

# **Employability and Skills Anticipation Policies: a Social ROI Approach**

## **LIFELONG LEARNING PROGRAMME**

**TRANSFER OF INNOVATION, MULTILATERAL PROJECTS, LEONARDO DA VINCI  
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## **WP 1. Active Employment and Training Policies**

### **Guidelines for Country Reports (PT, UK, ES, CZ, LV)**

#### **Aims and core concepts**

The WP1 aims to gather information on active employment and training policies in each country involved in the partnership (PT, UK, ES, CZ, and LV). Each partner should provide a country report reviewing the most important active employment and training policies currently implemented at national level. This reviewing process also intends to find specific measures, programs or initiatives with a strong (potential) contribution to employability which will be further detailed.

Employability and active labour market policies are thus core concepts for the review. For that reason a brief definition of these concepts is provided as a general framework for selecting the measures, programs or initiatives to be presented and discussed.

Employability generally refers to a person's capability for gaining and maintaining employment. This ability to be employed includes the ability to gain initial employment, to maintain employment and make 'transitions' between jobs and roles within the same organization, and the ability to obtain new employment if required, being willing and able to manage their own employment transitions between and within organisations (Hillage and Pollard, 1998).

Employability depends not only on the individuals' knowledge, skills and attitudes but also on the labour market rules and institutions. The concept incorporates the dual aspects of supply and demand of labour ('duality of employability' discussed by Brown and Hesketh, 2004). The recent financial crisis demonstrates that global economic factors can and do have a significant impact on the likelihood of an individual getting or securing a job regardless of their skills, credentials and social status.

At the European policy level, this concept was set out as one of the four pillars of the European Employment Strategy, first adopted by the Member States in 1997. It aimed to prevent long-term unemployment and to facilitate access to the labour market, including employment guidelines designed for developing training and skills, combating age barriers and reviewing tax and benefit systems. In the Lisbon Strategy 2000–2010 and the Europe 2020 strategy for more growth and jobs, higher employability is seen as a precondition to achieve the targets for an increased employment rate, whereby 'employability' is translated into: improving and adapting general and vocational training to new conditions and forms of work; the implementation of lifelong learning principles; the definition of specific targets for educational levels.

Active labour market policies (ALMPs) are government programmes that intervene in the labour market to help the unemployed and other target groups find work. According to Calmfors (1994), ALMPs comprise three basic subcategories: job broking with the purpose of making the matching process between vacancies and job seekers more efficient; labour market training in order to upgrade and adapt the skills of job applicants; direct job creation, which may take the form of either public-sector employment or subsidisation of private-sector work. Each type of labour market policy may work through several different channels.

## Country reports structure

### 1. Overview of active employment and training policies

The country report should be brief but comprehensive and provide a good picture of the active employment and training policies currently implemented. It requires an analytical and reflective approach to select and present the most prominent features and challenges of the active employment and training policies in addressing today's labour market issues and employability concerns.

Although labour market interventions address common concerns and target groups, it will be interesting to recognise the variety of national labour markets. For that reason, the report should briefly introduce recent labour market trends and emphasise particular mismatches and needs which are top priorities for national public authorities.

As stated by the partnership in the project description, this overview will focus on 'active employment and training policies, in each partner country, contributing to a greater relationship between the VET systems and qualifications (supply) and the labour market needs (demand)' (p.40).

In that sense, for the country report it is required mainly a review of the activation LMP measures, for the unemployed and other target groups, which include the categories of training, job rotation and job sharing, employment incentives, supported employment and rehabilitation, direct job creation, and start-up incentives<sup>1</sup>. A **brief summary** of those activation LMP measures should cover the following questions:

- \_ Who are the target groups?
- \_ What are the most serious gaps/needs for such groups concerning employability?
- \_ How are they being addressed by the measure? What strategies and methodologies are in place?

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<sup>1</sup> LMP services (covering all services and activities of the public employment service – PES - together with any other publicly funded services for jobseekers) and LMP supports (covering financial assistance that aims to compensate individuals for loss of wage or salary - out-of-work income maintenance and support, i.e. mostly unemployment benefits - or which facilitates early retirement) may be considered out of the scope of this review, unless they are used as a complement of a particular activation LM measure.

- What are the (expected) impacts on the employability of the target group(s)? Are those impacts being evaluated? What are the lessons learnt?

## **2. Focus on two key initiatives for employability**

The second part of the country report will be focused on two key measures, programs or initiatives, selected from those presented previously. To select the initiatives, the following criteria are suggested:

- (1) having in mind the above definition of employability, both initiatives show a (strong) impact on the employability of the beneficiaries;
- (2) the beneficiaries could be unemployed, in particular youth and long-term unemployed; employed people trying to maintain employment by preparing for new job requirements; or labour market entrants looking for initial employment;
- (3) the key stakeholders of the initiatives are identifiable and can be easily involved in the project;
- (4) evidence and data on the initiatives, concerning input, output and outcome measures, exist and are accessible or can be collected.

The country report should then provide a **detailed summary** of each initiative, based on the questions:

- What are the activities involved? (describing the measure, program or initiative and establishing the scope)
- Who the activities are relevant to? Who are the target group/ beneficiaries? How many people are involved? (identifying the key stakeholders)
- What are the intended outcomes? What evaluation/measurement has currently been done? What monitoring is in place? (mapping and evidencing outcomes).

Meeting the above criteria and trying to provide information on these questions will certainly be useful for the purpose of WP 2: ‘measuring the Social ROI of active employment and training policies and promoting the involvement of different stakeholders’.

### **Methodology**

Desk research and national consultation, if and when required (experts, national authorities, policy makers, VET providers at national, regional or local level).

### **Format and layout**

The report should be presented in MS Word, TNR 12, spacing 1.5 lines. The maximum length of the country report is 30 pages. All reports must be written in English.

### **Deadline and reporting period**

The deadline for the country report is 16<sup>th</sup> November 2012. The partners should refer to the latest developments and the currently implemented ALMPs and measures.