

Deliverable 18 WP 6 Evaluation Report Pilot project



Skills and Labour Market
to raise youth employment

CECOA National Evaluation Report

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@ SALM Project

1st edition

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Title

Pilot project - Social services and senior tourism: targeted to young people, employers and employment and training counselors (evaluation mechanism)

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1. Summary of the SALM Project

The SALM Project aims at contributing to the development of innovative approaches and specific instruments for the reduction of the youth unemployment rate equipping people with the right employability skills which are considered crucial for the 2020 Strategy employment targets, for a better social inclusion, and for the effective participation in Lifelong Learning.

Specific objectives:

1. To deepen the knowledge of policies and practices to raise youth employment in partner countries;
2. To develop a comparative analysis at sectorial level (senior tourism and social services) of policies and practices to support the reduction of 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 toolkits (for young people, employers, educators, as well as employment and training counsellors) to improve the young people's competences and employability skills as well as self-employment and entrepreneurship;
5. To carry out case studies concerning 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 partners 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 that the adequate competences are being delivered to young people to implement in the labour market;



9. To promote workshops/meetings in the context of the project, to exchange experiences, identify best practices and follow-up 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.

Products/Results

- Reports on the measures, programs and policies in each partner country
- Case Studies and Focus Groups Reports - Tourism Senior and Social Services - and a Model Building
- Good practices: examples of employment for young people in Tourism Senior and Social Services
- Toolkits for young people, employers, educators as well as employment and training counsellors
- Pilot project - including outcome indicators in order to compare the results in terms of the impact in the skills mismatches and in the youth unemployment rates

Project website for more info: www.salm-project.com.



2. Rationale and background to the Pilot project

According with the project proposal, WP 6 is dedicated to implementing a pilot project in three, partner countries (United Kingdom, Malta, Portugal) at which Spain had been voluntary added. The pilot project will be selected from the results of WP 3 and WP 4 and this will be tested and adapted to the specific situations existing in each partner countries responsible for testing.

Following a lot of discussions and assessment of good practices identified under this project, the project team proposed a model to be tested.

Table 1: Model Proposal _ Main Contents

Method	Phases	Target groups		
		Young people	Employers	Employment and training counsellors
Diagnosis	Screening phase	To select and screen VET and/or higher education students with profile to work in social services and senior tourism sector.	To reflect with employers and entrepreneurs regarding young staff profiles, having a focus on soft skills to work at the social services and senior tourism sector.	To reflect with educators, employment and training counsellors regarding the concept of self-employment and entrepreneurship in social services and senior tourism sectors. To organise a preparatory seminar addressed to the foundations of the social services sector/tourism sector and their employment opportunities.



Intervention	Awareness phase	<p>To raise awareness of young people best profile to work in social organisations, services sector and senior tourism: «how young people perceived seniors» and «how young people perceived job opportunities in social services and senior tourism sector».</p>	<p>To be aware on how to attract students to services and senior tourism sectors. To be aware on how to optimize businesses to become more attractive to young people.</p>	<p>To be aware on how educators, employment and training counsellors can support young people searching for a job in social services and tourism sector. To be aware of the adequate training offer and University curriculums to solve the mismatching between supply and demand.</p>
	Matching phase	<p>To match students profile with the competences needed by the social services and tourism sector and «how to prepare young people to work in social services and senior tourism sector».</p>	<p>To organise events in companies with students, aiming at integrating and retaining young people for voluntary or/and paid work as: «shadowing and volunteer programs, visits to companies and organize internships</p>	<p>To match students and companies in social services and senior tourism sector. To guide young people in further studies the field of social services and senior tourism sector.</p>
Evaluation	Guidance phase	<p>To evaluate how students perceived the added value of the SALM initiative and reflect about the outcomes of their participation in the initiative.</p>	<p>To evaluate how employers and entrepreneurs/responsible perceived the added value of the SALM initiative.</p>	<p>To evaluate how educators, employment and training counsellors evaluate the satisfaction level with the preparatory seminar and perceived the added value of the SALM initiative.</p>



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

- **Diagnosis** – overall description, screening tool and supportive instrument for evidences collection from young people and employers and a reflexive tool used with employment and training counsellors;
- **Intervention** – training and awareness sessions, coaching and mentoring events (structure, objectives, main contents, materials, etc.) with young people, employers and employment and training counsellors;
- **Evaluation** – reaction evaluation and added value perception (during the methodology application), 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 to the SALM model.

Concerning the Model phases:

- **Screening** – the main goal is to select trainees/students for the program/intervention as well as employers. The screening tool will be used to appraise soft skills in social services and the senior tourism sectors. Regarding employment and training counsellors, at this phase, the main goal is to reflect with them about self-employment and entrepreneurship in social services and senior tourism sector.
- **Awareness** – the main goal is to raise target groups ability to perceive, to feel, or to be conscious of job opportunities in the social services and senior tourism sectors. The level of consciousness will be won through the perception of benefits and cognitive reaction to problem solving events.



- **Matching** – the main goal is to contribute to match young people profile with social services and senior tourism sector demands, as well to learn how employers can do to attract and retain young people in those two sectors; how employment and training counsellor can do to guide young people to further studies in those two sectors.
- **Guidance** - the main goal is to counsel students to choose the social services and senior tourism sectors; to support employers in their proactive approaches towards young people and to advice counsellors on how to sell the benefits of the sectors; as well as to evaluate how users perceive the added value with the SALM project overall intervention.

Concerning the target groups:

- Young people, students and unemployed, youth associations;
- Employers and entrepreneurs, local authorities and social partners;
- Employment and training counsellors coming from guidance services offered by VET providers/employment services/universities.

Besides these overarching objectives, specific recommendations are designed to attract and retain more people in both sectors employment. In particular, partner countries will promote an innovative approach to work through a renewed endeavour to reduce youth unemployment.

Additionally, the project should ensure by implementing innovative tools inclusive labour markets; enhance work attractiveness, through active and preventive labour market measures including early identification of needs, guidance and training.



Evaluation Report from Portuguese Pilot

The report summarizes the findings of the consultation process carried out as part of the application of the toolkits in the Portugal. The evaluation of pilot projects gathered all perceptions generated by the interventions with Portuguese participants.

The practical tools, toolkits, are addressed to facilitate the raise the awareness regarding the employment potential in social services and senior tourism for young people, employers and employment and training counsellors' and to facilitate a smooth integration of young people into the labour market.

- In Centro de Formação Profissional para o Comércio e Afins (Portugal), young students, employers and educators, employment and training counsellors were involved in the piloting phase, according to the project proposal.

Regarding the young people all were VET students from the apprenticeship system, from two editions of the training course «technical commercial»:

- The 1st group was composed by 8 young students (4 women and 4 man), at the end of the 3rd years course, already with some experience in the social field. 75% with voluntary experience in a program promoted by CECOIA and Centro de Dia e Apoio Domiciliário Coração de Jesus/ S. José (Santa Casa da Misericórdia de Lisboa);
- The aim of the voluntary program is to develop inter generational dialogue through a friendly and simple approach in teaching internet browsing to elderly people and the program started in May 2013: <http://www.geengee.eu/geengee/index.jsp?idPagina=120>;



- The 2nd group was composed with 12 students (6 women and 6 man), at the 2nd year course, without previous structured voluntary experience in the program mentioned above.

In the Portuguese Piloting, 6 potential employers were involved: 4 women and 2 men. Regarding the entities, 2 coming are from different Foundations, 3 are from organizations of the third sector, representing private institutions of social solidarity, and finally, 1 person is from a VET provider.

Also in the Portuguese Piloting, 17 educators, employment and training counsellors were involved in the piloting phase: mainly women (82%). 4 participants from a VET provider; 4 representing private institutions of social solidarity; 8 coming from third sector employability offices and 1 person representative of a group of regular schools.

Young people perspective

Young people's participation in the labour market is widely regarded as both a positive indicator of longer-term employment prospects and a means of enhancing their social transition to independent living. It has been recognised, however, that for many young people the route from formal education to the labour market is far from straight forward: it now tends to be delayed, protracted, complicated and – in some cases - fractured.

Another interesting development during the consultation phases was the fact that there was some existing experience of work that some students had by voluntary experiences despite the fact that they were in full-time education. Most of them had begun their professional experience helping them to develop their perceptions of new opportunities and risks.



The feedback from Portuguese young people involved at the piloting was very positive:

- Regarding the **screening phase**, the most surprising results were the lower self-assessment of the students regarding their knowledge and use of other languages. The great majority of young people self-evaluated with good cognitive competencies and personal qualities, as we called them, «to work with the seniors»:
 - Students feel comfortable with other people, but expect improvements in their assertiveness and daily work capacity control. They perceived as «easily adaptor of new situations», and answering to the hierarchy and teamwork.
 - They perceived themselves as good communicators, although in more complex situations students hope to improve the relationship with others.
 - The vast majority replied know how to use new technologies, particularly social media, and having competences to organize events/initiatives and solve problems.
 - At the end, there were no significant differences regarding self-perception results of the two groups (with and without voluntary experience).
- The two young trainees Portuguese groups accepted very well the content of the **awareness session**: the discussion focused on the «perception they have from the senior population in Portugal».

During the session, a brief presentation about «the Portuguese elderly population and the situation of isolation» was given, as well



as the presentation of some national practices to combat social isolation.

Experts presented the focus groups results as the gaps and potential employment in the fields of social services: as cultural animators, technical and community assistants, and professions related to the use of information technology for supporting the social services (for example, the telecare services to combat seniors in isolation), and the senior tourism (for example the use of ITC to offer alternative and adapted touristic routes).



Portuguese Piloting Group 2 – Awareness session, expert presentation and discussion



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- The **matching session** general objectives was to support young people in their CV presentation and also to prepare an action plan to work with social services and senior tourism sector.

During the matching phase, we pointed out the advantage of an early approach of students and potential employers, through volunteer programs.

It was recognizing that it is not always easy to develop structured internships in organizations, particularly in smaller ones or with few resources: the welcome and further supervision requires preparation, which is not always easy for organizations with limited resources.

The session focused on developing of more attractive CVs to employers, and little time as left for the preparation of an action plan.





Portuguese Piloting Group 1 – Matching session, expert presentation and reflection



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Portuguese Piloting Group 1 – Matching session, exercises



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Portuguese Piloting Group 2 – Matching session, exercises



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- For the **guidance phase**, the main goal has to evaluate how students/trainees perceived the add value of the initiative and reflect about the outcomes of their participation in the initiative. The main results of the SWOT analysis were the following:

 <p>The coaching sessions, in particular, during the matching phase when students learned how to prepare their CV with the proper competences to work in the social services and tourism sector.</p>	 <p>The personal qualities such as being more patience and resilience to work with senior population and the lack of qualifications in the senior tourism industry in Portugal.</p>
<p>The awareness regarding diverse professional profiles; the advantages to work in organizations of the third sector, lacking in qualified persons in particular young staff prepared to work with senior citizens; the need for a greater creativity in presenting the CV.</p> 	<p>The lack of knowledge in other languages, as English and also the low level of ITC skills applied to new products and services target to the social services and senior tourism.</p> 

Educators and employment counsellors' perspective

Employment counsellors in the process of consultation emphasise a series of important points to attract young workers such as: constant training, work related to challenge and creativity, opportunity for professional and personal development. Nevertheless, relationship with the team is very important and tasks that are not monotonous and that require a permanent learning process.



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In Portuguese pilot with educators, employment and training counsellors', at the screening phase the aim was to briefly reflect how to improve the matching between young people and potential employers regarding the skills needed for those two sectors having a focus on emerging skills and how to attract young people.

The feedback from Portuguese educators, employment and training counsellors' was very positive in the sense those technicians are aware of the learning paths available to get proper qualifications, align with the existing qualifying "official" education and training offer targeted to those sectors at the different EQF levels (VET, Higher Education, etc).

Nowadays, employment and training counsellors support young people to know more about opportunities in the social services and senior tourism sector and work in the promotion of their entrepreneurship spirit, finding opportunities for young people and earlier contact with employers and/or improve their self-employment skills.

- Using a SWOT analysis framework the main conclusions were:

<p>Strengths S</p> <p>The added value of the model is its usefulness in order to make the diagnosis of the needs and the adjustment of young people to the senior population. On the other hand, it allows knowing the training capability for young people within the social area and senior tourism in concert with the employers' organizations offer for a better fit. The direct contact with peers was also considered.</p>	<p>Weaknesses W</p> <p>The model focused mainly on the problems of the education area and lack of openness to a community problem solving approach, and defining joint strategies.</p> <p>It is necessary to clarify the role of associations to implement the model. How to make the articulation among services provided?</p>
<p>The model with great potential to be applied in practice in the territory, with public and private partners, and the involvement of civil society to concerted responses are implemented and with cause – effect.</p> <p>Opportunities O</p>	<p>The appropriateness of young people to their career opportunities is not the work of a day or week program, this program should be the result of a continuing work of schools.</p> <p>Threats T</p>



To identify insides of these two sectors accurately professions where there is disagreement between the offer and the demand and drive the model to align the matching process.

The rigidity of school programs does not allow in many cases the adequacy of the labor market needs in useful time.



Portuguese Piloting – Focus Group with Educators and Employment Counsellors



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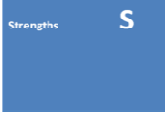

Employers' perspective

The **actual content of training very often is much less adequate to the qualification and/or competencies requirements of the market.** The main coordinates that may adjust the construction of the framework of developing professional competencies for young people, start with the prospects of economic and social development, defined through strategies and taking into account the needs, resources and the time horizon in which the necessary changes might occur.

According to the matching phase, in the Portuguese focus group, part of the time of the reflection and raising possible mechanisms of matching between young people profile and organization needs, through the promotion of earlier contacts of students in companies, aiming at integrating and retaining young people for:

- voluntary or/and paid work
- «Shadowing and volunteer programs»
- Visits to best practice companies
- Internships.

At the end, the objective was to use the SWOT analysis framework to evaluate the focus groups achievements. The main conclusions were the following:

 <p>The added value of an internship from both the employer and the employee perspective. Internship simultaneously provides young people with knowledge about the competences required to work in the sector as well as with a positive social</p>	 <p>The (competitive) policies to retain young workforce and the programs for renewal of competencies of employees are theoretical and away from professional practice.</p>
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experience.	
<p>To make organizations an attractive working place to young people.</p> <p>To spread the potential of job creation in the social services/tourism in the next years.</p> <p>To train entrepreneurs and employers and to increase their management and leadership skills.</p> <p>The staff renewal and the new skills acquisition can be performed through formal, informal and non-formal education and training initiatives, work based training initiatives assuming a great importance.</p>	<p>The lowers wages paid, as well as the perception that the job offer lays in the support services to seniors with little mobility and from socio economic backgrounds.</p>





Portuguese Piloting – Focus Group with Employers



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Awareness phase

The main goal is to raise the ability to perceive, to feel, or to be conscious of job opportunities in the social services and senior tourism sectors. Employability of young people on the labour market can be raised by social media; by networking; or by people sharing experiences. All that methods have a great impact on young people.

In Portugal, the results in the various focus groups conducted point out another direction, that is: employers consider challenging attract young people, to renew their manpower, but the employment conditions continue to be unattractive for young people (salary, career evolution), unless those services require highly qualified personnel.



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Annex no.1 – Evaluation methodology

Monitoring tool

The monitoring tool is based on the idea to set up outcome indicators for measuring the project pilot impact on youth unemployment. The basic principle of the monitoring tool is that all partners in charge should test it in the same way for having comparable results.

That is why, the three countries (UK, PT, MT) responsible for the application of the pilot project used the methodological document based on common templates and will receive the same instructions for the testing. The Spanish partners also participated at the testing phase.

The pilot project was built from several good practices identified and presented by the consortium. The most useful result of using the concept “pilot project” is to show the importance of non-research based innovation, a feedback from employers, educators and employment and training counsellors and students/trainees/young people.

For achieving this, under the project it was elaborated a set of tools, toolkits, to support the development of the model concerning integration of young people in the labour market.

The toolkits gather different instruments which will be put in practice by pilot countries, for each phase of the model.

Model phase	Implementation period	Monitoring and evaluation document to be provided to the GCD
Screening	September 2014 – until November	For youth (in each piloting country D14):



2014 (for Portuguese case)

- Screening tool for all students to be applied by UK, PT, MT, and SP on the selected sample;
- Centralized table with results: the collected information will be structured and presented as an overall vision about the key non-cognitive skills to work in social services and senior tourism sector.
- The Member States will collect information regarding the reflections during the students session and inform about outcomes;

For employers the goal is to collect information in order to support entrepreneurs to attract young people (D15):

- Member States will be invited to report on the outcome of applying questionnaires;
- Each country will present a summary of answers with main conclusions (on questionnaires and focus group) on the difficulties of economical agents, employers in respect to the selection, integration and maintenance of young staff and particularly on the skills needs having a focus on the soft skills.

(During the screening phase with



		<p><i>employers it can be used the template for case study)</i></p> <p>For counselors (D16):</p> <ul style="list-style-type: none"> - Report on questionnaires and preparatory seminars evaluation; the main goal been to reflect self-employment and entrepreneurship in social services and senior tourism sectors. The seminars will also help in classifying the different factors which contributed to the success of the seminar. - Each country will present a summary of main conclusions about youth carrier opportunities in the social services and senior tourism sector and suggestions for improvements.
<p>Awareness</p>	<p>September 2014 until December 2014 (for Portuguese case)</p>	<p>For youth (in each piloting country D14):</p> <ul style="list-style-type: none"> - Minutes of the events /2 awareness sessions/focus groups; <p>For employers - contribute to raise awareness on how to attract students and how to optimize businesses (D15):</p> <ul style="list-style-type: none"> - Minutes of the events, two groups discussion / focus group; <p>For educators and employment and</p>



		<p>training counsellors (D16) the contribution will be focused on how to use awareness rising to support young people searching for a job in social services and tourism sector.</p> <ul style="list-style-type: none"> - Each country will present a feedback with main conclusions on focus group and group discussions.
<p>Matching</p>	<p>October 2014 until December 2014 (for Portuguese case)</p>	<p>For youth (in each piloting country during the matching phase the contribution is to match students profile with the needed competences D14):</p> <ul style="list-style-type: none"> - Minutes of the events: two groups of discussions (supporting young people in their cv presentation)/focus groups (obstacles to young people employability); <p>For employers (D15) – contribution to raise the matching between young people profile and organization needs, throw the promotion of events:</p> <ul style="list-style-type: none"> - Minutes of the events, two groups of discussion/focus group/ partners must organize at least one; Recommendation on how to attract, integrate and maintain young staff. <p>For educators and employment and training counsellors (D16):</p> <ul style="list-style-type: none"> - Minutes of the events/focus group <p>The report of the phase is expected to give feedback on the following elements: info sessions, assessment of</p>



		<p>the actual internship, assessment of materials provided, assessment on how the process help them to further develop their professional skills and perspective on a dynamic labour market.</p>
<p>Guidance</p>	<p>October 2014 until December 2014 (for Portuguese case)</p>	<p>For youth (D14):</p> <ul style="list-style-type: none"> - At the end of the process the participant pilot countries will give feedback on assessment of how the process helped young people to further develop their professional perspectives. - Each piloting country will present a summary of the impact of results through SWOT Analysis with main conclusions. <p><i>(All partners can use the matrix reported in the toolkits Annex 4)</i></p> <p>For employers (D15) :</p> <ul style="list-style-type: none"> - Each piloting country will present a summary of answers with main conclusions on how employers perceived the added value of the initiative and reflect about the outcomes of their participation in the initiative. Questionnaire to evaluate the satisfaction level and the added value of the intervention will be introduced. The partners can use the matrix reported for the swot analysis (D15) <p>For educators and employment and</p>



training counsellors (D16):

- Report on how useful was the guidelines and how far the process help the young people, the employers and councilors, the report will include a swot analysis for all the target groups and the main conclusions.

All this documents will be submitted in the first week of November 2014 to the CGD in order to start the data collection, assessment and prepare the analytical document (report of the pilot project application based on the defined methodology and the toolkits as main instrument). The results coming from testing the toolkits will create the prerequisite of setting up the criterion for the selection of the good practices aiming at decreasing the mismatches between qualifications of young people and labour market needs.

Also, all pilot countries will make a summary of each phase according with the templates presented below.



2.1. Screening Phase

The stage of diagnosis aims to characterize the problem and also to take into consideration the motivation to learn throughout life. Diagnoses also aims to identify the gaps in learning system vis a vis the organization's needs.

It's an overall description of the young people profile to work in social services and senior tourism sector; of employers and entrepreneurs staff needs, having a focus on soft skills; of employment and training counsellors regarding the concept of self-employment and entrepreneurship in social services and senior tourism sectors.

For Young People

The main point is to pre-select from a group of trainees/students those who feel attracted to the social services and senior tourism sectors; or feel they have the qualities needed there.

The Screening phase will cover trainees/students/young people from VET Providers as well as Higher Education Institutions.

During the diagnostic phase, the SALM Program do not focus on students' technical skills, instead, the main goal is to select and screen VET and/or higher education students with profile to work in social services and senior tourism sectors, based on their soft skills.

Session duration: 2-3 hours

Procedures:

- To fulfill the screening tool by selecting 20 students/country
- Select at least 10 students
- These 10 students will be involved in all other phases of the pilot.



Summary of the results obtained after toolkit implementation to reflect an overall vision about young people's key skills to work in social services and senior tourism sector

After completing the screening for young people, the participating countries, will prepare a summary of the results taking in consideration:

- The age of the participants (18-25; 26-35)
- The level of education (secondary school with or without diploma/ college/ university education)
- Professional experiences
- Participation to voluntary work, if it is any work history
- Non cognitive-skills: aiming to emphasize personal qualities such as self-control, abilities to deal with people, adaptability to new situations, responsibility, empathy, communication of ideas, dealing with complex situations

Interpersonal skills such as: team work , accept to work in a system based on hierarchy , initiative in performing new tasks, IT abilities , communication with social media The report will identify and classify the different factors which contributed to the success of the screening phase and will answer to the following open questions:

1. What is the positive feedback on the most innovative features to be considered?
2. The information provided by the instrument is sufficient comprehensive and appropriate?
3. Are the collected information enough to accomplish the tasks assigned?
4. Is anything that could be improved in the content of the instrument?

Do you have any comments, suggestions or ideas?



For Employers

During the Screening phase with employers, the main goal is to support employers reflecting on how important the investment is in the right people which can become an asset to business growth on long term basis. Searching for the skills needed, having a focus on emerging skills, and how to attract young people, could be another dimension of optimizing their business to become more attractive to the young people.

Session duration: 1- 2 hours

Procedures:

- Individual interviews or focus groups;
- The tools will be apply at a least 10 entrepreneurs;

Summary of the results obtained after toolkit implementation focused on overall vision about new trends on the skills needs for social services and senior tourism sector.

Screening with employers will gather all reflections regarding the skills needed for the sectors, but also information about how to attract young people. The partner's countries will report on the relevance of the information received and polices/measures to retain young workforce. The report will also emphasis how the materials prepared under the project respond to the added value of the toolkits users and if there is anything that could be improved for creation of business opportunities to change and innovate. Any other suggestions for VET systems to develop entrepreneurial attitudes and behaviors align with specific soft skills will be more than welcomed.

The report should also answer to some questions as:

1. Which are the main challenges for employers to attract young people in social services and tourism services?;
2. How to improve the image of the sectors in the market and make it more attractive?;
3. Where to find new and young human capital for social services and



tourism services?;

4. How to promote and organize internships to give young people an idea about the needed competences, skills, make it more attractive?.

For Employment and Training Counsellors

During the screening phase with employment and training counsellors, the main goal is to reflect together with those professionals the concept of self-employment and entrepreneurship in social services and senior tourism sectors. That is why under the project the countries selected to do the piloting will organize preparatory seminars addressed to the foundations of social services and tourism sectors to identify employment opportunities for young people and help them to ensure the continuity of their carrier plans.

Session duration: 1- 2 hours

Procedures:

- Individual interviews or focus groups;
- The tools will be apply to at least 10 actors;

Summary of the results obtained after toolkit implementation focused on overall vision about youth carrier opportunities in social services sector and senior tourism, difficulties in integration of youth people and the best strategies / actions proposed by stakeholders for improving this situation

Reporting on “screening with educators, employment and training counsellors” will aim to identify from countries’ youth programs and measures, the main pathways targeted to increase the employability of the target group. It will also provide the positive feedback on different types of measures for enhancing support for young people. The evaluation report will provide a feedback on all controversial issues identified, on strengths and weaknesses.

The main questions to be reflected in the report are:



1. How to match the competences and skills of young people with the needs of entrepreneurs in social services and senior tourism sectors?;
2. How to guide the organizations, entrepreneurs to attract young people?;
3. Examples of promoting contacts between organizations and young people?;
4. Recommendations on carrier strategies on social services and tourism services to address young people?;
5. Which should be the main roll of the employment and training counsellors in preparing the internships?



Awareness Phase

The main goal of the awareness phase is to increase the level of consciousness regarding the job opportunities for young people in the social services and senior tourism sectors; to develop the employers' social dimension in order to attract young staff; to increase skills development and strategies to support the matching between young people and social services and senior tourism organizations.

For Young People

Session duration: 2 - 4 hours split by sessions focused on:

- Session 1 – How young people perceive seniors and intergenerational dialogue, how to improve the participation in society and family as well. The roll of social work in activation and prevention of social marginalization and exclusion. participation;
- Session 2 – How young people perceive job opportunities in the social services and senior tourism sectors, the attractiveness of social work and how to develop new skills for better services in order to innovate in this sectors.

Procedures:

- Focus groups with at least 10 participants;

Summary of the results obtained after toolkit implementation focused on mechanisms to adapt strategies, measures for increasing the employability of youth in this two sectors :

The report should identify the perception of young people regarding:

- The added value for the sector taking in consideration two aspects: (1) long term decline in the working age population; (2) increasingly elderly dependency ratios.
- The satisfaction of young employee working in the service sector;
- What kind of needs could be addressed or covered by employing a



young person?

- How to optimize the businesses to become attractive to young people?

For Employers

Session duration: 1 - 2 hours:

The session will contribute to raise the awareness on how the students could be attracted by new jobs created in social services and tourism services.

Procedures:

- Focus groups and / or interviews with at least 10 participants;

Summary of the results obtained after toolkit implementation focused on how will be developed a strategy to improve or optimize the management in order to attract young persons:

The report will aim to identify the present measures and actions developed by each country in respect to their growing concern in renewing organizations workforce. The report will answer to questions related to:

1. How the employers / entrepreneurs /social enterprises attract human capital in particular young people, which tools they use?.
2. What is the knowledge gained by toolkits users concerning renewing human capital in social services and tourism sector?
3. Does awareness raising produced by social media, networking or people sharing has a positive impact on employability of youth in social services or tourism services?.
4. Using social media as a tool is more effective, in reaching the specific objective?
5. Is it an asset to the business growth the development of new competences and participation in long life learning programs?;

The participation in such focus groups and the instruments used encourage the students, young people to look for additional information or to make a positive impact on the future employability in the sectors?



For Employment and Training Counsellors:

Which strategies can you promote to support young people searching for a job in social services and senior tourism sector?

Session duration: 1 - 2 hours

Procedures:

- Focus groups and / or interviews with at least 10 participants;

Summary of the results obtained after toolkit implementation focused on proposals for strategies, measures and tools to support students in order to get a job in social services and senior tourism sector :

The report will gather information about innovative measures to support young people to become self-employed , will identify the best profile to further match the labour market needs to create sustainable jobs , will raise the awareness on adequate training, but also on University curriculums for been able to identify the mismatches between the expectations, trainings and work.

The report will also reflect the vision of employment and training counsellors on the local potential of employability for young people.



2.2. Matching phase

The matching phase aims at contributing to match young people profile with the social services and senior tourism sectors demands. This phase is focused on connecting both parts, the part of the offer, the young people, skilled and unskilled, with experience of paid and/or volunteer work, with the available jobs within the identified sectors, in public entities and private organizations, NGOs, etc.

For Young People

Session duration: 1 - 2 hours (support young persons in drafting a CV, participating in interviews, support in job seekers in these fields)

Procedures:

- Focus groups and / or interviews with at least 10 participants;

Summary of the results obtained after toolkit implementation focused on best practices about how young persons are prepared to be employed in this sectors Matching Phase will be introduced in the report by describing the results of the focus groups were young people identify issues, passions and potential skills and talents that can match the organizations in the sector of social services and tourism.

The report will include information about how young people identify their own potential and how they describe themselves. Nevertheless it should not miss the voluntary work as a prerequisite for future development of the workforce. Training is a key element in the process taking in consideration that the high level of unemployment among young people in member states increases the competition for a paid job.



For Employers

Session duration: 1 - 2 hours

Procedures:

- Focus groups and / or interviews with at least 10 participants;

Summary of the results obtained after toolkit implementation focused on how entrepreneurs integrate young persons in their activity:

Identify policies to promote greater social solidarity, particularly between generations. How the future economic conditions will create additional job opportunities and increase the demand for labour in the social services sector and tourism. The participation in voluntary work as flexible patterns of employment, perceptions and attitudes towards family responsibilities.

The report should also address migration policies and the possible impact of appropriate immigration policies as a means to overcome the negative effects of ageing and depopulation on the projected workforce in Europe.

For Employment and Training Counsellors

Session duration: 1 - 2 hours

Procedures:

- Focus groups and / or interviews with at least 10 participants;

Summary of the results obtained after toolkit implementation focused on mentoring and guiding young people in further studying and training opportunities :

The report will reflect on mobility experience and training offer in the countries involved in the testing phase; the need to supplement the investment in human capital with professional experience or voluntary work experience.



2.3. Evaluation phase

Under this phase the participants will express satisfaction level with the SALM intervention as well as regarding the added value about the methodology application.

For Young People, Employers, and Employment and Training Counsellors

Duration: 1 hour

Procedures: individual feed back

Summary of the results obtained after toolkit implementation:

The evaluation phase will gather all perceptions generated by the interventions in the previous phases: screening, awareness and matching. At the end of the qualitative research we will identify the added value of the entire process, the strengths and weaknesses of the initiative, but also the opportunities and threats.

The comments and suggestions coming out of the entire initiative will create the prerequisites to change perception in the employability of young people in social services and tourism sector.

The final report will generate new attitudes not only from employers but also from young people, will identify obstacles and propose recommendations to achieve the desired results aiming to improve the young people's competences and employability skills as well as self-employment and entrepreneurship.

For Stakeholders' evaluation (advisory board evaluation)

At the end of the testing, we will request our stakeholder's feedback.

Summary of the results obtained after toolkit implementation: