</b> (2,137 workers)
Dates	25 <sup>th</sup> November 2013
Description of the activity/action carried out	Presentation of the project, its aims, methodology and results. Interview.

## WP 10 Quality and Evaluation

The responsible for the working package 10 is ISOB.

Considering the research and development objectives of the project, the consortium strongly believes in the necessity of an efficient quality framework, appropriately adapted, and aimed at validating both internal processes and outcomes. To help ensure independence, one partner will assume main responsibility for the WP, which will include the following tasks:

**T10.1 Definition of a Quality Plan:** Presented in the first months of the project, the quality plan will outline the quality culture philosophy to be embraced by the consortium, as well as provide all details for monitoring including quality indicators, and checking quality (templates, deadlines, tools etc) throughout the project.

**T10.2 Periodic Status Reports:** All partners will report periodically, based on a template provided by the WP coordinator. Reports should be produced twice a year, and treat progress of tasks, delays and risks to the work programme. The WP coordinator will use these reports to produce bi-annual ‘state-of-project’ reports for the use of all partners. Most importantly this partner will be involved and monitoring all project main activities: 1) research of innovative practices in overcoming young peoples’ skill gaps within national qualification frameworks using the open method of coordination; 2) empower stakeholder’s participation; 3) define and measure outcomes indicators; 4) contributing to the exchange of good practices in the field of lifelong learning; 5) this project will help advance reforms in national education and training systems; 6) to develop practical tools and awareness actions to facilitate the integration of young peoples in labour market (and thus increasing LLL attractiveness). Two quality reports (Interim and Final) together with the analysis of the WP leaders and reporting round

**T10.3 Monitoring of Intra-WP Quality Procedures:** Where WPs have inherent quality steps built into them (e.g. evaluation of dissemination activities), the WP Leader will coordinate with all WP leaders, to ensure that such activities are correctly positioned within the overall quality framework of the project.

**T10.4 establishment of Advisory Boards,** which will be identified at the beginning of the project by each partner country. The AB will be responsible of providing advice, feedback and validation all along the project, acting as external evaluator of the project. Those AB’s will meet during the project lifetime according to each WP tasks.

ISOB has provided a quality plan that was approved by all the partners in May 2013. It will be uploaded to the internal webspace as it becomes available.

ISOB has implemented one process quality survey, which was also sent to all partners for discussion. Main results have been discussed in the context of web meetings.

The first status report has been delivered in December 2013, reflecting the status in November 2013. The second status report is integrated into the interim evaluation report at hand, reflecting the status in February 2013.

ISOB gave feedback to relevant developments in the project and product/report drafts from the anticipated perspective of the information needs an external reader/stakeholder, according to the description in the quality plan. A number of formal feedback papers has addressed the WP 2 country reports. Feedback to the integrated report draft has been given in an Email (13.01.2013).

All material collected as annexes in the context of the monitoring exercise will be uploaded to the common web space as they become available.

To monitor the process quality of the project a process quality survey has been implemented and analysed. Guidelines for the forming of Advisory Boards were given in the context of the WP7/WP10 internal Evaluation, Quality assurance and Validation Research Design in May 2014. Forming of Advisory Boards is monitored through a monitoring template provided in January 2013. Results will be reported as soon as information from partners is available.

Two more process quality reports and two more status reports are planned for 2013, at milestones as face-to face partner meetings/international conferences and other milestones in the project. WP 10 leader, in the context of the assurance of intra WP quality procedures will particularly support the creation of the toolkits by providing feedback to drafts and by working with WP 6 partners in creating piloting validation tools.

## 4. Partnerships

In the second half of the SALM project, the priorities of the Consortium is on working on the Pilot Project, supplying and applying the Toolkits, conducting Validation activities of the Pilot Project, promoting AB meetings, disseminating our activities through the website and other activities, and checking and improving the quality and potential exploitation of this project.

There is, unfortunately, the absence of news from CIRIEC-España since the inception of the project. CEPCEP had tried by direct and indirect means of contact and were never successful. Therefore it proposed to all partners to change the consortium by including Fundacion Ronsel to take over the tasks previously committed to CIRIEC-España.

### **SALM Pilot Projects**

In Portugal - Progress review: planned tasks for 2014

As discussed above on the developments of WP6, CECOIA and CEPCEP had agreed to an action list of activities of the PP to start next March. Implementation of the Pilot in Portugal had started in CECOIA with the planning of selection of youths and commitment by employers to participate in the Pilot. CECOIA counsellors as well as IEFPP job counsellors have being invited to the Pilot.

## 5. Plans for the Future

Youth unemployment in Europe is very high in general, even catastrophic in some member states. SALM results and toolkits aim to enhance young people and the NEETs choices, by empowering them effectively and by providing results oriented tools to raise their employment prospects. Furthermore, by providing job counsellors toolkits designed to raise youth awareness to jobs in the 2 sectors, SALM can help Public Employment services as well as private organisations to be more effective as these entities, according to some projections, can provide significant number of new jobs.

Raising employers' awareness of future needs of new skills in these sectors, SALM can help them to better tailor their in-house training and apprenticeship to a future skills demand. The results of our case studies and many other field research and surveys point to the need of cognitive and noncognitive skills, which are considered basic or essential to workers. Our partners with training activities are becoming aware of these developments and will adapt their curriculum and activities in line with those results. Further recommendations are expected once the lessons of the Pilots are ready and subjected to validation by our Advisory Boards and by other experts in the field.

Partners believe that Lifelong learning orientation is reinforced in our research and can be enriched with the inclusion of noncognitive skills in new jobs requirements. Thus, education is regarded as a holistic endeavour which includes, not only school, teachers, peers, but also family, friends and community at large.

## **6. Contribution to EU policies**

The development of: (i) innovative approaches and the design of public/private cooperation in order to define the skills development of the respective workers, making them more prepared to meet the new trends of the two sectors (senior tourism and social services); (ii) accessibility in the relevant competences and learning outcomes in both sectors; (iii) awareness raising at the entire European level concerning the increase in competences in those sectors; and (iv) measures to decrease youth unemployment through a broad dissemination and exploitation of its results.

The interplay of job counsellors, employers' awareness and adaptation of their in-house training as well as youth awareness regarding the new skills needed to raise their employability should help youth unemployed to become well integrated into a new career path and to raise their awareness on participation to lifelong learning activities.

With the conclusion of the Pilots in our partners' countries, we will construct a set of concrete policy suggestions and recommendations.

## 7. Extra Heading/Section

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