



Skills and Labour Market
to raise youth employment

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EXECUTIVE SUMMARY

This document reports on the dissemination activities and tools used within the whole SALM project (whose duration is 1/12/2012 – 30/03/2015). It briefly summarizes the overall SALM dissemination strategy, approach, activities carried and tools used during the project implementation. It refers to dissemination as it has been conceived and agreed among SALM consortium and Advisory Boards established in each of the partner countries (Portugal, Germany, Italy, Malta, Romania, Spain, United Kingdom). Furthermore it details the steps taken over the project's life cycle to achieve a maximum effect and reach the relevant and wide audiences. It lays out the dissemination adopted to make both the general public, but also specifically targeted experts, users and stakeholders aware of the project's results and in the position to benefit from them.

This Report refers also to other SALM workpackages as all showed to be strictly related to each other having as a sub-product the ones related to dissemination. The empirical phase of the study (WP3) also had – in each partner organisation - a strong dissemination feature in itself (interviews, questionnaires, face-to-face meetings, focus groups where SALM approach, aims, expected results were presented and showed with different target groups that are highly active in the project fields). Additionally WP6 and WP7 also showed great dissemination potentiality during the pilot phase and validation and awareness of the research: all produced in the partners countries the effect to inform and offer SALM in addition to their primary goals and objectives (testing, validation).

The aim of this Report is to provide the achievements of SALM consortium in dissemination efforts, closely connected to exploitation and sustainability of the project outputs.

The important part of the dissemination strategy and plan – that were much more embedded into the exploitation strategy during the project development - included:

- the creation of the **SALM web site** and, where feasible, the **SALM social networks** (i.e. SALM facebook managed by the University of Florence and Foundation Ronsel),
- the development of the **empirical phase of the study** (made of interviews, focus groups),
- **SALM international events** (Florence in 2014 and Lisbon in 2015),
- **any additional events** taken on a local, national, international, sectoral and multi-sectoral levels,
- **any Youth Dissemination Actions** that allowed reaching young citizens and employers
- **strategic synergies** developed among ongoing researches and activities within the partners organisations
- **development of successful collaborative links with a wide range of relevant stakeholder groups and key players** (i.e. representatives of social services and senior tourism organisations/cooperatives)
- **SALM publication**
- **SALM Newsletters** and **any dissemination material** produced by each partner

We also highlight the efforts made to have the **SALM logo** ready quite soon according to distinctive and attractive criteria.

Also, we enumerated the collaborating projects that partners succeeded in getting on board in consideration of common targets (being youth at the top of the agendas of every Government, Authority, Stakeholder, etc...), similar approach, shared results. This was the case for the *OSA-One Step Ahead*¹ project that ended in February 2013.

In conclusion, this Report synthesizes dissemination activities undertaken in 16 months (due to the extension approved by the European Commission) and provides readers with an outline of the dissemination deliverables produced by the SALM consortium.

¹ Led by Tuscany Government with the Scientific Coordination of the University of Florence.

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0. Introduction

SALM Dissemination (WP9) has been conceived to be a long-lasting activity covering the whole lifespan of the project (24 months plus 4 months of postponement agreed with the European Commission) and being strictly connected and related to exploitation (WP8) and to each single WP (specifically, WP3, WP4, WP5, WP6, WP7) and body (Advisory Boards) related to the research. As mentioned, the purpose of this Report is to present activities carried out and dissemination tools produced during the whole period of the SALM project in all partner countries and by all partner organisations.

This Report is an additional deliverable based on the “Dissemination Plan” (*Deliverable 22²*) which described the general features and commitments by partners as for dissemination and provides the whole consortium with the instrument to report in detail on any dissemination implemented (see Annex 1).

SALM aimed at contributing to the development of innovative approaches and specific instruments for the reduction of youth unemployment rate equipping 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 lifelong learning.

More specifically, *SALM objectives* included:

- To deepen the knowledge of policies and practices to raise youth employment in the seven partner countries and local territories.
- To develop a comparative analysis at sectoral level (senior tourism and social services) of policies and practices to support the reduction of youth unemployment in the partner countries and local territories.
- 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.
- To built tool kits (for young people, employers and job counsellors) to improve young people competences and employability as well as self employment and entrepreneurship.
- To carry out case studies concerning young people showing a big gap between education competences and labour market competences.
- To compare partner countries and local territories’ approaches in fighting skill mismatches as well as their impact on youth participation of lifelong learning initiatives.
- To strengthen the role of different stakeholders in order to find new approaches to solve the mismatches problems.

² The Dissemination Plan (in English) outlines SALM consortium’s approach to dissemination, establish targets for dissemination, and set out the target groups and strategies used to reach them. It also established responsibilities for various parts of dissemination amongst the partnership and served as the basis for coordination of all dissemination activities within the project (including the dissemination component of other WPs). SALM Dissemination Plan is a Confidential deliverable accessible to each member of the consortium, Eacea, European services and project reviewers.

- To carry out a pilot project in three partner countries in the field of training including key success factors from the partners practices.
- To develop a model incorporating the success factors of the training action in order to ensure the adequate competences of young people to the national/local labour market.

The main *research questions* SALM addressed have been :

- Which is the evidence of the effectiveness of 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 are actors, young job seekers, young entrepreneurs, employers and social partners of both productive sectors surveyed (senior tourism and social services) with job potentialities committed to be part of the solution to the problem?
- Do different policy measures and practices 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 designing policies/reforms at national and local level to tackle youth unemployment and youth participation in lifelong learning?

The objectives of dissemination strictly linked to exploitation (WP8, leaded by Fundación Ronsel-P6³) were to create and raise awareness of the SALM project as well as to provide an efficient way for web users and relevant stakeholders (professionals, researchers, counsellors, employees, employers involved in the social economy sector) to be informed on SALM relevant outputs, results, impact (reached, ongoing, to be reached). Moreover the aim was to investigate how SALM could create some innovative approaches, frame in a medium and long-lasting perspective (i.e. *impact on university curricula designed in close cooperation of potential employers* by filling the gap between university and the local labour market).

This Report is structured as follows.

- Firstly, it gives an *Introduction* of what SALM was about and the specific project elements that were relevant for dissemination purposes (research questions, beneficiaries, objectives of the project).
- A Methodological approach is provided giving an overview of how Dissemination Reporting was conceived and approached (*Chapter 1*).

³ Fundación Ronsel (Es) replaced Ciriec (Es) during the project and got its role in all SALM activities.

- Then the Report goes into detail as far as dissemination beneficiaries, activities and tools produced are concerned (*Chapters 2, 3, 4*).
- *Chapter 5* is devoted to detail dissemination that has been carried out during the whole project both by the whole consortium and by each of the SALM partner organisations.
- In *Chapter 6* we report all the efforts made by partners in creating synergies between SALM and other researches due to their common fields of interest (social economy) and sharing of future SALM activities.
- The Report ends with *Chapter 7* where we draft some final conclusions that do represent the end of the project but not the end of what SALM produced.

The Report ends with *Annex 1* that was used for detailed reporting among partners along with few examples of materials produced for SALM dissemination purposes, included in *Annex 2*.

1. Methodological approach

The whole SALM dissemination was taken according to the territorial levels of dissemination (local, national, international) as well as the sector(s) involved. By sectors we refer herein to

- research areas
- social services
- senior tourism
- public sectors
- youth education and training
- social economy that showed to be a very innovative employability sector for young people (due to the demographic changes in the society)

It includes a form that has been filled-in by each partner once a year and sent to the WP Dissemination leader (P9-University of Florence) and to the project leader (P1-Ucp/Cepcep). Where required, additional information were requested.

In the first one-to-one project meeting (Florence, May 2013) and during the web meetings that were taken alongside the SALM development each partner showed these results in terms of dissemination activities carried out till the project meeting, as well as dissemination results planned in the future. By being close to the final SALM outputs dissemination showed to be strictly interconnected to further sustainability of the SALM project as concrete outputs and deliverables were produced among key stakeholders that were and are the ones that will continue working on SALM approaches, issues, developments. This was also related to the typology of partnership where research organisations were and still are in deep connection with the local and national labour market of the social services and senior tourism sectors (and the social economy sector in general). On the other hand SALM consortium also included organisations working on field (i.e. Maltese ITS).

Each partner was required to report in detail on the dissemination taken and produced by March 2015, including any dissemination produced within the national Advisory Boards. Several dissemination still goes on and will as SALM raised deep interest among both academic institutions and employers.

Details given below concern activities, tools, products for each dissemination carried out and produced according to what the proposal envisaged and in addition to that (*Tables 1 and 2*).

Table 1 – SALM Dissemination structure as described in the proposal (WP9)

	Dissemination Tool	Dissemination Activity	Deliverable Nr./Related WP
Dissemination Plan	X		22-WP9
Publication	X		23-WP9
Miscellaneous dissemination materials	X		24-WP9
National dissemination seminars		X	25-WP9
SALM international conferences		X	26-WP9
SALM Advisory Boards	X		-
Youth Awareness Actions (job fairs, open days, etc.)		X	WP7

Table 2 – SALM Dissemination structure as planned *in addition* to the project work plan

	Dissemination Tool	Dissemination Activity	Deliverable Nr./Related WP
Dissemination Report	X		-/WP9
SALM logo	X		-/WP9
Local, national, sectoral, international events where SALM is presented and discussed (including public institutions, practitioners and relevant stakeholders)	X	X	-/WP8-WP9
Dissemination among each of the partners' channels (on a local, national, sectoral, international level including public institutions, practitioners and relevant stakeholders)		X	-/WP8-WP9
Mailing lists	X		-/WP9
SALM facebook areas (Italy, Spain)	X		-/WP8-WP9
Synergies created between SALM and other sectoral, national, local, departmental activities		X	-/WP8-WP9
Transfer of the SALM know-how produced into relevant field of action (i.e. university curriculum, placement/induction strategies of the social services organisations/cooperatives)		X	-/WP8-WP9

	Dissemination Tool	Dissemination Activity	Deliverable Nr./Related WP
Sectoral Job Fairs/Open Days addressed to young students/graduates only in the social economy sectors (senior tourism and social services included)		X	-/WP8-WP9
Promotion of effective links, interaction and cooperation between research organisations and social economy organisations (i.e. by setting up laboratories managed by academy and employers)		X	-/WP8-WP9

2. SALM Dissemination Beneficiaries

As written in the proposal, *SALM main beneficiaries* were:

- Unemployed young people.
- Young users searching for job.
- NGOs.
- Trainers.
- Counsellors.
- Entrepreneurs.
- Social partners.
- Youth associations.
- Counsellors.
- Policy makers.
- Experts.
- Local authorities.
- Researchers dealing with youth issues, social services and senior tourism topics.

The starting point with SALM dissemination planning was to define:

- People and organisations to be contacted and involved.
- Motivation for them to be included on a regular basis.
- Typology/level of involvement considering mutual areas of interest and benefit from participation.

3. SALM Dissemination Activities

According to the SALM proposal :

“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.

The specific tasks of this WP include:

T8.1: 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.

T8.2: 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

T8.3: 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.

T8.4: 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.

T8.5: Project Promotion: miscellaneous of dissemination materials will be distributed (leaflets, project summary, postcards, etc.)

T8.6. organisation of 7 national seminars to promote the project and its results among its target groups and stakeholders.

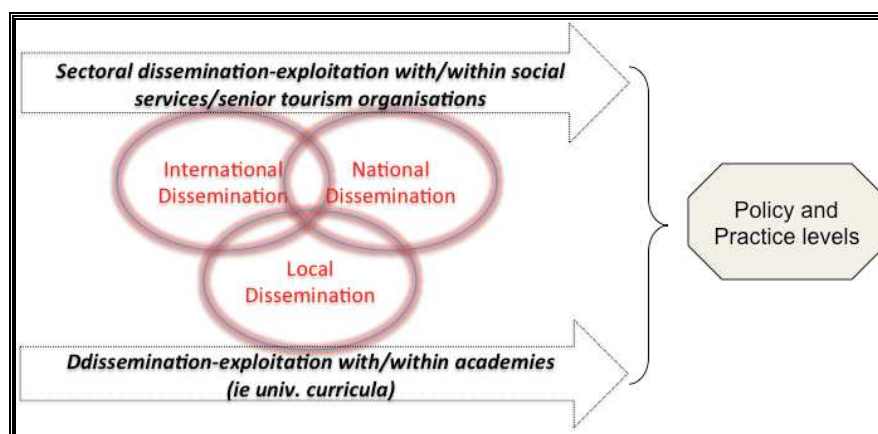
T8.7 organisation of two international conferences - one at Firenze and a second at Lisbon as final conference presenting the results of the project and including the participation of relevant European.”

Partners involved in it and related tasks and functions were:

SALM PARTNER IDENTITY	ACRONYM	COUNTRY	SALM DISSEMINATION TASK	PARTNER NUMBER
University of Florence-Department of Educational Sciences and Psychology	UNIFI	It	WP Dissemination leader and active partner	P9
Universidade Catolica Portuguesa-Centro de Estudos dos Povos e Culturas de Expressão Portugues	UCP-CEPCEP	Pt	WP Dissemination active partner	P1
Centro de Formação Profissional para o Comércio e Afins	CECOA	Pt	WP Dissemination active partner	P2
Institute of Tourism Studies	ITS	Mt	WP Dissemination active partner	P3
Glasgow Caledonian University	GCU	Uk	WP Dissemination active partner	P4
Institut fuer sozialwissenschaftliche Beratung GmbH	ISOB GmbH	De	WP Dissemination active partner	P5
Foundacion Ronsel <i>Note: partner change</i>	FR	Es	WP Dissemination active partner	P6
SC Global Development Commercium SRL	GDC srl	Ro	WP Dissemination active partner	P7
SC Labour Market Strategies Consulting SRL	LMS srl	Ro	WP Dissemination active partner	P8

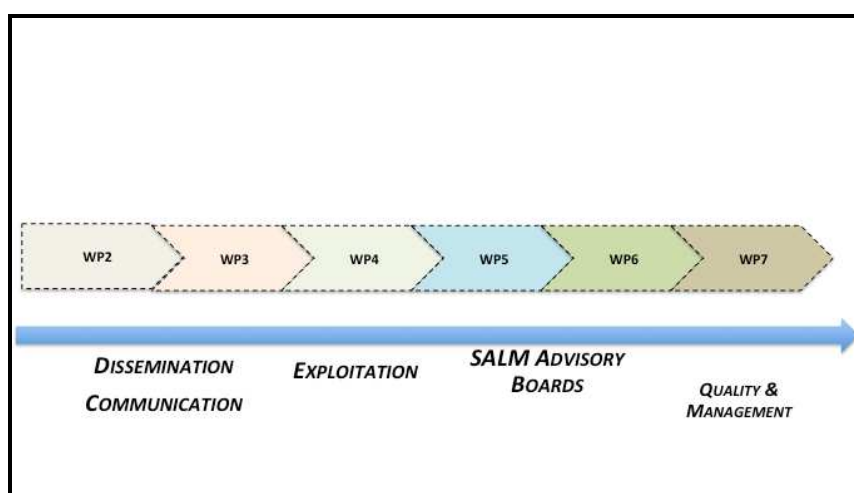
In 28-months activities, dissemination was made of different levels as represented in Figure 1.

Figure 1 – Levels of SALM dissemination



That implied a strong commitment of the whole partnership - as such and individually - from the very beginning of the project in an ongoing dissemination process whilst developing each of the other development work packages (coordinated approach between dissemination and project development) (Figure 2). Development activities including the strong cooperation with Advisory Boards were heavily connected to dissemination due to the research on field that allowed each partner to get in contact with relevant stakeholders and professionals actively working within social services and senior tourism organisations.

Figure 2 – Dissemination, Exploitation ongoing processes



More specifically:

1. <u>Transnational and international dissemination activities</u>	
Participation to SALM issues related events taken on an international level arranged	All partners
Dissemination during international dissemination opportunities within SALM partners own international channels	All partners
Dissemination during the validation and awareness of SALM model (WP9 strictly connected with WP7)	Mainly partners involved in WP7
Extending SALM approach, tools and results to other researches, research groups,	Research Institutions (eg UNIFI, GUC)
Additional trans-inter-national, sectoral and multi-sectoral activities according to the dissemination potentialities of each partner (networks every partner is member of) – <i>More details in Chapter 5</i>	All partners
2. <u>National and local activities</u>	
Participation to SALM issues related events taken on a local and national level arranged ⁴ (<i>Deliverable 25</i>)	All partners
Organisation of the empirical phase with social services organisations, senior tourism services, researchers, stakeholders, final users via meetings, focus groups, workshops, distance meetings arranged (WP9 and WP3 strictly connected)	Mainly partners involved in WP3
Dissemination during international dissemination opportunities within SALM partners own national and local channels	All partners
Dissemination whilst piloting will be implemented (WP9 and WP6 strictly connected)	Mainly partners involved in WP6
Dissemination during the validation and awareness of SALM model (WP9 strictly connected with WP7)	Mainly partners involved in WP7
SALM Advisory Board Meetings	All partners
Additional national and local, sectoral and multi-sectoral activities according to the dissemination potentialities of each partner (networks every partner is member of) – <i>More details in Chapter 5</i>	All partners

⁴ They took place in SALM productive sectors surveyed (social services and senior tourism) as well as in other sectors where partners are active the most (i.e. tourism for ITI in Malta, job fairs dedicated to SALM sectors in Italy).

As mentioned above, the strong dissemination that accompanied the whole SALM project in its single step of development allowed to strongly relate it to the sustainability as to guarantee SALM benefits continue beyond the end of it.

4. SALM Dissemination Tools produced

1. The main **transnational and international dissemination tools** consisted of :

- Arrangement of the **SALM logo** that was used on a regular basis and included in any dissemination material
- Establishment and maintenance of the **SALM web site** arranged (see below)
- **Interviews and Focus Groups** with university students and young graduates to let them know about potentialities of employment in the SALM sectors that was better investigated in the research and raised awareness about being one of the labour market area where young students can get their job
- **SALM publication**
- **SALM papers** available on the web
- **SALM Newsletters**
- Establishment of the **SALM facebook**s, where partner could afford to take up the discussion therein arranged⁵
- **Mailing lists** created by some partners for SALM purposes
- **Miscellaneous dissemination materials** (leaflet, sheets, brochure, .ppt)
- **SALM presentations**
- **SALM inclusion in new project proposals**

2. The main **national and local tools** consisted of :

- Creating the **link to the SALM website** within partners' organisations
- Arrangement of **SALM miscellaneous marketing/dissemination materials** in partners' national languages that were distributed during (restricted and open) meetings, seminars, events, research activities, and within SALM Advisory Boards
- **SALM ppt presentations** to present the overall research project, related outputs, future further developments and concrete utilization within and beyond the sectors initially identified (extending SALM to the social economy area)
- **SALM informative materials for activating bilateral cooperation** with social services cooperatives/organisations
- **SALM materials produced for university lectures**

⁵ The Italian SALM face book page has been largely used within the research group of the University of Florence, students, researchers, mainly to monitor the data collection phase and discuss on SALM issues. It is kept alive by university students and graduates that showed and keep on showing interest in the issue and in the SALM employment sectors.

SALM facebook worked also in Spain.

4.1. SALM promotion material

Basic materials such as project logo, various templates, online materials posted on the web were created from the very beginning in order to support the project dissemination and to build the SALM project identity.

4.1.1. SALM logo and identity

As a first step, SALM consortium worked at the logo to be used to build up project' identity in the whole project duration and beyond. In compliance with the Gran Agreement, the European Commission was and will always be mentioned as co-funder in the official multi-lingual disclaimers.

Further to the full project title, the image represents the icon of a multi-coloured group referring to youth, and its dynamic features. Thus the logo provides the first insight of the SALM identity by representing the SALM beneficiaries and individuals that are the object of SALM investigation and analysis.

In addition to that the key words of SALM objects of analysis (*skills, youth employment, labour market*) are also included.

The logo was, is actually, and will be used on all project-related materials, presentations, publications, reports, deliverables open to the public as well as dissemination materials. SALM project logo is shown in Figure 3.

Figure 3 – SALM project logo



Moreover the key messages of SALM aims, objectives, expectations needed to be specified. Both graphic design and project' full name included in the logo were chosen as being highly meaningful. Their combination was considered to be attractive and to have a good impact in conveying SALM objectives and activities to a wider audience in order to gain project visibility and awareness. Criteria for such message were a consistent branding, clear message, not confusing or contradictory from one channel to another.

The Table below summarises these key messages.

Table 3 – Key elements of SALM messages thought for logo' design

USERS & BENEFICIARIES	SALM KEY MESSAGES
Young employed and unemployed (in the SALM productive sectors surveyed - social services and senior tourism)	<ul style="list-style-type: none"> ▪ Skills and competences required by the sectoral local labour markets investigated ▪ Existing practices that are successful in enhancing youth employability on a short- and medium-term in both SALM productive sectors ▪ Lessons to be learnt for improving youth employment in both productive sectors
Social services and senior tourism providers	
Researchers and practitioners	
Education and training providers	
SALM partners	
Citizens at large	
Wider country audience	
Wider European and International audience	
Local, national and European policy makers and stakeholders	
Policy makers and relevant stakeholders	<ul style="list-style-type: none"> ▪ Needs and Demands by the local suppliers ▪ Existing practices that are successful in enhancing youth employability on a short- and medium-term
Researchers and practitioners	
Education and training providers	
Citizens at large	
Wider country audience	
Wider European and International audience	
INFLUENCERS	SALM KEY MESSAGES
European Commission	<ul style="list-style-type: none"> ▪ Supporting youth employment by sharing successful factors among policy makers
Experts	
International, European, National and Local Events	

4.2. The project web site

SALM website is available at www.salm-project.com and complies with the guidelines of the European Commission for dissemination of projects results and web sites. This Section provides readers with a short description of its content, and structure.

SALM website was *designed* and *implemented* by LMS-SC Labour Market Strategies Consulting SRL (RO) (P8). Its *maintenance* was guaranteed by GDC-SC Global Development Commercio SRL (RO) (P7). The University of Florence (P9) supported these latter ones in any improvement considered useful and appropriate to guarantee the widest and most targeted dissemination. This is also the reason why the maintenance of the website and domain name has been guaranteed for five years in total.

Giving 3 partners (P7, P8, P9) the responsibility and tasks related to the project web site gives evidence to the high importance the whole consortium gave from the outset to the website for dissemination and awareness raising purposes.

SALM website was central to the dissemination and the communication of the project's objectives and to engage external stakeholders and professionals that are interested in the topics of the project. It was also important to establish links with similar and/or complementary ongoing projects/activities or other projects/activities of relevance. This had a special value in terms of pursuing an integrated and

multidisciplinary approach. At the same time it improved the quality of cross-national / cross-regional comparisons.

SALM website also was conceived as a members' working tool having a members' area accessible to SALM partners.

In a nutshell, the aim of the project website was to function as a source of information for all interested parties outside the project consortium and EC services. This was taken into consideration when designing the contents and structure (see below).

4.2.1. Inspiring principles

SALM website was based on the principles summarised in Table 4.

Table 4 – Principles used for the SALM website' arrangement

<i>PRINCIPLE</i>	<i>DESCRIPTION</i>
<i>Informative</i>	The website aimed at providing readers with a general picture of SALM (pictures, partners, SALM stakeholders, documents, etc.). It presents the project relevant documentation as well as information about SALM relevant events that have been taken and are planned
<i>Multidisciplinarity</i>	The website contains information on sectors, approaches, etc. referred to so that any link with different disciplines might be created and implemented
<i>Attractiveness</i>	Design and structure have been thought, arranged and selected thinking of something that might have attract youngsters, providers, researchers according to the sources available. This is why for instance young individuals are constantly appearing on different web pages, running in dynamic pictures.
<i>Sharing tools, draft documents, working papers</i>	The website is conceived as a virtual space where partners do have a dedicated area where they can enter and upload relevant documents (in every format) divided per WPs. SALM website was then conceived as a virtual collaborative platform
<i>Synergy/ies with other ongoing European, national, local projects/activities</i>	Being SALM working in a very high sensitive topic (<i>employment</i>) and for an important target (<i>youth</i>) the idea shared among partners from the very beginning was to create synergies and connections with existing projects and activities in order to promote a mutual dissemination and a successful mixture. This is the case – for instance - for the <i>OSA project</i> (Funded by the European Commission) and the related online multilingual platform and services (www.mutual-learning.eu) and for the <i>Calypso Maltese Initiative</i> (nationally funded). Such approach went on till the end of the project (see the effective synergies created with other national and international researchers on young adults coordinated by the University of Florence)
<i>Strict contamination between SALM Dissemination and Exploitation</i>	This was meant in terms of getting familiar with the project' outputs in order to grasp and use the most successful ones for having them re-produced, adopted, transferred in a local, organisational, territorial context
<i>Dissemination functional to SALM short-, medium-, long-term exploitation on an European, national, local level</i>	This was related to making SALM website users aware of what has been produced in order to evaluate whether to use it in other contexts, social services and senior tourism organisations, organisations working in other productive fields, etc. This came out especially of the empirical data collection deliverables (interviews, focus groups, case studies) and the selection of good practices
<i>Inspiration for future researches and activities following SALM approach</i>	Various “ideas” for further SALM development came out among partners and with stakeholders and professionals that were involved in the research. That will guarantee the continuity of SALM and will allow additional organisations, citizens to benefit from it in a medium and long-term perspective

4.2.2. Content and structure

The project website was structured in according to these principles.

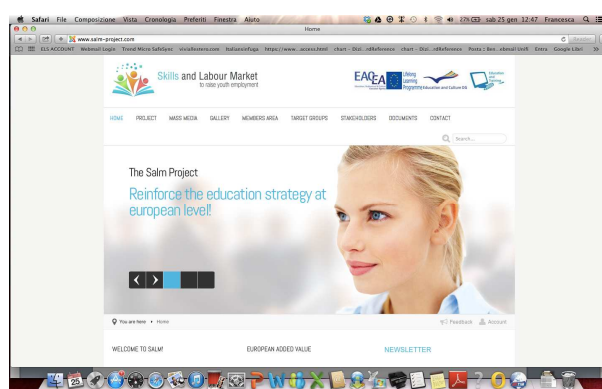
It contains the areas as listed in Table 5.

Table 5 – Contents of SALM website

SALM web section	Short abstract of the related content
Home	It is the start page with basic information about the project. SALM logo is included in it.
Project	Information on Team, Objectives, Results, Activities, Link to EU Resources is available.
Mass media	It is devoted to collect relevant dissemination materials and announcements.
Gallery	It is a collection of SALM pictures and photos taken during SALM relevant events.
Members area	It is password protected and restricted to SALM consortium members. It gives access to all documents and deliverables produced in the course of the project and provides contact information of all partners, especially the WP leaders. All working documents in the member's area are made accessible under the WP they were produced. In contrast to the public section of the website, the members' area is mainly updated by the project coordinator, the individual WP leaders, and each partner required to produce something. P7 monitors the process and is in charge of technical maintenance and development (each partner is cooperating for this purpose).
Target groups	It contains a description of SALM main recipients and beneficiaries.
Stakeholders	It will gather information and latest news on SALM issues and events.
Documents	It is a collection of SALM materials and documents that are being produced by partners with a public level of dissemination.
Contact	It provides the contact details of the coordinating organisation as well as each partner organisation, along with their own official logo and website.
A mention of the Community's financial support with relevant logo and EC disclaimer	The sentence <i>"This [communication] [document] [product] has been funded with support from the European Commission. This communication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein"</i> .

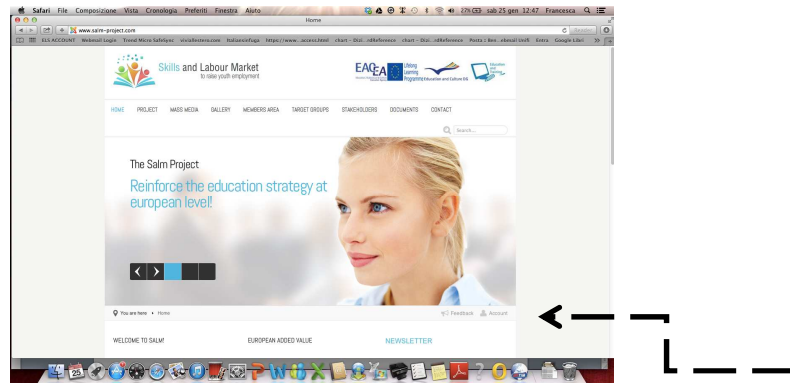
In Figure 4 the public home page of SALM webpage as it is at the time of the Final Dissemination Report is given.

Figure 4– SALM home page (update March 2015)



In addition to the public area, SALM website does also have the members' area created mainly to store documents that are relevant for the whole consortium and support the translational work (Figure 5).

Figure 5 – Members' area access



A fully implementation of the member' area went on and supported partners also in transnational and local management activities.

4.2.3. Restricted access

Dissemination activities within the project team were also important for maintaining communication and enhancing the project management. To facilitate the dissemination of internal and working documents (interviews, focus groups outline, evaluation grid, etc.) a secure knowledge management base was established for the SALM project team to share draft, in-progress, or confidential documents. Each project board member was able to access documents stored here and they could upload documents appropriate to their specific workpackages. This has also enabled the secure sharing of large file.

4.3. SALM Newsletters

Partners worked at the 1st SALM Newsletter. It aimed at presenting the preliminary results gained in the ongoing data collection. Most of the partners contributed to that by arranging texts and contents in relation to the empirical phase of the survey that was implemented in each national/local contexts. The contribution by the University of Florence (P9) at the time of the Report is given below as an example.

Table 6 – Contribution by P9 to the 1st SALM Newsletter

<p><i>Contents:</i></p> <ol style="list-style-type: none">1) Abstract2) Data collection in Tuscany3) SALM research instruments4) Some results from the interviews taken in Tuscany (November-December 2013)5) Preliminary conclusions <p>Abstract</p> <p>SALM tries to successfully match the young people competences to the labour market needs in senior tourism and social services in order to make it possible to achieve the target of EU strategy 2020 of 75% of employment rate and</p>

decrease the youth unemployment. In that respect, while each Member State is in charge of its own qualification system, coordinated action can help achieve common aims, that is EU actions in improving the competences of young people through adequate education and training systems and provide greater opportunities for people at all stages of their lives, namely through exchanging of good practices and improving and empowering stakeholders participation. The transnational nature of the partnership permits to monitor the system in highly different settings, identifying criteria for its transferability and testing its political and institutional viability as a potential European model, equipped with enough flexibility to be adapted to local specificities; those potential good practices and policies can be identified and mainstreamed at European level.

Data collection in Tuscany

In Italy the University of Florence is actually committed in exploring and investigating on the social cooperative World on a regional level.

Before entering the details of the research in Tuscany it is worth to explain the following in relation to the specific working background of social services that is made mainly of "social cooperatives".

The Italian "social cooperative" is a particularly successful form of multi-stakeholder cooperative which exist in many types:

- "Type A" social cooperatives bring together providers and beneficiaries of a social service as members;
- "Type B" social cooperatives bring together permanent workers and previously unemployed people who wish to integrate into the labor market;
- "Consortium" which is an association of two or more social cooperatives.

This article analyzed the "Type A" social cooperatives and "Consortium".

In addition to that the age issue must be taken in consideration as it might be a different feature from other SALM partner countries. This is because SALM wants to investigate youth employment in relation to users aged under 25 as these are considered the ones searching for the first job soon after the completion of the university studies. In Italy people looking for a job can be older. This is the reason why in the social cooperatives that were interviewed employed young people were older than 25. So the University of Florence decided to extend the range of young people to be investigated.

SALM research instruments

The semi-structured interview was agreed among partners. It is made of twentytwo items divided into four parts: one for the identification of the reporting entity, one for the activity description of the reporting entity, one for the characterization of human resources and one for future perspectives.

The semi-structured interview was and is actually being used with the regional sample in Tuscany as well.

Following the interviews some case studies will be selected according to some criteria that are fixed following the results of interviews.

Some results from the ongoing interviews in Tuscany

From the data collected we might give evidence to some results describing some key skills and competences that are required to young people working in the field:

- "Type A" social cooperatives need a very different roles for the services in which they are specialised. These roles and professional profiles are summarised below:
 - social inclusion operator (who helps underprivileged people to find an occupation);
 - linguistic and cultural mediator (especially in some place where immigration is very high);
 - human resources manager;
 - professional ICT teacher;
 - european training designer (especially if he is a Fund Raising);
 - responsible for integrated communication that knows how to work with social networks and traditional media (tv, radio);
 - health educator
 - service manager: *"This kind of role should be grown inside the organization because this person needs start working like a professional teacher does and understanding the problem of this work, after he will entrusted with more responsibility. This role needs transversal skills like competences in social service first and later in human resources that he can improve in lifelong learning"* (Doct. A. Nencini, President of "COOPERATIVA IL CENACOLO").
- Consortium needs a professional profile having transversal competences both in project planning, marketing and new technologies. This is strictly related to the economic downturn affecting the Italian productive system as well. *"Marketing is important because professional training is a service that has to be sold but there are a lot of agencies on the territory and the customer gets disoriented"* (Doct. M. Pippolini, President of

“IRECOOP Toscana”). More specifically, Consortium would need to recruit young people having transversal skills and competences more than just one specific competence.
“The expert in local development does not exist, there is no such a thing like a designer: instead, there is the person who knows how to integrate the ability to research and design with the ability to fit into a context and create jobs” (Doct. L. Ceconi, President of “COOPERATIVA RETE E SVILUPPO”)

The 2nd SALM Newsletter followed and was widely distributed. It dealt with the issues discussed in the SALM International Seminar taken in Florence (February 2014).

Table 7 – 2nd SALM Newsletter (Portuguese version)

Newsletter 2

A Universidade de Florença – Departamento de Ciências de Educação e Psicologia (*Dipartimento Scienze della Formazione e Psicologia*) organizou, no quadro do projecto SALM, um Seminário Internacional dedicado a “**YOUTH AND EMPLOYABILITY IN THE THIRD SECTOR- SALM PRELIMINARY RESULTS**” (Jovens e Empregabilidade no 3º Setor).

O Seminário realizou-se no dia 28 de Fevereiro, com 35 participantes, na Aula Magna da Universidade de Florença, Via Laura, 48.

A Agenda do Seminário era:

9.00 Abertura por *Paolo Federighi*

9.15 1ª Sessão

Occupational strategies in social services and senior tourism

Presidente: *Vanna Boffo*

Cândida Soares, Portugal, Universidade Católica Portuguesa-Centro de Estudos dos Povos e Culturas de Expressão, Portugal

Vanna Boffo, Dipartimento Scienze della Formazione e Psicologia- Università degli Studi di Firenze, Italy

Ruth Camilleri, ITS-Institute of Tourism Studies, Malta

Comentário: *Consorzio Zenit, Coop. Astir*

10.30 2ª Sessão

Training interventions supporting competences and skills for youth employability

Presidente: *Vanna Boffo*

Thomas Montgomery, Glasgow Caledonian University, United Kingdom

Vanna Boffo, Dipartimento Scienze della Formazione e Psicologia-Università degli Studi di Firenze, Italy

Ruth Camilleri, ITS-Institute of Tourism Studies, Malta

Vanda Vieira, Centro de Formação Profissional para o Comércio e Afins, Portugal

Comentário: *Pane e Rose, Il Girasole, San Tommaso D'Aquino*

11.30 Coffee break

11.50 3ª Sessão

Professional profiles. Demand by the social cooperatives/organisations

Presidente: *Vanna Boffo*

Alina Marinoiu, Global Commercium, Romania

Vanna Boffo, Dipartimento Scienze della Formazione e Psicologia-Università degli Studi di Firenze, Italy

Luis García, Ronsel Foundation, Galicia-Spain

Comentário: *G. Di Vittorio, Consorzio Coeso, CAT*

14.00 Higher education supporting youth employability

Painel: *Paolo Federighi* e *Vanna Boffo*

Participantes: *Consorzio Zenit, Coop. Astir, Pane e Rose, Il Girasole, San Tommaso D'Aquino, G. Di Vittorio, Consorzio Coeso, CAT*

Temas em discussão:

Definição das competências: formação, colocação dos formandos, feiras de emprego;

Vias de formação específicas: programas de mestrado;

Planeamento de novos serviços: inovação nos serviços sociais, aprendizagem no ensino superior;

17.30 Conclusões

18.00 Fim do seminário SALM



Intervenientes do Seminário

O Prof. *Federighi* da UNIFI fez a Introdução do Seminário ressaltando as questões do Seminário:

1. Procura de trabalho e das principais competências requeridas no 3º setor em geral e nos serviços sociais e turismo sénior, em particular;
2. Perfis de competências comuns das cooperativas – os perfis existentes são percecionados diferentemente de acordo com a dimensão das organizações;
3. Os serviços e tipologia de empregos refletem outros elementos organizacionais tais como os valores, estratégias, objetivos, tecnologias, liderança e desenvolvimento futuro (planos de negócios);
4. Existem vários papéis desempenhados por diferentes organizações e, como conseq uência, em cada cooperativa existe melhorias nos empregos.

1 Sessão - Occupational strategies in social services and senior tourism

Maria Cândida Soares, UCP – CEPCEP, apresentou as suas contribuições do tema “Occupational strategies in social services and senior tourism: employment, qualifications, training needs and also job perspective”, nomeadamente:

1. Os serviços sociais e o turismo sénior registam aumentos na procura de trabalhadores bem como das qualificações dos mesmos;
2. O emprego, as qualificações e níveis de escolaridade em Portugal registaram progressos mas existem ainda um número significativo de trabalhadores com baixos níveis de escolaridade. Em termos de género, a maioria dos trabalhadores nestes setores são mulheres, com idade entre os 25 – 50 anos;
3. Quanto ao emprego e a estrutura de qualificações – trabalhadores sem competências e com poucas competências são em maior número. Nos serviços sociais, por exemplo, existe um número do staff com educação superior mas também um número significativo de trabalhadores sem qualificações ou semiqualficados;
4. As boas práticas em Portugal mostram que melhorias nas qualificações e competências dos trabalhadores são muito importantes. As necessidades de formação centram-se nos chamados “soft skills” que os empregadores consideram necessários. Por exemplo, competências nas relações pessoais, interpessoais como também na comunicação, qualidades pessoais, inovação, etc. são consideradas necessárias.

Ruth Camilleri, ITS-Institute of Tourism Studies, Malta, falou sobre “Senior tourism for Malta experience and employability”

Identificou as boas práticas do setor do turismo: os séniores visitam Malta têm descontos durante alguns meses do ano. Esta medida foi criada para atrair mas turistas e para manter pleno emprego durante o ano. É coordenado por um sindicato maltês e tem por objetivo a disseminação da cultura da Malta.

Existem novas oportunidades para melhorar o programa e incluir algumas ideias e propostas para promover Malta como destino do turismo sénior: promoção de eventos culturais, por exemplo. O envolvimento de organizações

católicas foi importante no desenho dos novos roteiros. A presença de companhias de aviação “low-cost” oferece melhores preços aos sêniores; a organização de visitas de sêniores como cruzeiros ou visitas de pessoas singulares são também casos de sucesso.

Vanna Boffo, Dipartimento Scienze della Formazione e Psicologia. Università degli Studi di Firenze, Italy

Na Toscânia, existem ofertas integradas das cooperativas, do setor público ou não governamental, nos serviços sociais e no turismo sénior. Existem muitos serviços para sêniores e também para as populações com problemas – mas a maioria dos beneficiários são as crianças e os seniores:

Existem 11 organizações numa base territorial.

Analisando os perfis dos trabalhadores, na Toscânia existe um elevado interesse nos trabalhadores com formação superior ou pós-superior.

A participação das mulheres trabalhadoras em Itália (80%), tal como em Portugal, é muito elevada. A melhoria das competências e qualificações está em movimento; os dados recolhidos entre 2008 e 2013 mostram que os serviços de apoio pessoal necessitam qualificações superiores. O aumento do nível de escolaridade é importante para o setor, na medida em que as competências transversais bem como os requisitos de qualidade aumentam.

Contudo, o emprego resulta da transformação/ajustamento dos serviços, já adotados em algumas organizações, e menos em novos empregos. Estabilidade em vez de crescimento das qualificações, mas os fluxos de saídas e entradas das trabalhadoras são elevados. Recentemente, a reestruturação do setor determinou agregações dos serviços de cooperativas de diferentes organizações (nas áreas da gestão do projeto e nas organizações). Várias profissões específicas emergiram recentemente, com os seguintes perfis educativos:

1 nível – profissionais de educação

2 nível – gestão

3 nível – mix profissões como trabalhadores com procura diferenciada.

Comentário: Consorzio Zenit, Coop. Astir

As cooperativas sociais têm objetivos em termos de trabalhadores dos projetos comunitários. No cenário atual, as cooperativas não recebem subsídios públicos, sendo necessário reinventar o seu papel de oferta de serviços para as populações, tendo em conta o papel dos psicólogos, peritos em envelhecimento ativo, turismo sénior, etc. Estão a investir em facilidades na Toscânia, desenvolvendo novos projetos tais como: novas formações relacionadas com a oferta cultural e agentes de promoção social.



Participantes do Seminário Internacional

2ª Sessão Perfis Profissionais. A Procura das cooperativas sociais

Presidente: Vanna Boffo

Alina Marinoiu, Global Commercial, Roménia

A Economia social da Roménia e a criação dum modelo inovador para a promoção ativa da integração de pessoas com necessidades especiais.

Novas qualificações da economia social

Indicadores Sociais – risco de pobreza e de exclusão social.

Os principais resultados: Pessoas são discriminadas pela sociedade devido à sua baixa qualificação, falta de capacidade de comunicação, falta de responsabilidade no lugar de trabalho. Empregadores preferem empregar jovens e pessoas com necessidades especiais. Parece ser mais fácil integrar estas duas populações do que os criminosos e os ciganos. É portanto investir na mudança do quadro legal, resolvendo os problemas nas áreas rurais e noutros setores como o turismo e os serviços sociais.

As propostas de novas qualificações na economia social em Roménia estão atualmente em debate no Parlamento incluem:

Novos currículos em 4 Universidades na Roménia;

Novas qualificações como *empreendedor da economia social* – educação secundária – gestão, inclusão social, e também negociação, comunicação, relações interpessoais, etc.

Colocação de trabalhadores e trabalhadores com qualificações baixas – como investir nos trabalhadores de baixas qualificações no quadro da economia social quando este setor está a crescer rapidamente? Cooperação social e formação com qualificação superior são necessários; tal como o exame das necessidades das competências de hoje e de amanhã?

3ª sessão

Ensino Superior e empregabilidade dos jovens

Aoresentação: Paolo Federighi e Vanna Boffo

Participantes: Consorzio Zenit, Coop. Astir, Pane e Rose, Il Girasole, San Tommaso D’Aquino, G. Di Vittorio, Consorzio Coeso, CAT

As cooperativas devem colaborar na elaboração das competências requeridas por forma a ajudar na colocação dos jovens tendo em conta as necessidades das cooperativas.

Esforços na comunicação dessas necessidades às Universidades e aos formadores das escolas de VET.

Os jovens devem estar preparados para trabalharem nas cooperativas e no 3º setor. A antecipação das competências bem como a integração das alterações normativas são importantes.

As Universidades podem ser um stakeholder na ajuda das cooperativas neste respeito. O mercado e alguns serviços de qualidade bem como as novas tecnologias são disso um bom exemplo. A formação dos jovens deve estar alinhada com os objetivos do 3º setor; centros de formação especiais e a introdução de comunidades de utilizadores; competências mais elevadas e aumento da capacidade de trabalho com outros. Necessário associar melhor o lugar de trabalho com a formação, ajustando os curriculums da Universidade de Florença como cursos de referência.

Table 8 - 2nd SALM Newsletter (English version)

Newsletter 2

Università degli Studi di Firenze, *Dipartimento Scienze della Formazione e Psicologia – Department of Educational Sciences and Psychology* organized, within the SALM project, an International Seminar dedicated to “**YOUTH AND EMPLOYABILITY IN THE THIRD SECTOR- SALM PRELIMINARY RESULTS**”. The Agenda of the Seminar was:

9.00 Welcome by *Paolo Federighi*

9.15 *Working Group*

Occupational strategies in social services and senior tourism

Chair: *Vanna Boffo*

Cândida Soares, Portogallo, Universidade Católica Portuguesa-Centro de Estudos dos Povos e Culturas de Expressão, Portugal

Vanna Boffo, Dipartimento Scienze della Formazione e Psicologia- Università degli Studi di Firenze, Italy

Ruth Camilleri, ITS-Institute of Tourism Studies, Malta

Discussant: *Consorzio Zenit, Coop. Astir*

10.30 *Working Group*

Training interventions supporting competences and skills for youth employability

Chair: *Vanna Boffo*

Thomas Montgomery, Glasgow Caledonian Universty, United Kingdom

Vanna Boffo, Dipartimento Scienze della Formazione e Psicologia-Università degli Studi di Firenze, Italy

Ruth Camilleri, ITS-Institute of Tourism Studies, Malta

Vanda Vieira, Centro de Formação Profissional para o Comércio e Afins, Portugal

Discussant: *Pane e Rose, Il Girasole, San Tommaso D'Aquino*

11.30 *Coffee break*

11.50 *Working Group*

Professional profiles. Demand by the social cooperatives/organisations

Chair: *Vanna Boffo*

Alina Marinoiu, Global Commercium, Romania

Vanna Boffo, Dipartimento Scienze della Formazione e Psicologia-Università degli Studi di Firenze, Italy

Luis García, Ronsel Foundation, Galicia-Spain

Discussant: *G. Di Vittorio, Consorzio Coeso, CAT*

14.00 Higher education supporting youth employability

Discussant: *Paolo Federighi and Vanna Boffo*

Participants: *Consorzio Zenit, Coop. Astir, Pane e Rose, Il Girasole, San Tommaso D'Aquino, G. Di Vittorio, Consorzio Coeso, CAT*

Issues:

Definition of skills: training placements, placement, job fairs

Specificities of training pathways: master programmes

Planning new services: innovation within social services, high education apprenticeship

17.30 *Conclusions*

18.00 *End of the SALM seminar*

The Seminar had 35 participants and was held on 28th February, Ground Floor – Aula Magna, Via Laura, 48, I – Firenze.



Speakers of the Seminar

The Introduction of the Seminar was given by UNIFI on the issues of:

5. The labour demand and main competences required in 3rd sector in general and in social services and senior tourism, in particular;
6. Common profiles for cooperatives – profiles are there but they are to perceived differently according to the organizations dimension;
7. The services and jobs typologies reflect other organizational elements as values, strategies, objectives, technologies, leadership and future developments (business plans);
8. There are several roles played by different bodies, and as a consequence, we can speak about jobs improvements in each cooperative.

1 Session - Occupational strategies in social services and senior tourism

Maria Cândida Soares, UCP – CEPCEP, provided her contributions on “Occupational strategies in social services and senior tourism: employment, qualifications, training needs and also job perspective”, namely that:

5. Social services and senior tourism showed an increase demand of manpower and workers’ qualification demands;
6. Employment, qualifications and their educational levels in Portugal – despite progress, there are still a high

percentage of workers with low education level. Gender representativeness, on the other hand, is crucial since the majority of jobs are performed in these sectors are by women, age around 25 – 50 years;

7. Concerning employment and their qualification structure – unskilled and semi-skilled workers are in higher number. In social services, for example, there is an important number of staff with higher education but also significant unskilled and semi-skills workers;
8. Portuguese best practices show that the improvement in skills and competences of workers are very important. Training needs show the gap in terms of soft skills required by employers. Human relationships and interpersonal skills as well as communication, personal qualities, innovation, etc. are needed.

Ruth Camilleri, ITS-Institute of Tourism Studies, Malta, gave her contributions on “Senior tourism for Malta experience and employability”

She identified good practices from tourism sector: seniors who visit Malta have discounts in some months. This measure was creating to attract more tourist and to maintain the full time employment during all year.

Coordinated by one trade union in Malta, it is addressed the spread Maltese culture. There are new opportunities to improve the program and include some other ideas and proposals to foster Malta as a destiny to the senior tourism: the promotion of cultural events. For example, the involvement of the catholic organizations was important to design new routes. The presence of low cost airlines and better prices for seniors, the organization of trips to seniors as cruises and visits to single persons are also important elements of the success cases.

Vanna Boffo, Dipartimento Scienze della Formazione e Psicologia. Università degli Studi di Firenze, Italy

In Tuscany, we have a holistic offer as cooperatives, contortions as well as non-governmental organizations in the field of social services and senior tourism. There's a very higher presence of senior services as well as services for disabilities. However, the main beneficiaries are children's and seniors:

From a territory based analysis: there are 11 organizations.

From the workers profile, in Tuscany there is an increased interest to consider workers with graduate and undergraduate education levels.

Female presence is relevant in Italy (80% participation), as in Portugal. Building up skills and competences for the future are emerging; as a result of data collected from 2008 until 2013, the region moved from low qualification level to more qualified workers: services are moving from interpersonal care to comprehension required for higher qualifications. The raising of education level is important for the sector, as cross competences and some quality improvements.

However, employment is more a result of services transformation, already available in some organizations, and less new job placements. Some stability instead the growth of qualifications, nevertheless, turnover is higher in female staff. More recently restructuration in the sector led to cooperative services aggregation amount different organizations (dealing with some areas as organizations domains and project management). Animation emerged as specific profession as managers and administrative managers.

1 level – education professionals

2 level – management level

3 level – mix professions as workers with different demands.

Discussant: Consorzio Zenit, Coop. Astir

Social cooperatives have a target as workers in community projects. In the actual economic scenario, cooperatives don't receive public money and they must reinvent themselves and provide other services to their end-users: psychologists, active ageing experts, tourism senior, etc. Investing some money in facilities in Tuscany and developing new projects: new training offer related to cultural and social promotion agents.



Participants of the International Seminar

Professional profiles. Demand by the social cooperatives/organisations

Chair: Vanna Boffo

Alina Marinou, Global Commercio, Romania

Romania social economy and the creation of an innovative model to promote active integration of disenable persons.

Social economy and new qualifications

Social indicators – risk of poverty and social exclusion.

Main results _ Persons are discriminated by the society since they have low qualifications, lack of capacity to communicate with other persons, lack of responsibility related to job performance. Entrepreneurs prefer to work with young people and with persons of disabilities. It's easier to integrate those two targets instead of offenders and roman people. It's important to invest in the legislative framework, to address rural areas and other sectors as tourism and social services.

New qualifications in social economy in Romania, proposal under the parliament debate

New curriculum in 4 universities in Romania.

New qualifications as *social economy entrepreneurs* – secondary education – business management, social inclusion, as well market and negotiation, communication, interpersonal relations, etc.

Job placements and lower skills workers – how can we invest in low skilled workers in the social economy framework, since this sector is growing very fast? Social cooperation and training with university background are needed; as well as some examination of the sector: the needs for competences for today and for the future?

2 part

Higher education supporting youth employability

Discussant: Paolo Federighi and Vanna Boffo

Participants: Consorzio Zenit, Coop. Astir, Pane e Rose, Il Girasole, San Tommaso D'Aquino, G. Di Vittorio, Consorzio Coeso, CAT

Cooperatives must be collaborative in the skills conceptions in order to create job placements which access to the cooperative needs.

Major efforts are those to create a method to report the needs to Universities and to VET Providers.

New young people who must be prepared to work in cooperatives and at the 3rd sector. The anticipation of competences and also the integration of normative changes are essential.

Universities can be one stakeholder to help cooperatives in this respect. The market and some services as quality and new technology inclusion are needed. Young people curriculum should be alignment with the objectives the 3rd sector: special training centres and the introduction of communities of users; higher skills and increasing the capacity to work with others. Match degree and job placement, University curriculums in Florence University as master courses.

5. Dissemination carried out

Dissemination carried out during the lifetime of the project was both on an international and national/local level. It also included sectoral dissemination addressed to social services and senior tourism actors and relevant stakeholders.

Dissemination also took into consideration the levels of institutional and practice disseminations that were and are the most effective ones also in terms on exploiting SALM results on a short-, medium-, and long-term.

Under Chapters 5.1. and 5.2. we provide the reader with more information and details on each of them by the whole consortium as such and by each single partner. An overview of them is also represented in Table 9.

Table 9 – Overview SALM Dissemination carried out

	International Dissemination Tool (institutional and practice levels)	National and Local Dissemination Activity (institutional and practice levels)	Sectoral (institutional and practice levels)	Carried out/Produced (institutional and practice levels)
Dissemination Plan (Deliverable 22)	X	X	X	X
Publication (Deliverable 23)	X	X	X	
Miscellaneous dissemination materials (Deliverable 24)	X	X	X	X
National dissemination seminars (Deliverable 25)		X	X	X
SALM international conferences (Deliverable 26)	X		X	
SALM Advisory Boards		X	X	X

	International Dissemination Tool (institutional and practice levels)	National and Local Dissemination Activity (institutional and practice levels)	Sectoral (institutional and practice levels)	Carried out/Produced (institutional and practice levels)
<i>MAIN DISSEMINATION TOOLS/ACTIVITIES PRODUCED IN ADDITION TO WHAT HAS BEEN PLANNED IN THE PROPOSAL</i>				
Dissemination Report	X	-	X	X
SALM logo	X	X	X	X
Local, national, sectoral, international events where SALM is presented and discussed (including public institutions, practitioners and relevant stakeholders)	-	X	X	X
Dissemination among each of the partners' channels (on a local, national, sectoral, international level including public institutions, practitioners and relevant stakeholders)	X	X	X	X
SALM papers published	X	X	X	-
Mailing lists	X	X	X	X
SALM facebook areas	-	X	X	X

5.1. Dissemination carried out by the whole SALM consortium

5.1.1. International level

The project proposal identified certain **promotional channels, dissemination tools**, common to all partners, such the following (Table 10):

Table 10 –The international dimension of SALM dissemination and tools and activities carried out

SALM Dissemination Activities	
SALM international event (Lisbon, 5-6 March 2015) ⁶	International level. Sectoral and multisectoral level. Institution level (Academy, Policy). Practice level.
SALM International seminar (Firenze, 27 February 2014)	International level. Sectoral and multisectoral level. Institution level (Academy, Policy). Practice level.
Participation to international meetings, events, seminars, etc. (see Ch.5 where the list of each international event where SALM partners participated is provided)	International level. Sectoral and multisectoral level. Institution level. Practice level.
Participation to job fests, fairs, workshops, open days	National, local, sectoral/multi-sectoral level. Institution level. Practice level.
SALM Dissemination Tools	
SALM website	International level. Sectoral and multisectoral level. Academic and Practice level.
SALM publication	
SALM miscellaneous materials produced by SALM partners (Newsletters, leaflets, presentations, etc.)	
Additional materials related to the level and purposes of dissemination taken (see Ch. 5)	

5.1.2. National and local level

On a national and local level partners were committed from the very beginning of the project to identify the most appropriate contact persons, organisations, institutions that might benefit from SALM at different levels (as users, as stakeholders, etc.). In Table 11 we list some of the main dissemination activities carried out and tools produced within SALM.

⁶ *Deliverable 26*. As planned in the proposal: “There will be two international conferences, the first one in Florence (planned to be taken by February 2014, to present the good practices), and the second one in Lisbon. The final Conference will aim at presenting project and results (research findings, models and toolkits) to an heterogeneous public, including practitioners in the field of knowledge skills and competences, national qualifications frameworks and anticipation labour market needs related to young people, organizations, youth associations, employments agencies, social partners and policy makers.”

Table 11 - The local and national dimension of SALM dissemination and tools and activities carried out

SALM Dissemination Activities	
SALM National Dissemination events ⁷	National, local, sectoral/multi-sectoral level. Institution level (Academy). Practice level.
Youth Dissemination Actions	National, local, sectoral/multi-sectoral level. Institution level (Academy). Practice level.
Interviews and Focus Groups taken in the data collection phase	National, local, sectoral. Practice level.
Participation to international meetings, events, seminars, etc.	National, local, sectoral/multi-sectoral level. Institution level. Practice level.
Participation to job fests, fairs, workshops	National, local, sectoral/multi-sectoral level. Institution level. Practice level.
SALM Dissemination Tools	
SALM publication (English) ⁸	International, National, sectoral-multi-sectoral level. Academy level. Practice level.
Link to the SALM web site from the partners web pages	National, local, sectoral/multi-sectoral level. Institution level. Practice level.
Mailing lists	
SALM Facebook areas (i.e. It, Es)	National and sectoral level. Practice level.
Additional miscellaneous material, ⁹ SALM leaflets by partners	National and sectoral level. Practice level.
Any SALM document that was needed to extend project results to additional key players	National and sectoral level. Practice level.

⁷ *Deliverable 25*. As planned in the proposal: “During SALM national seminars the results of the project are presented to the public and targeting the different target groups of SALM (according to the specificities of the context where they are organised).”

⁸ *Deliverable 23*. As it was planned in the proposal: It was conceived to be a “research paper presenting the SALM model, including the project approach and results”.

⁹ *Deliverable 24*. As it was planned in the proposal: “It will be produced in English and in all partners’ languages according to the perceived needs of the consortium, and may include brochures, leaflets, posters, information DVDs etc. It will be translated according to the local needs as perceived by the consortium members.”

5.2. Dissemination carried out by each partner

In the following pages we report in detail the dissemination activities and tools that were undertaken and produced by each of the SALM partners during the whole period of the project.

5.2.1. UNI-CEPCEP (PT)

SALM dissemination activities carried out <ul style="list-style-type: none"> ▪ Presentation of the SALM website ▪ SALM Interviews/Focus groups ▪ Seminars, conferences, meetings, face-to-face discussions ▪ Distribution of SALM leaflet/materials during restricted and open meetings, seminars, face-to-face discussion, etc. 	
Aims and objectives Awareness activity for public and civil society entities about SALM objectives and actions.	
SALM web info Link to the project website and SALM info available at www.fch.lisboa.ucp.pt , http://www.cecoa.pt/en-US/44/2/129/Projeto.aspx , http://www.cecoa.pt/pt-PT/40/2/134/Projeto.aspx	
SALM papers <ul style="list-style-type: none"> ▪ Article published in the Portuguese Institute for the Employment and Vocational Training's National Virtual Knowledge Resources Centre Platform - www.crcvirtual.org/index.php/projectos/pag/136 ▪ Publication of SALM Project Information in CEPCEP's Website PT version - www.fch.lisboa.ucp.pt/site/custom/template/ucptpl_fac.asp?SSPAGEID=1053&lang=1&artigoID=5829 EN version - www.fch.lisboa.ucp.pt/site/custom/template/ucptpl_fac.asp?SSPAGEID=1053&lang=2&artigoID=5860	
Target	Researchers and Organisations interested in learning opportunities in education issues, such as formal or non formal and informal settings, national and international institutions with responsibilities regarding VET policies, design and analysis. Social partners and relevant stakeholders in Education and VET domains
Date	29/05/2013
Typology of information provided	General Information about the project
Conference, seminar, training event, meetings, face-to-face discussions, etc.	
Name of the event	International conference
Title of the speech	Ageing population Social Services and Tourism senior
Organised by	CEPCEP
Place	Lisbon
Date	11-12 /03/2015
Type of participants/participating organisations and approximate number	50 inscriptions Partner members, universities, social organisations, social partners, researchers
Short description of the event and programme	Ageing and future needs; SALM major results and impacts; What SALM project can add value to European policy?
Conference, seminar, training event, meetings, face-to-face discussions, etc.	
Name of the event	SALM International Final Conference
Title of the speech	Panel participation - SALM in Portugal
Organised by	UCP – CEPCEP
Place	Lisbon
Date	5-6/3/2015
Type of participants/participating organisations and approximate number	Researchers, professionals, relevant stakeholders

Name of the event	Reintegration of neet population in the labor market and the education and training system - opportunities in the social sector
Title of the speech	Employment opportunities social sector
Organised by	SERGA
Place	Lisbon
Date	16/12/2014
Type of participants/participating organisations and approximate number	75 participants - universities, social organizations , social partners , researchers, NGO's
Name of the event	R-NEET Loures
Title of the speech	Employment opportunities in social services – Loures municipality
Organised by	Loures Municipality and SERGA
Place	Loures – Portugal
Date	13/11/2014
Type of participants/participating organisations and approximate number	45 participants Technicinas of Loures municipality, reserachers, Civil organisations, training providers, employment servives and NGO's
Name of the event	Interface Ensino Superior/Mercado de Trabalho: Estratégias e Exigências
Title of the speech	Competências e Mercado de Trabalho: alguns contributos
Organised by	Instituto PIAGET
Place	Almada
Date	8 /10/ 2014
Type of participants/participating organisations and approximate number	About 45 participants
Short description of the event and programme	Part of the session dedicated to University students' employability and resources; the need of curricula adaptation; future skills needs; main skills to get a job
Any materials	Presentation in PT available at: http://www.fch.lisboa.ucp.pt/resources/Documentos/CEPCEP/SALM%20-%20apresentação.pdf
Name of the event	Geriatric Strategic Plan
Title of the speech	A Tourism Region and Ageing Population
Organised by	Camara Municipal de Albufeira (Algarve- Portugal)
Place	Albufeira - Portugal
Date	09/2014
Type of participants/participating organisations and approximate number	35 participants; regional organizations in ageing issues, Social partners, enterprises, universities, entities of civil society and public services
Name of the event	International Congress of Ageing
Title of the speech	Active ageing and demographic changes
Organised by	Instituto Politécnico de Leiria
Place	Leiria/Portugal
Date	9/5/2014
Type of participants/participating organisations and approximate number	Around 450 participants; national and international experts in ageing issues, teachers from Polythenic Institutes , entities of civil society and students
Name of the event	Meeting ANQEP
Title of the speech	SALM project
Organised by	ANQEP (National Agency for Qualification)
Place	Lisbon
Date	December 2013
Type of participants/participating organisations and approximate number	40 participants - Member and experts of ANQEP

Name of the event	Conference on results of the CREJOV project
Title of the speech	Determinants of youth employment growth
Organised by	SERGA
Place	Lisbon
Date	2/12/2013
Type of participants/participating organisations and approximate number	Employers and Employers Organisations Teachers , Students of secondary level, Trade Union, Public Entities and Researchers with about 60 participants
Short description of the event and programme	Half a day meeting with two sessions : presentation of study results and comments from employer and Public Employment Service
Name of the event	Regional Seminar on Youth Employment
Title of the speech	Young People Employability
Organised by	SERGA
Place	Porto
Date	15/10/2013
Agenda	Available at http://www.serga.pt/#noticias?c=8-4
Type of participants/participating organisations and approximate number	Employers and Employers Organisations Teachers , Students of secondary level, Trade Union, Public Entities, with about 50 participants
Short description of the event and programme	Half a day meeting with two sessions: case study presentation and comments on young people employability
Any materials	Pictures/photos available
Name of the event	Ageing Population: economic, social and organizational consequences
Title of the speech	Ageing population – quality of life
Organised by	CES – Economic and Social Comission
Place	Montepio Geral - Lisboa
Date	June 2013
Type of participants/participating organisations and approximate number	180 participants; national and international experts in ageing issues, Social partners , enterprises, universities, entities of civil society and public services
Name of the event	3rd European HRD Forum – Lisbon: Human Heritage and Competitiveness in Europe, http://european-hrd-circle.org/3rd-european-hrd-forum-lisbon/
Organised by	European HRD Circle
Place	Marinha Hotel – Cascais
Date	31/05/2013
Agenda	Researchers, Human Resources Department Head or Deputy-head. 45 participants.
Type of participants/participating organisations and approximate number	Discussions on the challenges on hiring expatriates, compensation issues. Presentation of the SALM project, goals and main research work.
Name of the event	CREJOV – Think Thank
Organised by	SERGA, Lisboa
Place	SINASE, Lisboa
Date	30/04/13
Type of participants/participating organisations and approximate number	IEFP – public employment service, economist from Social Security Ministry Research Department, researchers, University teachers; about 11 people.
Short description of the event and programme	The main theme discussed was youth employability, the role of entrepreneurship courses and practical counselling (coaching and mentoring) on youth unemployed; INOVJovem of AEP (Porto), Projecto Fast Forward and Lisbon Start-up scholarship. Presentation of the SALM project, goals and main research work.
Name of the event	Workshop in Lisbon of the project First Step First Job, www.firststepfirstjob.eu/workshop-in-lisbon/
Organised by	CEPCEP
Place	Lisboa, Universidade Católica Portuguesa.

Date	25/03/2013
Agenda	Researchers from 2 Romania Universities, Portuguese researchers, Researcher from RONSEL Foundation of Spain, Researcher from Italy University and experts from Romania Administration Trainers and officials from Social Security Ministry; 33 participants
Type of participants/participating organisations and approximate number	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. Agenda can be downloaded from: http://www.firststepfirstjob.eu/wp-content/uploads/2013/06/FSFJ-Workshop-Lisbon-Agenda.pdf

Table 12 - Example of one of the disseminations attended by SALM Leader (May 2014)

<p>Dissemination event</p> <p>IPL is a Portuguese Higher Education institution of reference, located in the centre of Portugal, with a quality training program. IPL organized on May 9th and 10th the 2^o International Health Congress.</p>  <p>Cândida Soares and Sousa Fialho of CEPCEP gave a talk on "Active Ageing and Demographic Changes" on the "Demographic Changes in The population: Ageing at Home" Session.</p>  <p>José and Cândida speaking in the 2^o International Health Congress on SALM project.</p> <p>Active ageing has implication to (future) demand of (new) jobs, which can be attractive to young people. They gave info concerning SALM project and activities as well as partners and their tasks in the project.</p> <p>Part of the 2^o Congress' programme is reproduced below (which can be accessed through www.health.ipleiria.pt/?page_id=9)</p>
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Professora Doutora Maria dos Anjos Dixre, Coordenadora da UIS/ESSLeI-PL

- 9h30 – Mesa 1 - Tema: Doenças Crónicas
 - "Conviver com a Doença Crónica"

Prof. Doutor Antonio Torres de Oliveira, Agencia de Calidad Sanitaria de Andalucia

Prof. Doutor António Bugalho de Almeida, Fac. Medicina, Univ. Lisboa

Dra. Ester Gama, Serviço de Pediatria, CHLP e UIS/ESSLeI-PL

Moderação: Professora Doutora Maria Pedro Sucena Guarino

- 11h00 – Intervalo para café
- 11h30 – Sessão de posters* (Sessões J-1, J-1 e M-1)
- 11h30 – Comunicações Livres (Sessões A-1 a H-1)

Sessões síncronas de comunicações livres de acordo com as temáticas:

- ID&T – Investigação, desenvolvimento e tecnologia em saúde
- Literacia em Saúde:
- e-therapy;
- Qualidade de vida e bem estar;
- Intervenções de Saúde na comunidade;
- Mensuração e tomada de decisão;
- Etiologia e Saúde;
- Plataformas tecnológicas de construção e partilhas de comunicação;
- Formação clínica – prática simulada

Tarde:

- 14h00 – Mesa 2 – Tema: Alterações demográficas da população/Envelhecimento
 - "Envelhecer em casa"

Professor Doutor Fernando Alonso López, Universidad Autónoma de Barcelona

Professores Doutores Cándida Soares e Sousa Filho, Universidade Católica Portuguesa

Professor Doutor Baltazar Ricardo Monteiro, UIS/ESSLeI-PL

Moderação: Professor Doutor José Alves Guerreiro

- 15h30 – Intervalo para café

Inscrições

Data limite para a 1ª fase - 31 de Março de 2014
Data limite para a 2ª fase - 08 de Maio de 2014

[ver mais \[+\]](#)

Submissões

Data limite para a 1ª fase - 31 de Janeiro de 2014
Extensão de prazo - 15 de Fevereiro de 2014
Comunicação de Resultados - 4 de Março de 2014

[ver mais \[+\]](#)

Submissões

PROGRAMA DAS COMUNICAÇÕES LIVRES
DISPONIBILIZADO


SUBMISSÕES

CHAMADA DE TRABALHOS


PROCESSO DE REVISÃO

MODELO DE SUBMISSÃO

Plataforma de Submissões



There were about 150 participants in the Congress. The following photo shows the participants in "Active Ageing and Demographic Changes" talk.



SALM Interviews, Focus Groups	
Target of participants/participating organisations and approximate number	Interview with INATEL Foundation about senior Tourism where SALM project has been presented. INATEL is a public entity with 900 workers
Dates	17/07/2013
Description of the activity/action carried out	Presentation of the project, its aims, methodology and expected result. Interview
Target of participants/participating organisations and approximate number	Interview with Santa Casa da Misericórdia da Amadora , a no profit organisation with 360 workers
Date	6/12/2013
Description of the activity/action carried out	Presentation of the project, its aims, methodology and expected result. Interview

Target of participants/participating organisations and approximate number	Interview with Santa Casa da Misericórdia de Alcácer do Sal , a no profit organisation with 62 workers
Date	9/12/2013
Description of the activity/action carried out	Presentation of the project, its aims, methodology and expected result. Interview
Interview with Santa Casa da Misericórdia de Chaves , a no profit organisation with 110 workers	
Date	10/12/2013
Description of the activity/action carried out	Presentation of the project, its aims, methodology and expected result. Interview

5.2.2. CECO (PT)

SALM papers	
<ul style="list-style-type: none"> ▪ Presentation of the SALM website ▪ SALM Interviews/Focus groups ▪ Seminars, conferences, meetings, face-to-face discussions ▪ Distribution of SALM leaflet/materials during restricted and open meetings, seminars, face-to-face discussion, international Conference, etc. 	
Target	Organisations offering learning opportunities in formal or non formal and informal settings, national and international companies, public with responsibilities regarding VET policies and/or opportunities, social partners and relevant stakeholders in the VET domain
Date	29/05/2013
Typology of information provided	General Information about the project
SALM miscellaneous materials	
Target	Everyone interested and cooperating with CECO
Date	December 2012-January 2013
Typology of information provided	SALM included in the CECO description and related ongoing activities and projects
SALM Interviews, Focus Groups	
Target of participants/participating organisations and approximate number	Lisbon School of Hospitality and Tourism
Date	25/10/2013
Description of the activity/action carried out	Presentation of the project to the Coordinator of the School
SALM articles, essays, press	
Title	Educational Jobs: Youth and Employability in the Social Economy. Investigations in Italy, Malta, Portugal, Romania, Spain, United Kingdom (Paolo Federighi, Vanna Boffo, Francesca Torlone)
Format (paper or electronic)	Book
Date	2015
Approximate number of readers	700-800 (university students, researchers, professors, social economy sector' professionals)
Type and title of journals/magazine/newsletter	Scientific book
Notes	CECO contributed an article to the book
SALM book distribution	

Type of channel (i.e. post, e-mail, etc.):	Face to face, promotion of book among CECOA local and national networks
Target of recipients of the booklets	Around 150
Conference, seminar, training event, meetings, face-to-face discussions, etc.	
Name of the event	SALM Youth Awareness Action
Title of the speech	Event overall organization – Implementation of SALM Portuguese Youth Awareness Action
Organised by	CECOA
Place	Lisbon
Date	27/3/2015
Type of participants/participating organisations and approximate number	<p>The Portuguese Youth Awareness Action was developed by CECOA in March, 2015. The awareness' action was targeted to young people, potential employers and public entities (mainly institutional entities). The activity was prepared using the SALM model approach, beyond the specific evaluation of the tools adequacy and foreseen effectiveness.</p> <p>The main objectives were to improve young people soft skills and their entrepreneurship capacity, make them aware of the young employability potential of senior tourism sectors and social services.</p> <p>The activity involved young students from CECOA and from other organizations. The goal was to join in the same youth activity, potential employers, employment of technical and professional training and seniors, foster the exchange and the exchange of knowledge among target groups.</p> <p>Within the scope of the awareness activity planned for the project, CECOA organized a dynamic event that brought together 61 participants (42 women and 19 men), among young people, seniors, partners and stakeholders and had intended to inform and attract young people to the potential of job opportunities and entrepreneurial initiatives in the fields of social services and senior tourism. The activity included 34 young people aged up to 23 years, 9 seniors and 18 participants between partners, employers, employment of technical, professional training and organizers.</p>



Welcome to Participants



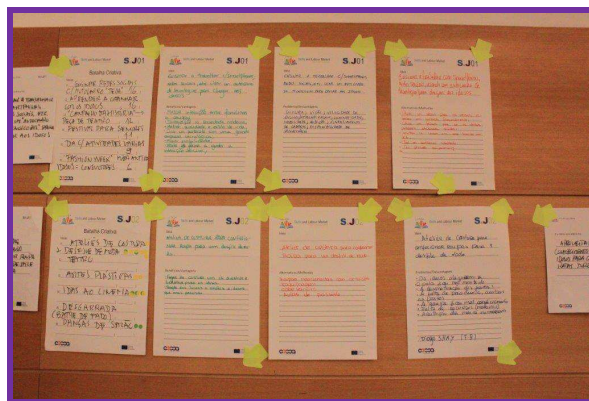
Youth Participantes



Activities between Youth and Seniors and Youth Participants instructions



Youth Awareness Session Activities



Youth Awareness Session Activities

Name of the event	SALM National Seminar
Title of the speech	Event overall organization and panel participation – Implementation of SALM in the Portuguese context
Organised by	CECOA and UCP CEPCEP
Place	Lisbon
Date	20/3/2015
Type of participants/participating organisations and approximate number	The Portuguese SALM National Seminar was developed by CECOA and UCP CEPCEP in March, 2015. The seminar was targeted potential employers and public entities (mainly institutional entities) as well as trainers and VET providers. The main objective was to present the final results and impacts of the project at national level. Within the scope of the National Seminar, 31 participants were present.

SALM National Seminar



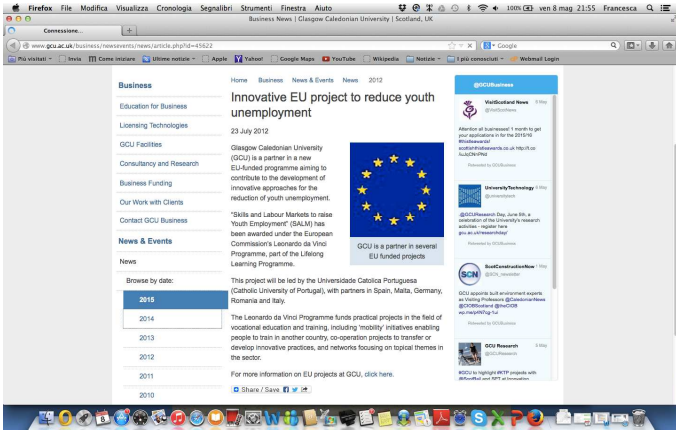
Name of the event	SALM International Final Conference
Title of the speech	Event overall organization and panel participation – Implementation of SALM in the Portuguese context
Organised by	UCP – CEPCEP and CECOIA
Place	Lisbon
Date	5-6/3/2015
Type of participants/participating organisations and approximate number	SALM presentations prepared

SALM International Final Conference



Name of the event	SALM International Seminar – Presentation of the intermediate results in the third sector and social economy (Annex 1)
Title of the speech	International Restricted Seminar Youth and Employability in the Third Sector SALM Preliminary Results Firenze, 27th February 2014
Organised by	University of Florence
Place	Firenze
Date	27/02/2014
Type of participants/participating organisations and approximate number	Around 50-60 participants. University researchers, fellows, professors, legal representatives of social services involved in SALM empirical phase and additional ones, professionals working in the social economy sector
SALM presentation prepared	

5.2.3. GCU (UK)

<p>DISSEMINATION STRATEGY - MAIN FEATURES</p> <p>As a research organisation, GCU has been principally engaged in research elements of the project and much of its dissemination strategy has been largely focussed on promoting the project in academic circles as well as to the relevant stakeholders.</p> <p>The project has been disseminated at three levels (<i>Annex 2</i>):</p> <ul style="list-style-type: none"> - Internally among the GCU community; - Externally at a national level through seminars workshops and papers, and - Internationally at conferences. <p>Specific activities are as follows:</p> <ul style="list-style-type: none"> - Internal dissemination: <p>The university website pages: www.gcu.ac.uk/business/newsevents/news/article.php?id=45622</p>  <p>The screenshot shows a news article on the GCU website. The article title is 'Innovative EU project to reduce youth unemployment' dated 23 July 2012. It mentions that GCU is a partner in a new EU-funded programme aiming to contribute to the development of innovative approaches for the reduction of youth unemployment. It also mentions the 'Skills and Labour Markets to raise Youth Employment' (SALM) project, which has been awarded under the European Commission's Leonardo da Vinci Programme, part of the Lifelong Learning Programme. The article includes a photo of the European Union flag and a small image of a person. There are social media sharing options at the bottom of the article.</p> <ul style="list-style-type: none"> - National Dissemination: <p>GCU Research Day-Research Day 2014 featured public talks, meet the experts and interactive displays. There was a central exhibition area, featuring guest speakers, and events held across the entire campus, including information on the SALM project.</p> <p>ISSJR/GSBS Seminar Series, ‘Social Innovation and the Zero Hour Generation’. Glasgow Caledonian University, 26th March 2014</p> <ul style="list-style-type: none"> - International Dissemination: <p>International Conference, ‘Youth and Employability In The Third Sector’, EU SALM Project, University of Florence, 27th February 2014</p>
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<p>EMES International Conference, ‘Social Innovation: Empowering Young Workers in Glasgow?’, Western University of Timisoara, 29th June – 2nd July 2014.</p> <p>International Conference. ‘Building prosperous futures? The UK – Scotland skills policy frameworks and the labour market prospects of young people’. ECPR General Conference, University of Glasgow, 3rd – 6th September 2014.</p> <p><i>SALM Materials disseminated</i></p> <ul style="list-style-type: none"> - Internal website promotion - Leaflets regarding the project activities - Project outputs: reports (country and comparative) and academic papers. 	
<p>SALM dissemination activities carried out</p> <ul style="list-style-type: none"> ▪ Presentation of the SALM website ▪ SALM Interviews/Focus groups ▪ Seminars, conferences, meetings, face-to-face discussions ▪ Distribution of SALM leaflet/materials during a miscellaneous variety of events/meetings 	
<p>Aims and objectives</p> <p>SALM aims and research strategy were presented to interviewees and potential interviewees, that is to a range of private (social enterprises) and public (governmental bodies) organizations.</p>	
<p>Number and type of the organisations involved / number of users involved and belonging organisation</p>	<p>Totally 7 organizations</p>
<p>SALM Materials disseminated</p>	<p>SALM research aims and purposes as they emerge from the project proposal</p>
<p>Other useful information</p>	<p>SALM was advertised also within GCU and a plan for an official (e.g. promoted by our press office) dissemination was set to be done in early 2014</p>
<p>SALM Interviews, Focus Groups</p>	
<p>Target of participants/participating organisations and approximate number</p>	<p>We have targeted: social enterprises organizations to develop SALM interviews for the case studies on ‘care services and youth employment’; public-governmental organizations: the Scottish government youth employment unit with whom we have done a ‘unit’ interview (interview enlarged to the governmental office for the “third sector”); quasi-public organizations, Visit Scotland, the official organization dealing with tourism, with whom we have made a first interview for the case study in senior tourism.</p>
<p>Date</p>	<p>Several dates in the years 2013-2015 as per WPs reports.</p>
<p>Description of the activity/action carried out</p>	<p>Presentation of the research; interviews; discussion about potential case studies and implications of the research for policy.</p> <p>Throughout the project GCU has been carrying our various interviews and focus groups (details included in the WP3 Report, as well as in the focus group report and in the case studies report as well as in, lastly, the WP6 Report). GCU has interviewed and discussed with care company managers; Union representative; a former care giver; youth employment expert, young people.</p> <p>Interviews and focus groups have focused on three main issues:</p> <ul style="list-style-type: none"> - the potential of the care sector to attract and develop youth employment; - the weakness and advantages of the sector with respect with young people it aims at retaining; - the skills/capacities considered most relevant to be employed in the sector.
<p>Internal SALM website promotion and marketing</p>	

SALM articles, essays, press	
Title	Educational Jobs: Youth and Employability in the Social Economy. Investigations in Italy, Malta, Portugal, Romania, Spain, United Kingdom (Paolo Federighi, Vanna Boffo, Francesca Torlone)
Format (paper or electronic)	Book
Date	2015
Approximate number of readers	700-800 (university students, researchers, professors, social economy sector' professionals)
Type and title of journals/magazine/newsletter	Scientific book
Notes	GCU contributed an article to the book
SALM book distribution	
Type of channel (i.e. post, e-mail, etc.):	Face to face, promotion of book among GCU research channels as well as professionals working in the field
Target of recipients of the booklets	Around 200
Conference, seminar, training event, meetings, face-to-face discussions, etc.	
Name of the event	ISSJR/GSBS Seminar Series
Title of the speech	'Social Innovation and the Zero Hour Generation'
Organised by	Glasgow School of Business and Society
Place	Glasgow
Date	26/03/2014
Type of participants/participating organisations and approximate number	30 persons
Short description of the event and programme	Social innovation is a term that has managed to capture the zeitgeist in policy circles despite contention still surrounding what it actually means. Although applied to an almost infinite range of activities and approaches, social innovation can, in some contexts, also be interpreted as shorthand for the retrenchment of the welfare state and the ascendancy of market principles. This seminar will seek to contribute to our understanding of social innovation by highlighting instead those approaches which emphasise the empowerment of communities through the meeting of basic needs. In doing so there will be a focus placed upon the issues confronting young people in UK labour markets and the implications of adopting a socially innovative approach when tackling such issues
EMES International Conference	
Name of the event	EMES International Conference
Title of the speech	Social Innovation: Empowering Young Workers in Glasgow?
Organised by	Western University of Timisoara
Place	Bucharest
Date	29-06/2-7-2014
Type of participants/participating organisations and approximate number	15 persons

Short description of the event and programme	At a time of profound transformation in the way research and policy are conceived, organized and implemented, the fourth EMES PhD Summer School will seek to introduce innovative approaches to the study of social enterprise. To do so, the three “SE pillars” – as termed by EMES’ researchers in the first EMES PhD Reader -, which include social enterprise and social entrepreneurship, social economy and solidarity economy will continue to function as conceptual anchors for the theoretical and practical discussions and workshops to be held during these four days. In addition, social innovation will be incorporated into the Summer School as a key notion currently driving numerous research and policy initiatives including social enterprise. Interesting ongoing or recently completed research projects will be incorporated into the Summer School as valuable resources to illustrate the most innovative research on the SE pillars, social innovation and the third sector -
Materials available	See more at: www.emes.net/what-we-do/training-education/phd-summer-schools/4th-emes-international-phd-summer-school/#sthash.eRPIZtE8.dpuf
Name of the event	SALM International Seminar – Presentation of the intermediate results in the third sector and social economy (Annex 1)
Title of the speech	-
Organised by	University of Florence
Place	Firenze
Date	27/02/2014
Type of participants/participating organisations and approximate number	Around 50-60 participants. University researchers, fellows, professors, legal representatives of social services involved in SALM empirical phase and additional ones, professionals working in the social economy sector
Short description of the event and programme	SALM presentation prepared
SALM Articles, Essays, Press	
Title	Innovative EU project to reduce youth unemployment
Format (paper or electronic)	Electronic
Date	2013
Approximate number of readers	400
Type and title of journals/magazine/newsletter	GCU webpage: www.gcu.ac.uk/business/newsevents/news/article.php?id=45622
Title	Social Innovation – European Projects
Format (paper or electronic)	Paper
Date	2014
Approximate number of readers	400
Type and title of journals/magazine/newsletter	The Europe Office Brochure

5.2.4. ISOB (DE)

DISSEMINATION STRATEGY - MAIN FEATURES
The ISOB experts have been developing awareness activities for public and civil society entities about SALM objectives and actions during different networking conferences in Bavaria and used the opportunity to discuss the relevance of similar projects in the context of demographic changes (during some of the meetings from the regional project DEMOCLUST www.sensorik-bayern.de/de/democlust)
The project possible results and its influence on the European labour market and possibilities of implementing a similar

project in Eastern Europe have also been discussed on the 12th February 2014 in Bucharest, Romania during a meeting between members of the ISOB team, members and consultants of the German union IG BCE and the head representatives of the largest trade union in Romania BNS (The National Trade Union Block).

Number and type of the organisations involved / number of users involved and belonging organisation

SPS e.V. Strategische Partnerschaft Sensorik e.V. Cluster Management Organisation 4 General and Human Resources Managers. SPS is one of the most watched Cluster Organisations in Germany. For activities developed together with ISOB CEO Alexander Krauss the Cluster received the **awards “Innovative Network of securing qualified Human Resources supply” 2014** of the German Ministry of Labour and Social Security. IG BCE Trade Union. Mr. Olaf Aschmann, Coordinator of Project “Initiative Weiterbilden” (Initiative Further Training, a project to involve work councils more in promoting training activities).

BNS Blocul National Syndical Trade Union Association. Mrs Steluta Enache. Project Manager Project “Unions as Catalysts of Life Long Learning”

ISOB contributed an article to the book “Educational Jobs: Youth and Employability in the Social Economy. Investigations in Italy, Malta, Portugal, Romania, Spain, United Kingdom” (Paolo Federighi, Vanna Boffo, Francesca Torlone), which is one pillar of the dissemination strategy.

ISOB promoted and will actively promote the book in its website and networks.

SALM Materials disseminated

The project approach was discussed in general and partners were encouraged to follow the project via the website.

Other useful information

ISOB has implemented more than 30 projects on national and international level, resulting in a network of more than 150 relevant partners. In order to avoid information overflow ISOB has agreed with these partners that they follow ISOB activities, including SALM via the RSS feed of or website.

In addition 200 friends of ISOB CEO Alexander Krauss, mostly from relevant professional backgrounds were invited to like the SALM Facebook Feed.

SALM dissemination activities carried out

- Presentation of the SALM website
- Seminars, conferences, meetings, face-to-face discussion
- Presentation of the SALM project based on the official data from the project website was completed by the ISOB team, the presentation of the project is available on the ISOB website (see screenshot at the end of the document) and can be found at the following address:
 - ✓ www.isob-regensburg.net/joomla3/index.php/en/projects/international/101-salm-skills-and-labour-market
 - ✓ www.isob-regensburg.net/joomla3/index.php/en/projects/international

SALM web info

www.isob-regensburg.net/joomla3/index.php/en/projects/international/101-salm-skills-and-labour-market

Users target and approximate number of users per month – 200



ISOB INSTITUTE PROJECTS CONTACT US LEGAL INFO

SALM - Skills and Labour Market to Raise Youth Employment



Problem Situation

Youth unemployment in Europe has increased as a consequence of the financial crisis, and the level has risen to 20% for people under 25. The overall level of people employed (between the ages 25 and 64) has descended to 89%. As well as these general facts, problems such as the continuation of an economy which is not innovation driven (lack of required skills emerging from EU universities), structural rigidity and imperfect information in SMEs, which damages competitiveness, and lastly the fact that the professional choices taken by men and women still follow traditional gender paths, meaning there are skills shortages in technical and managerial occupations. The European population is ageing. From 2012, there will be an increase in the retired population and a decrease in the working population.

What will the project do?

The project aims to deepen knowledge of the current situation, by developing a comparative analysis of policies and practices to raise youth employment in partner countries. Effectiveness of the different measures and best practices adopted to fight mismatches in the labour market will be identified through focus groups and case studies, workshops and meetings. This should identify key success factors and benchmarking indicators, and also the current extent to which the youth participates in lifelong learning initiatives.

Toolkits will be developed to improve the young people's competences and employability as well as to promote self-employment and entrepreneurship, and a model will be established, incorporating the success factors of the training action in order to assure the adequate competences of young people to the labour market.

The project will be disseminated at national level in each partner country, at institutional and operational level, and at transnational level through meetings and websites and at European level through the European institutions and networks (CEDEFOP, REFERNET, EURYDICE).

Target Group

This project is aimed at facilitating employment strategies to enhance the employability of young unemployed citizens (in the age category "under 25") in Europe.

Conference, seminar, training event, meetings, face-to-face discussions, etc.

Name of the event	SALM International Final Conference
Title of the speech	Panel participation - What SALM project can add value to European policy? Main issues in Final Reporting to EACEA
Organised by	UCP – CEPCEP
Place	Lisbon
Date	5-6/3/2015
Type of participants/participating organisations and approximate number	Researchers, Professionals, relevant stakeholders
Name of the event	Regional Seminar with multicultural participants on Youth Employment in the context of changing demography
Title of the speech	Increasing the chances of employability among young people (<i>SALM – Kompetenzentwicklung für die Verbesserung der Arbeitsmarktchancen Jugendlicher</i>)
Organised by	ISOB
Place	Regensburg
Date	24/03/2015

Type of participants/participating organisations and approximate number	Employers, Young Employees, Students of secondary level, Representatives of the trade unions represented in the region, Representatives of the labour agency and of formal and informal lifelong learning organisations. Invitations sent to about 30 selected target group members (9 attendees). Among them there were teachers and representatives of relevant NGOs and companies as companies for competency development of pupils, printing houses for enhancement of cognitive learning, social initiatives, a relevant VET provider from the Regensburg region as well as a NGO (soWiBeFo e.V.) which is involved in developing and implementing pilot projects on the issue (creating state of the art internships for youth in the transition from school to work (BeVo+) Demography management for cluster organisations (fostering transition of young people from school to workplaces, organising cooperation of young and old people is a part of demography management)
Short description of the event and programme	A format was chosen which was tested in the project "DEMOCLUST", where it turned out that shorter events accompanied by opportunities for networking are preferred by the target group. The event was conducted as an informal round table discussion, with topical foci, but without formal presentations. <i>Topics included:</i> Welcoming and Introducing partners and topic of transition from education to work, Promotion of labour market transition through fostering language competency (Günther Nieberle), shaping internships which lead to formal training agreements in the dual system Ilse Stark-Köhler SoWiBeFo e.V. Approach and results of the project SALM (Alexander Krauss ISOB GmbH)
Name of the event	SALM International Seminar – Presentation of the intermediate results in the third sector and social economy (Annex 1)
Title of the speech	-
Organised by	University of Florence
Place	Firenze
Date	27/02/2014
Type of participants/participating organisations and approximate number	Around 50-60 participants. University researchers, fellows, professors, legal representatives of social services involved in SALM empirical phase and additional ones, professionals working in the social economy sector
Name of the event	Regional Seminar with multicultural participants on Youth Employment in the context of changing demography
Title of the speech	Increasing the chances of employability among young people
Organised by	ISOB
Place	Regensburg
Date	27/05/2014

Type of participants/participating organisations and approximate number	Employers, Young Employees, Students of secondary level, representatives of the trade unions represented in the region, representatives of the labour agency and of formal and informal lifelong learning organizations Invitations will be sent to over 200 persons from which 50 to 60 participants are to be expected.
Short description of the event and programme	Half a day meeting (4 hours with 2 x 30 minutes networking breaks). Session 1: from 9 to 10:30 <ul style="list-style-type: none"> • short presentation of the objectives of the SALM project and of the SALM website • contextualization of the objectives of the SALM project and of the expected results on a regional level in Bavaria from the perspective of a changing demographic frame and from the perspective of multiculturalism • short presentation of one two case studies one from the SALM project and a regional one NETWORKING BREAK 30 MIN (during which dissemination materials like flyers, booklets about the SALM project will be distributed and the ISOB responsible will have discussions in small circles about the project perspectives) Session 2: from 11 to 12:30 <ul style="list-style-type: none"> • workshop (the participants will be divided in smaller groups and will have the opportunity to discuss the needs of the labour market and of the young people and to make suggestions for improving the employability) • debate : the suggestions and their sustainability will be discussed in plenum NETWORKING GET TOGETHER 30 MIN

Examples of SALM promotion materials produced



The screenshot shows the ISOB website with the following content:

- isob** Institut für sozialwissenschaftliche Beratung GmbH
Development, guidance and evaluation of innovation
- Navigation: ISOB | INSTITUTE | PROJECTS | CONTACT US | LEGAL INFO
- SALM - Skills and Labour Market to Raise Youth Employment** (with flags for UK and DE)
- Young Business Leaders** (with Leonardo da Vinci logo)
- RESLEA - Reduction of Early School Leaving of Young People** (with Leonardo da Vinci logo)
- ROQET - Road to excellence in the Training Quality Process** (with Leonardo da Vinci logo)

SALM articles, essays, press	
Title	Educational Jobs: Youth and Employability in the Social Economy. Investigations in Italy, Malta, Portugal, Romania, Spain, United Kingdom (Paolo Federighi, Vanna Boffo, Francesca Torlone)
Format (paper or electronic)	Book

Date	2015
Approximate number of readers	700-800 (university students, researchers, professors, social economy sector' professionals)
Type and title of journals/magazine/newsletter	Scientific book
Notes	ISOB contributed an article to the book
SALM book distribution	
Type of channel (i.e. post, e-mail, etc.):	Face to face, promotion of book and link to distributor on ISOB website, publication on Facebook and Twitter
Target of recipients of the booklets	300

5.2.5. FONDACION RONSEL (ES)

DISSEMINATION STRATEGY - MAIN FEATURES	
<p>Incorporate the SALM project in all services of promotion of employment where RONSEL works. These are 4 services: job counseling, mediation, advice to entrepreneurs and training.</p> <p><i>Number and type of the organisations involved / number of users involved and belonging organisation</i> <i>Organisations involved:</i> public and private entities. <i>Number of users involved belonging organisation:</i> 7. <i>Number of direct beneficiaries:</i> 210</p>	
SALM dissemination activities carried out	
<ul style="list-style-type: none"> ▪ SALM Interviews/Focus Groups ▪ Seminars, conferences, meetings, face-to-face discussions ▪ RONSEL website (link to the SALM website from RONSEL web), and <p>SALM dissemination through social networks where RONSEL is positioned, as facebook</p>	
Conference, seminar, training event, meetings, face-to-face discussions, etc.	
Name of the event	Iberian Congress – II Iberian meeting of young entrepreneurs II ENCONTRO INTERNACIONAL DE MOZOS EMPRENDEDORES UNIVERSITARIOS 2015
Title of the speech	Skills and Labour Market (SALM). Presentation of SALM project results
Organised by	School of Business Administration (ESCE) Valenca do Minho belonging to the University of Viana do Castelo (Portugal) and the University School of Industrial Relations in A Coruña (Spain)
Place	Fundación Barrié, A Coruña, Spain
Date	26-27/03/2015
Type of participants/participating organisations and approximate number	University community, entrepreneurs, and Association of Young Entrepreneurs of Galicia
Short description of the event and programme	The objective was to foster entrepreneurship in Galician and Portuguese universities and international cooperation between both countries
Conference, seminar, training event, meetings, face-to-face discussions, etc.	
Name of the event	SALM International Final Conference
Title of the speech	Panel participation – Presentation of SALM in La Coruna
Organised by	UCP – CEPCEP
Place	Lisbon
Date	5-6/3/2015
Type of participants/participating organisations and approximate number	Researchers, Professionals, relevant stakeholders

Name of the event	Franchise fair: “FRANQUIATLÁNTICO “
Title of the speech	Seminar Franchise undertakes: Speech “The franchise as a formula of employment”
Organised by	Franquiatlantico, with the collaboration of Xunta de Galicia (autonomous public administration), Chambers of Commerce , confederations of Entrepreneurs, Association of Young Entrepreneurs of Galicia and Spanish Association of Franchisors
Place	Vigo, Galician, Spain
Date	28/02/2015
Type of participants/participating organisations and approximate number	Entrepreneurs, investors, professionals and the general public
Short description of the event and programme	This seminar will take place in the framework of Franquiatlántico under the technical direction of the Spanish Association of Franchisors (AEF). Its objective is to become a space of support to entrepreneurs in the creation of your own business , creating a network of contacts between the exhibiting firms of the living room and the future franchisees, enhancing the networking and facilitating the arrival of new operators and entrepreneurs within the sphere of influence of the Northwest of the Iberian peninsula
Name of the event	Spain-Workshop for Young People, Ronsel Foundation
Title of the speech	SALM Workshop
Organised by	Ronsel Foundation
Place	Spain
Date	29/07/2014
Type of participants/participating organisations and approximate number	Young users, clients of the Foundation Ronsel
Name of the event	GALICIAN COOPERATIVE MEETING
Title of the speech	Cooperative: sustainability and social innovation
Organised by	COOPERATIVE FROM GALICIA
Place	Centre Agora, A Coruña
Date	05/07/2014
Type of participants/participating organisations and approximate number	cooperative, entrepreneurs, technical and responsible for the delivery of social services administrations of local and regional
Short description of the event and programme	Meeting of cooperatives with 90,000 members and to analyse the possibilities of entrepreneurship and job creation in the field of social cooperatives.
Name of the event	MOCE AWARDS
Title of the speech	call for awards for entrepreneurs
Organised by	RONSEL FOUNDATION
Place	Headquarters of bbva A Coruña
Date	26/06/2014
Type of participants/participating organisations and approximate number	Young entrepreneurs 50 people participated in the event
Short description of the event and programme	Annual entrepreneurs awards ceremony, people that they decide to start their business and that they have been advised by the counsellors of the RONSEL Foundation

SALM Interviews, Focus Groups	
Target of participants/participating organisations and approximate number	Experts in the sector of tourism senior and social services
Dates	June 2014
Description of the activity/action carried out	There have been two meetings where Fundación Ronsel discussed and exchanged views and experiences on employment opportunities for young people in the fields: tourism senior & social services

SALM internet and facebook	
Target	Followers of the web of the entity, as well as followers of the social networks in which RONSEL is positioned
Date	2014-2015
Place	Website and facebook
Project's product or information sent	OPENDAY in A Coruña
Internet address	www.facebook.com/fundacionronsel
Users target and approximate number of users per month	1925 users

SALM articles, essays, press	
Title	Radio program
Format (paper or electronic)	Radio program
Date	24/02/2015
Type and title of journals/magazine/newsletter	Name of the program: "Antena de empleo"

SALM miscellaneous materials

The image displays two screenshots related to Fundación Ronsel. The top screenshot is a Facebook page for 'Fundación Ronsel' with a post announcing 'SALM OPEN DAY: 29 DE JULIO 17:00 HORAS. INSCRIPCIONES EN info@fundacionronsel.org'. The bottom screenshot is a website page titled 'SALM OPEN DAY A Coruña', which states: 'Desde la Fundación RONSEL, y dentro del PROYECTO SALM en el que es socio, se está programando la realización del SALM OPEN DAY para el próximo día 29 DE JULIO de 2014, a las 17.00 horas, en la sede de la Fundación ronsel en A Coruña. El proyecto SALM está cofinanciado por la Comisión Europea. INSCRIPCIONES en info@fundacionronsel.org'. It also mentions the Lifelong Learning Programme and the European Commission.

5.2.6. GCD (RO)

SALM dissemination activities carried out	
<ul style="list-style-type: none"> ▪ SALM Interviews, Focus Groups ▪ Seminars, conferences, meetings, face-to-face discussio 	
Dissemination strategy	In this initial period before having reports and studies fully ready for dissemination, Global Commercium proceeded to raise awareness of the issue of youth employment, especially in the social services and senior tourism fields, for policy makers, youth leaders, responsible organisations for education at a national level, labour market experts and other experts in this area. This was a <u>qualitative approach</u> , rather than a quantitative one
Number and type of the organisations involved / number of users involved and belonging organisation	The Quality of Life Research Institute – Romanian Academy – 7 Ministry of Youth and Sports - 5 Ministry of Education - 6 Ministry of Labour, Family, Social Protection and Elderly - 6 Youth NGOs: Euro26 Romania – 7 Young Manager National Foundation – 5 Junior Achievement Romania – 8
SALM Materials disseminated	The presentation of the project was given to each individual, along with information about the expected results and the possible impact of the final report.
Other useful information	The project initiative was welcomed by the participants to the dissemination. The representatives of the targeted organizations were looking forward to receiving more information on the subject, especially regarding Romania's current situation on the matter in relationship to other European Countries. Also they considered that raising youth employment is an achievable with the right policies, education strategy and implication from the community.
SALM Interviews, Focus Groups	
Target of participants/participating organisations and approximate number	Youth employment specialists, especially in the social services and senior tourism fields, for policy makers, youth leaders, responsible organizations for education at a national level, labour market experts and other experts in this area
Date	03.12.2013 – Focus group October -December – Interviews
Description of the activity/action carried out	Focus Group – Discussions regarding youth employment policies, educational system, competences needed in the labour market, potentiality of the social services and senior tourism sectors. Interviews – Completing the desk research, aiming to obtain qualitative data on the matter

Seminars, conferences, meetings, face-to-face discussion, etc.	
Name of the event	SALM International Seminar – Presentation of the intermediate results in the third sector and social economy (Annex 1)
Title of the speech	-
Organised by	University of Florence
Place	Firenze
Date	27/02/2014
Type of participants/participating organisations and approximate number	Around 50-60 participants. University researchers, fellows, professors, legal representatives of social services involved in SALM empirical phase and additional ones, professionals working in the social economy sector
Short description of the event and programme	SALM presentation prepared

5.2.7. LMS (RO)

SALM dissemination activities carried out	
<ul style="list-style-type: none"> ▪ Presentation of the SALM website ▪ Distribution of the SALM leaflet/materials ▪ SALM Interviews, Focus Groups ▪ Seminars, conferences, meetings, face-to-face discussion 	
DISSEMINATION STRATEGY – MAIN FEATURES	
<p>Presentation of the SALM website and distribution of SALM flyers in Christian University Dimitrie Cantemir and website presentation on www.firststepfirstjob.eu</p> <p>The LMS experts have been developing awareness activities for public and civil society entities about SALM objectives and actions during a networking conference and a seminar, using the opportunity to discuss the relevance of similar projects in the context of demographic changes:</p> <ul style="list-style-type: none"> - April 8 and April 17, 2013 (Wien and Milan), project First Step First Job- Innovative Methods Leading Youth to a Solid Career - October 19, 2013 (Bucharest), International Technical Fair, Bucharest, project From Theory to Practice through the Simulated Enterprise: Seminar Simulated Enterprise – a bridge between the universities and the business environment - October 24, 2013, Top of Companies- Teleroman County, 22nd Edition - Eurobrand FORUM – Dialogues creates values, June 17th, 2014- European Brand Institute, in cooperation with Austrian Embassy and Post Master – a member of Austrian Post group 	
SALM webpage	www.lmsconsulting.ro www.firststepfirstjob.eu
Seminars, conferences, meetings, face-to-face discussion	
Name of the event	Face-to-face discussion with Vice-President of the Austrian Trade Chamber in Bucharest, Mr. Arnulf Gressel (WKO)
Title of the speech	-
Organised by	LMS Consulting
Place	Bucharest
Date	20/02/2015
Type of participants/participating organisations and approximate number	LMS experts and WKO representative

Short description of the event and programme	LMS experts disseminated information on the objective, activities, benefits and results of the SALM project
Name of the event	Face-to-face discussion with the President of Romanian Farmers Association (AFR), Mrs. Popescu Adelina
Title of the speech	-
Organised by	LMS Consulting
Place	Bucharest
Date	12/2014
Type of participants/participating organisations and approximate number	LMS experts and AFR representative
Short description of the event and programme	LMS experts disseminated information on the objective, activities, benefits and results of the SALM project
Name of the event	Eurobrand FORUM – Dialogues creates values
Title of the speech	-
Organised by	European Brand Institute, in cooperation with Austrian Embassy and Post Master – a member of Austrian Post group
Place	Bucharest
Date	17/06/2014
Type of participants/participating organisations and approximate number	Agencies and service companies
Short description of the event and programme	LMS experts disseminated printed information on SALM project to the participants.
Name of the event	SALM International Seminar – Presentation of the intermediate results in the third sector and social economy (Annex 1)
Title of the speech	-
Organised by	University of Florence
Place	Firenze
Date	27/02/2014
Type of participants/participating organisations and approximate number	Around 50-60 participants. University researchers, fellows, professors, legal representatives of social services involved in SALM empirical phase and additional ones, professionals working in the social economy sector
Short description of the event and programme	SALM presentation prepared
Name of the event	Meeting with students from Christian University Dimitrie Cantemir
Title of the speech	Presentation of SALM project
Organised by	LMS
Place	Christian University Dimitrie Cantemir
Date	12/2013
Type of participants/participating organisations and approximate number	Students/ 25 persons
Short description of the event and programme	LMS experts presented the aim objectives and the status update of SALM project
Name of the event	International Technical Fair (TIB), Bucharest, project From Theory to Practice through the Simulated Enterprise: Seminar Simulated Enterprise – a bridge between the universities and the business environment
Title of the speech	Presentation of SALM project
Organised by	OSB Consulting Romanian Branch

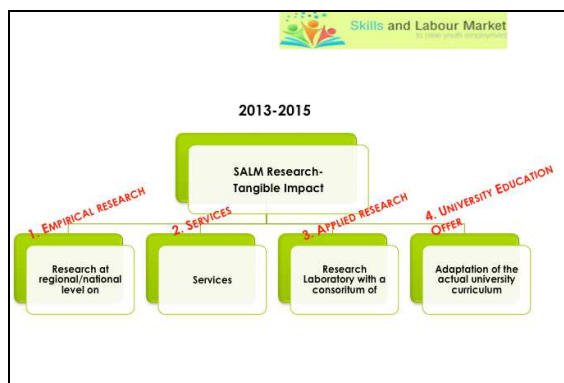
Place	Bucharest
Date	19/10/2013
Type of participants/participating organisations and approximate number	Representatives of participating companies to TIB, as well as delegates of training and education (ex. Instituto de Formacion Integral, Liceul Tehnologic Dacia)/ 30 persons
Short description of the event and programme	LMS experts presented the aim objectives and the status update of SALM project. The theme of the seminar was the presentation of the Simulated Enterprise concept and their advantages for the participating companies.
Name of the event	Workshop 3, project First Step First Job- Innovative Methods Leading Youth to a Solid Career
Title of the speech	Presentation of SALM project
Organised by	Expert for Europe
Place	Milan
Date	8/4/2013
Type of participants/participating organisations and approximate number	Representatives of the Lombardy Region, VET Agency of the County of Milan and VET institutions, Public Employment Services of the County of Turin, NGOs, women organisations, consultancy companies, representatives of the Intermediate Body of the Global Grant Learning Week
Short description of the event and programme	LMS experts presented the aim objectives and the status update of SALM project, through networking activities. Among the topics brought under discussion we could mention the Italian labour market situation and the youth employment and unemployment indicators. Following on this, a particular section of the event was dedicated to discussions on differences and similarities between the Romanian experience and some similar undertakings implemented in the framework of the Global Grant Learning Week in Lombardy
Name of the event	Workshop 4, project First Step First Job- Innovative Methods Leading Youth to a Solid Career
Title of the speech	Presentation of SALM project
Organised by	OSB Consulting GmbH
Place	Vienna
Date	17/4/2013
Type of participants/participating organisations and approximate number	Representatives of public authorities, consultancy companies, universities, research institutes, country central offices for training firms and simulated enterprises/ 25 persons
Short description of the event and programme	LMS experts presented the aim objectives and the status update of SALM project, through networking activities. The theme of the workshop was innovative measures to facilitate first transition of youth from the education system to the labour market, with focus on the Austrian experiences and transferability potential to other European countries
Name of the event	Top of Companies- Teleorman County, 22nd Edition
Title of the speech	Presentation of SALM project
Organised by	Trade, Industry and Agriculture Chamber – Teleorman County
Place	Alexandria, Teleorman
Date	24/10/2013

Type of participants/participating organisations and approximate number	Representatives of the main companies in Teleorman county, public authorities of Teleorman, NGOs, consultancy companies
Short description of the event and programme	LMS experts presented the aim objectives and the status update of SALM project, through networking activities. The best companies in Teleorman were awarded for their activity in 2013, according to the agreed economic indicators and results
SALM miscellaneous materials	
Type of channel (i.e. post, e-mail, etc.):	Direct distribution of SALM flyer
Number of materials sent	55
Dates	December 2013
Target of recipients of the leaflets	<ul style="list-style-type: none"> - Students of Christian University Dimitrie Cantemir - 30 participating companies to the International Technical Fair (TIB) , Bucharest
SALM interviews, Focus Groups	
Target of participants/participating organisations and approximate number	Youth employment specialists, especially in the social services and senior tourism fields, for policy makers, youth leaders, responsible organizations for education at a national level, labor market experts and other experts in this area
Dates	03.12.2013 – Focus group5; October -December – Interviews, in collaboration with GCD (Partner 7)
Description of the activity/action carried out	Focus Group – Discussions regarding youth employment policies, educational system, competences needed in the labor market, potentiality of the social services and senior tourism sectors. Interviews – Completing the desk research, aiming to obtain qualitative data on the matter

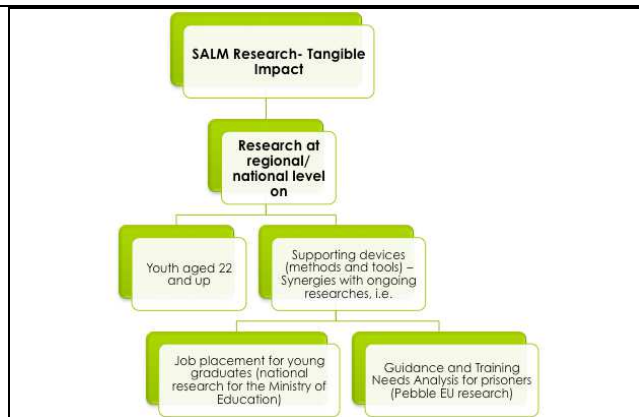
5.2.8. UNIFI (IT)

DISSEMINATION STRATEGY – MAIN FEATURES

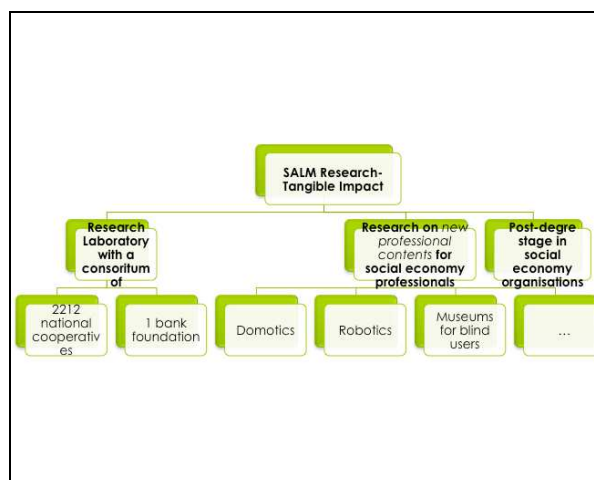
SALM dissemination has been for the University of Florence a long lasting process, deeply connected to the exploitation and sustainability of the results reached withing the actors involved and beyond them. That brought the University of Florence to act during the project on different levels:



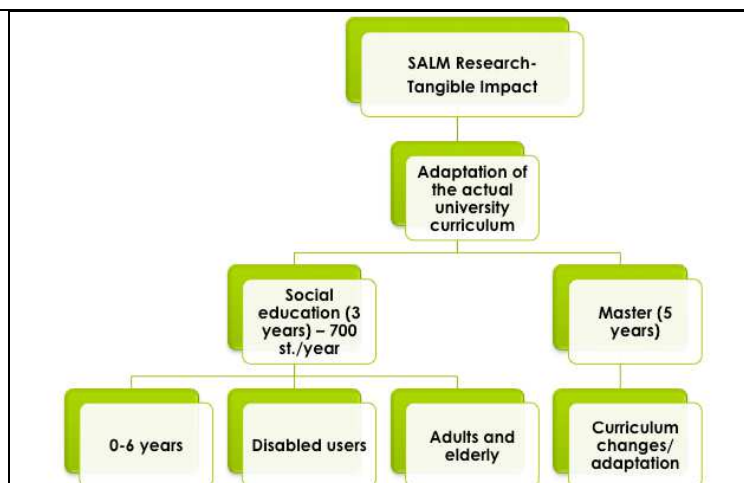
- **empirical research.** Various social services organisations were involved. Cooperation with them is still going on as for having their contribution in the definition of the university curricula for a better employability of university students of Sciences of Education and Psychology



- **job placement and guidance services for university students.** Thanks to SALM research the University of Florence started working at setting up
 - o a vocational guidance service for all university departments, and
 - o job placement service
 - o several initiatives like job fairs and dedicated job fairs for thematic university areas (one job fair will be dedicated to social services sector in Autumn 2015)
- **applied research.** Based on SALM research results, the following initiatives were taken within the university organisation:
 - o the LIM-Laboratory of Innovation Management was set up in cooperation with some of the biggest and more motivated SALM cooperatives working in the social services sector and one bank foundation,
 - o enlargement of the study also to additional fields related to the social economy (i.e. domotics, robotics, museums for blind users, etc.), and
 - o activate post-degree stage for university students within social services and social economy cooperatives



- **University education programmes/curriculum.** Following SALM initiatives and the possibility to be in close contacts with social services cooperatives the University of Florence innovated in its curriculum trying to adapt it to the local labour demands in the social economy sectors. One of the innovated curriculum has been validated by the Ministry of Education, University and Research and will be put in place from the next academic year.



Dissemination strategy at the University of Florence was based on the active commitment to reach key local actors that are involved in youth employment policies implementation within local services and organisations. Dissemination also played a crucial role in WP3 when contacts between interviewers and interviewees were established. That is also for the Focus Group taken in February 2014 with the most active and reactive social services and senior tourism organisations. Local institutions were also regularly taken into consideration for dissemination purposes.

Number and type of the organisations involved / number of users involved and belonging organisation

Empirical research	Universities Social services cooperatives/organisations	Around 80-90 More than 30 local organisations were contacted. A group of 25-30 interviewers was established. A working group with university researchers and scholars was set up.
Job placement and guidance services for university students	University of Florence	Around 1000
Applied research	University Departments	Around 800
University education programmes/curriculum	University Professors/Staff, university students	Around 800

SALM Materials disseminated


SALM leaflets, informative materials, ppt presentations, website, SALM abstract, web page, SALM research tools (interviews, guidelines for interview and focus group, etc.)

SALM dissemination activities carried out

- Presentation of the SALM website
- Distribution of SALM materials
- SALM mailing lists
- SALM Interviews/Focus groups
- Seminars, conferences, meetings, face-to-face discussions
- Additional restricted meetings with university researchers and scholars to discuss SALM issues, topics and survey
- Job fairs
- Meetings with students
- Synergies with other researchers/activities
- Conference, seminars

Aims and objectives Awareness raising activity for public and civil society entities about SALM objectives and actions. Continuity of SALM beyond the lifetime of the project.	
SALM web info www.scifopsi.unifi.it/mdswitch.html www.scifopsi.unifi.it/vp-180-the-man-and-the-work-educational-processes-professions-organizations-labhuman.html	
SALM Interviews, Focus Groups	
Target of participants/participating organisations and approximate number	Interview with Cooperativa San Tommaso D'Aquino
Date	26/11/2013
Description of the activity/action carried out	Use of SALM interview and data collection relevant for WP3
Target of participants/participating organisations and approximate number	Interview with Girasole Cooperativa Sociale Onlus
Date	27/11/2013
Description of the activity/action carried out	Use of SALM interview and data collection relevant for WP3
Target of participants/participating organisations and approximate number	Interview with Cooperativa Alice
Date	11/12/2013
Description of the activity/action carried out	Use of SALM interview and data collection relevant for WP3
Target of participants/participating organisations and approximate number	Interview with Cooperativa Zenit
Date	29/11/2013
Description of the activity/action carried out	Use of SALM interview and data collection relevant for WP3
Target of participants/participating organisations and approximate number	Interview with Consorzio Mteropoli
Date	2/12/2013
Description of the activity/action carried out	Use of SALM interview and data collection relevant for WP3
Target of participants/participating organisations and approximate number	Interview with Cooperativa Agape Sociale
Date	24/11/2013
Description of the activity/action carried out	Use of SALM interview and data collection relevant for WP3
Target of participants/participating organisations and approximate number	Interview with Cooperativa Sociale C.A.T.
Date	28/11/2013
Description of the activity/action carried out	Use of SALM interview and data collection relevant for WP3
Target of participants/participating organisations and approximate number	Interview with Cooperativa Sociale Athenaeum Musicale
Date	21/11/2013
Description of the activity/action carried out	Use of SALM interview and data collection relevant for WP3

Target of participants/participating organisations and approximate number	Interview with Arké Cooperativa Sociale
Date	26/11/2013
Description of the activity/action carried out	Use of SALM interview and data collection relevant for WP3
Target of participants/participating organisations and approximate number	Interview with Cooperativa Pane e Rose
Date	26/11/2013
Description of the activity/action carried out	Use of SALM interview and data collection relevant for WP3
Target of participants/participating organisations and approximate number	Interview with Consorzio Astir
Date	28/11/2013
Description of the activity/action carried out	Use of SALM interview and data collection relevant for WP3
Target of participants/participating organisations and approximate number	Interview with Cooperativa Sociale Il Cenacolo
Date	28/11/2013
Description of the activity/action carried out	Use of SALM interview and data collection relevant for WP3
Target of participants/participating organisations and approximate number	Interview with Scuola dell'Infanzia e Asilo Nido Margherita Fasolo
Date	27/11/2013
Description of the activity/action carried out	Use of SALM interview and data collection relevant for WP3
Target of participants/participating organisations and approximate number	Additional interviews were taken with additional cooperatives that confired their interest in being part of the research
Date	11/2013-12/2014
Description of the activity/action carried out	Use of SALM interview and data collection relevant for WP3
Miscellaneous dissemination activities	
Target of participants/participating organisations and approximate number	University internal meeting taken to plan the Focus Group to be taken by Febr.2014
Date	Various meetings taken in November and December 2013
Description of the activity/action carried out	Dissemination of SALM information to plan the Focus Group with university researchers and scholars interested in SALM issues and approach
Target of participants/participating organisations and approximate number	University lectures and seminar involving around 30 university students
Date	November-December 2013
Description of the activity/action carried out	Presenting the ongoing SALM survey, its research aims and objectives, final results, research tools and ongoing research steps
Materials	<i>Annex 3</i>
Miscellaneous dissemination tools	
Description of the material	SALM Regional Report (WP2)
Date	Mid 2013
Description of the activity/action carried out	Preparation, arrangement and translation of the WP2 Regional Report on youth employment local policies and measures. The Report has been and is continuously disseminated within the SALM framework

Description of the material	.ppt presentations describing SALM interviews, intermediate results and findings
Date	November-December 2013
Description of the material	Description of the Italian SALM sample
Date	November-December 2013
Description of the material	Description of the Italian case studies approach and criteria for selection
Date	November-December 2013
Description of the material	SALM Italian facebook page
Date	November 2013
Description of the tool	<p>It is an interactive tool where university staff is constantly in contact with everybody who is interested in SALM issues and ongoing activities. University staff makes it alive as much as possible by interacting with facebook users (in Italian). I.e. A screenshot is given below.</p> 
Conference, seminar, training event, meetings, face-to-face discussions, etc.	
Name of the event	Sectoral Job Fair
Organised by	University of Florence
Place	Florence
Date	Autumn 2015
Type of participants/participating organisations and approximate number	University students of Sciences of Education and Psychology, Professors, Training Organisations, Cooperatives, Organisations working in the field of social economy
Short description of the event and programme	Job fairs in the social economy sector
Name of the event	Costruire se stessi costruendo l'impresa
Organised by	CIPES Toscana
Place	Florence
Date	9/5/2015
Type of participants/participating organisations and approximate number	Professionals in education and training
Short description of the event and programme	Health, education, employment for young citizens in Europe
Name of the event	Matching University and Social Service
Organised by	University of Florence
Place	Florence
Date	21/5/2015
Type of participants/participating organisations and approximate number	Professors, Researchers, Professionals, members of cooperatives
Short description of the event and programme	Discussion on which kind of employment for university students within the social services area

Name of the event	Workshop: Methodology of the Empirical Research in Adult and Learning Education
Organised by	University of Florence-University of Kaiserslautern
Place	Florence
Date	30/4/2015
Type of participants/participating organisations and approximate number	University students, PhD students, Professors
Short description of the event and programme	Investigate on methodologies on and in adult learning
Name of the event	Restricted Dissemination Seminar with the University of Mosbach
Organised by	University of Florence
Place	Frankfurt
Date	23/3/2015
Type of participants/participating organisations and approximate number	Professors, Researchers
Short description of the event and programme	Presentation of SALM results, discussion on a common curricula, exchange of students with the cooperative university that is in contact with companies in the region of Baden-Wuttermberg
Name of the event	SALM National Dissemination Seminar
Place	Arezzo
Date	19-20/03/2015
Type of participants/participating organisations and approximate number	University students, Professors, Researchers, Research Fellows, Professionals, local stakeholders
Short description of the event and programme	Theories, researches, innovative practices supporting young people in their reflective processes for their growth
Name of the event	Dissemination meeting with a local training provider (Athena srl)
Place	Montevarchi
Date	20/3/2015
Type of participants/participating organisations and approximate number	Training Experts, Professionals, Researcher
Short description of the event and programme	Presentation of SALM results
Name of the event	Manifestazione sull'Orientamento
Organised by	University of Naples
Place	Naples
Date	10-11/03/2015
Type of participants/participating organisations and approximate number	University students, Researchers, Professors, Employers, Professionals
Short description of the event and programme	http://www.diregiovani.it/news/38551-napoli-campus-orienta-salone-dello-studente.dg
Name of the event	Winter School
Organised by	University of Kaiserslautern-University of Florence
Place	Kaiserslautern
Date	01-02/2015
Type of participants/participating organisations and approximate number	University students, Researchers
Short description of the event and programme	Interviews and Focus Groups with students to investigate on how to be included in the labour market (social sector as one of the sectors of interest)
Name of the event	Restricted seminar on building innovative partnership for youth employment
Organised by	University of Florence
Place	Florence

Date	25/2/2015
Type of participants/participating organisations and approximate number	University researchers, General Directorate of Ministries, Employers
Short description of the event and programme	Discussion on innovative trends for increasing youth employment
Name of the event	Prinn meeting and seminar
Organised by	University of Naples
Place	Naples
Date	9/2/2015
Type of participants/participating organisations and approximate number	University Researchers and Professors
Short description of the event and programme	Synergies between SALM and Prinn researches. Discussion on tools and methodologies
Name of the event	Restricted seminar with guidance counsellor in prison. Interviews with inmates by testing SALM tools with a different target
Organised by	University of Florence-Pescara Prison
Place	Pescara
Date	23/1/2015
Type of participants/participating organisations and approximate number	Guidance counsellors, School teachers in prison, researcher
Short description of the event and programme	Bilateral meetings with inmates to support their employability
Name of the event	Restricted seminar with guidance counsellor in prison
Organised by	University of Florence-Pescara Prison
Place	Pescara
Date	19/12/2014
Type of participants/participating organisations and approximate number	Head of the Prison, Guidance counsellors, School teachers in prison
Short description of the event and programme	Presentation of SALM tools for transferring them into the prison context
Name of the event	Prinn meeting and seminar
Organised by	University of Naples
Place	Naples
Date	15-16/12/2014
Type of participants/participating organisations and approximate number	University Researchers and Professors
Short description of the event and programme	Synergies between SALM and Prinn researches. Discussion on tools and methodologies
Name of the event	Bilateral exchange between the University of Florence and Iraq delegation of Professors and researchers (2 months)
Organised by	Universaity of Florence- Baghdad University
Place	Florence
Date	11-12/2014
Type of participants/participating organisations and approximate number	Professors and reseachers
Short description of the event and programme	Several meeting presenting University of Florence research activities, SALM included. Meeting with researchers involved in SALM to present it in detail (methodology, tools, results)
Name of the event	Esperti dei processi formative degli adulti: Quale formazione universitaria?
Organised by	University of Bologna

Place	Bologna
Date	13/11/2014
Type of participants/participating organisations and approximate number	Professors, Researchers, Professionals, Students
Short description of the event and programme	Which university education/curriculum for experts in adult learning?
Name of the event	Valorizzare gli apprendimenti informali e non formali
Organised by	ISFOL (LLP NA)
Place	Rome
Date	23/10/2014
Type of participants/participating organisations and approximate number	Researchers, stakeholders, professionals, counsellors
Short description of the event and programme	Researches and innovative trends in the valorisation of non formal and informal learning
Name of the event	Seminar at Cedefop
Organised by	Cedefop
Place	Thessaloniki
Date	21-22/10/2014
Type of participants/participating organisations and approximate number	Restricted seminar for professionals in adult learning
Short description of the event and programme	Innovative researches and trends in adult learning around Europe
Name of the event	La psicologia fiorentina: 110 anni e oltre
Organised by	University of Florence
Place	Florence
Date	9/10/2014
Type of participants/participating organisations and approximate number	University Professors, Researches, PhD students, Research fellows, university students
Name of the event	SIPED event (National Association of Pedagogists)
Organised by	SIPED
Place	Florence
Date	26/9/2014
Type of participants/participating organisations and approximate number	SIPED researchers, Professors, Fellows, Professionals
Short description of the event and programme	Specialised working group of Italian pedagogista dealing with ongoing researches: field of study, methodology, results, impact
Name of the event	Conference day on Academic Professionalization in Adult and Continuing Education. Theoretical and Empirical Perspectives
Organised by	University of Kaiserlauten
Place	Brno
Date	19/9/2014
Type of participants/participating organisations and approximate number	Professors, Resarchers

Short description of the event and programme	Guidance and Placement in the Italian Labour Market (speech by the University of Florence). <i>Abstract by the University of Florence:</i> The speech will leave from the dates of an empirical research made in Tuscany (Italy) at the end of 2013 in the Social and Educational Labour Market, regarding the European Project SALM. The Evidence based results of the Reasearch tell to the Pedagogical Research Community there are very deep differences from the necessary competences for a job in this type of labour sector and the competences we are teaching in the European Master in Adult Education. Is the EMAE Curriculum of the Italian University a strong Curriculum for the Italian Labour Market?
Name of the event	Restricted seminar with guidance counsellor in prison
Organised by	University of Florence-Pescara Prison
Place	Pescara
Date	3/4/2014
Type of participants/participating organisations and approximate number	Head of the Prison, Guidance counsellors, School teachers in prison
Short description of the event and programme	Presentation of SALM tools for transferring them into the prison context
Name of the event	Seminar with university researchers, PhD students about SALM and ongoing research activities
Organised by	University of Florence
Place	Florence
Date	12/3/2014
Type of participants/participating organisations and approximate number	University researchers, PhD students
Short description of the event and programme	Presentation of SALM research (methodology, tools, empirical activities, results)
Name of the event	SALM International Seminar – Presentation of the intermediate results in the third sector and social economy (Annex 1)
Title of the speech	-
Organised by	University of Florence
Place	Firenze
Date	27/02/2014
Type of participants/participating organisations and approximate number	Around 50-60 participants. University researchers, fellows, professors, legal representatives of social services involved in SALM empirical phase and additional ones, professionals working in the social economy sector
Short description of the event and programme	SALM presentation prepared
Name of the event	University lectures
Organised by	University of Florence
Place	Florence
Date	10/2013
Type of participants/participating organisations and approximate number	University students

Short description of the event and programme	Issues related to the social economy and social services sectors that are relevant for students of sciences of education (see <i>Annex 3</i>)
Name of the event	University seminar on “Dispersione nell’obbligo scolastico o obbligo di dispersione nella scuola? Azioni per la prevenzione ed il contrasto del fenomeno” (drop out issues)
Organised by	University of Florence
Place	Firenze
Date	10/5/2013
Type of participants/participating organisations and approximate number	University Professors, scholars, researchers, PhD students, students, etc.
Short description of the event and programme	A brief abstract of SALM was distributed
Name of the event	Restricted seminar
Organised by	Cedefop
Place	Thessaloniki
Date	28/2/2013 / 1/3/2013
Type of participants/participating organisations and approximate number	European, national and local institutions, and research organisations
Short description of the event and programme	Participation to the Launch Event of the Renewed European Agenda for Adult Learning where youth employment was also discussed. SALM and OSA were both presented
Name of the event	One Step Ahead final conference and meeting
Organised by	Tuscany Region
Place	Firenze
Date	21-22/2/2013
Type of participants/participating organisations and approximate number	Regional Governments, research organisations, stakeholders, practitioners
Short description of the event and programme	Final international Conference and distribution of SALM short information
Name of the event	One Step Ahead transnational meeting
Organised by	Earlall and Tuscany Region
Place	Bruxelles
Date	10/1/2013
Type of participants/participating organisations and approximate number	Mainly Regional Governments and some research organisations
Short description of the event and programme	Project meeting where SALM was briefly presented being OSA developed in youth employment as well

5.2.9. SALM Youth Dissemination Actions (example by the ones attended by UNIFI)

The following **Youth Dissemination Actions** were taken in the framework of SALM during the project’ duration. The University of Florence took them as the dedicated and tailored dissemination channels to reach both university students and graduates and social services-social economy organisations and cooperatives:

Youth Dissemination Action	Venue and Date
I dialoghi sull'orientamento. Orientare è formare	Milano, 17/3/2015
Career Day	Prato, 12/3/2015
Campus Orientamento	Napoli, 10-11/3/2015
Open Day	Firenze, 27/2/2015
Seminario di Orientamento al lavoro	Firenze, 20/12/2014
Career Day 2014	Firenze, 3/10/2014
Seminario di Orientamento al lavoro	Firenze, 10/6/2014

The aims were:

- to disseminate SALM among university students and employers
- to promote job matching among students and organisations working in different productive sectors
- to support organisations in a direct knowledge about Young profiles to be employed

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Additional guidance events for young students were taken to let them know organisations where to be employed and where to look for jobs. The events are described in the web sites listed below:

<p><i>Semol</i> www.unifi.it/vp-8313-seminario-di-orientamento-al-lavoro.html</p> <p><i>Career day</i> www.unifi.it/upload/sub/studenti/ojp/careerday/2014/Career_Book_2014.pdf</p> <p><i>Incontri imprese</i> www.unifi.it/upload/sub/studenti/ojp/incontri_impresa/2015/apple_retail_locandina.pdf</p> <p><i>Counseling</i> www.unifi.it/vp-8311-servizio-di-career-counseling-e-life-designing.html#colloqui_individuali</p> <p><i>Palint</i> www.unifi.it/vp-8678-palestra-di-intraprendenza.html</p> <p><i>Orientamento al lavoro</i> www.unifi.it/upload/sub/studenti/orientamento/1415/guida_attivita_orientamento.pdf</p> <p><i>Orientamento al lavoro e job placement</i> www.unifi.it/upload/sub/studenti/ojp/seminari_orientamento_lavoro/2013/semol_2013_050713.pdf</p>

5.3. Initiatives activated in the field of the social economy

Here below we list additional dissemination activities and actions that were taken in the last year of the SALM Project in view of its sustainability and continuity :

- Planning training pathways in close cooperation with organisations, cooperatives of the social services sector, like the training on “*Smart Territories: Apprendere per innovare nella cooperazione*”

sociale 2.0". Aim: to develop skills and competences to support the social economy sector in introducing innovation within services addressed to individuals. That will be done base on an interdisciplinary approach (economics, sociology, judicial, antropology, pedagogy) – **Academic Year 2015-2016**

- **Consultation process** started with social services cooperatives and organisations for **revising the university curriculum (L19)**
- **Agreement between some social services cooperatives in Tuscany and the University of Florence for stages and trainingships for university students** (*see Annex 4*)
- **Definition of a training pathway** for social services professionals and their refreshment in some pedagogical fields
- **New Project ideas** started with social services organisations, i.e. Erasmus+-KA2 EU-PPP People, Planet and Profit: Adult Education Strategies for Successful Social entrepreneurship in Europe

6. Creating synergies and collaborative partnerships beyond SALM consortium

Due to the SALM field of research that is of high interest for SALM partner organisations it was possible to create synergies between SALM and additional researches dealing with youth employment issues, professionalization of young university students, employment in the field of social economy.

That allowed to disseminate SALM

- during research meetings taken on a local, national and international level
- extending SALM results and outputs to other research groups
- sharing SALM research results and planning their use and further development
- making SALM results available in a wider context and to a wider audience

That was the case for the University of Florence. **Synergies were created with the following:**

1. ongoing research activities

- national study to be taken for the Ministry of Education, University and Research in order to create university curricula to boost youth employability (*Prinn-national research*)
- international research addressed to adult inmates aimed at supporting them in being reinserted into the labour market after serving their punishment (*Pebble-European research*)
- international study aimed at defining a curriculum of Master degree among several European universities. The focus of research is investigation about the role of adult educators in the youth job placement process for young university students (*Esracle-European research*)

2. ongoing cooperation with foreign universities

- University of Mosbach (DE) that is cooperating with the University of Florence and is highly interested in working together for a better employability of their students. The focus is how to structure together a guidance and job placement university service that would support students in their job searching considering the skills and competences gained at university level (*Meeting in Frankfurt, March 2015*)
- Universities of Barcelona-CREA (ES), Aalborg (DK), Padoa (I), CEPS (BE) (*Meeting in Florence, 25 February 2015*). The focus is to investigate together with them the guidance and job placement measures, practices, services in the field of social economy that are available around Europe for young students. The new project idea is still going on and universities listed are working together at the design of an international research that will get SALM results in it and extend them to a broader context.

7. Conclusions

SALM consortium has successfully implemented its dissemination strategy mainly through the strong commitment of its partners in different initiatives and events, balancing well between typology of dissemination activities, targets reached, impact gained – within and outside the consortium and partners countries.

Dissemination described in this Report has been the main one that we consider relevant and effective to show the strong and steady efforts made to inform as much people as possible about SALM issues, topics, methodology, results, impact can have and will have also in the near future on the youth employability. SALM dissemination went far beyond the pure information or sensibilisation of the project outside the partnership. Additional dissemination activities and outputs were produced by each SALM partner within their daily and regular professional networks, complementing the one described herein.

The activities for bringing SALM approaches, results, issues into the “daily issues” of research institutions and professionals of the social services, senior tourism sectors has significantly increased in the second year of the project when concrete results were reached and began concrete and visible. To this regard the final publication is one of the most effective and long-lasting dissemination and valorisation tools that will continue raising the interest and information on SALM results.

Additionally, partners have been proactive and strongly motivated to enlarge SALM audience and beneficiares while working at the Project activities.

The overall reach of the SALM project has been widespread through European nations and beyond (several conferences SALM partners participated in abroad – i.e. Canada, Morocco). The project has organised an extensive list of actors, professionals, experts, institutions, organisations that are strongly committed to the SALM issues, as well as an extensive list of areas of action to be further developed with them after the conclusion of the project. The active dissemination of SALM will continue into the future with further presentations and publications due to the SALM issues and targets that are at the top of the agendas of European, national and local policy makers and professionals.

Annexes

Annex 1 – Sheet for reporting on SALM Dissemination Activities

**LOCAL, NATIONAL, INTERNATIONAL DISSEMINATION PLAN
(FRAMEWORK TO BE USED IN ORDER TO FRAME THE LOCAL, NATIONAL AND INTERNATIONAL DISSEMINATION PLAN)**

<u>SALM PARTNER NAME:</u>	
<i>Please, tick the appropriate box of the channel used in your dissemination strategy</i>	
<input type="checkbox"/> Presentation of the SALM website <input type="checkbox"/> Distribution of the SALM leaflet/materials <input type="checkbox"/> SALM Mailing list <input type="checkbox"/> Snail mail <input type="checkbox"/> SALM Interviews/Focus groups <input type="checkbox"/> Seminars, conferences, meetings, face-to-face discussions <input type="checkbox"/> Other – Please, specify	
<i>Please, describe your dissemination strategy</i>	
<i>Number and type of the organisations involved / number of users involved and belonging organisation</i>	
<i>SALM Materials disseminated</i>	
<i>Other useful information</i>	
SALM web page	
<i>Internet address</i>
<i>Users target and approximate number of users per month</i>

Conference, seminar, training event, meetings, face-to-face discussions, etc	
<i>Name of the event</i>
<i>Title of the speech</i>
<i>Organised by</i>
<i>Place</i>
<i>Date</i>

<i>Type of participants/participating organisations and approximate number</i>
<i>Short description of the event and programme</i>
SALM articles, essays, press	
<i>Title</i>
<i>Format (paper or electronic)</i>
<i>Date</i>
<i>Approximate number of readers</i>
<i>Type and title of journals/magazine/newsletter</i>
SALM miscellaneous materials	
<i>Type of channel (i.e. post, e-mail, etc.):</i>
<i>Number of materials sent</i>
<i>Dates</i>
<i>Target of recipients of the leaflets</i>
SALM book distribution	
<i>Type of channel (i.e. post, e-mail, etc.):</i>
<i>Number of booklets sent</i>
<i>Dates</i>
<i>Target of recipients of the booklets</i>

SALM Interviews, Focus groups	
<i>Target of participants/participating organisations and approximate number</i>
<i>Dates</i>
<i>Description of the activity/action carried out</i>

Other	
<i>Target</i>
<i>Date</i>
<i>Place</i>	
<i>Project's product or information sent</i>

Annex 2 – Examples of SALM Dissemination Materials, Presentations produced by the consortium

Table 13 – Pictures from the SALM final international Conference (Lisbon, 2015)

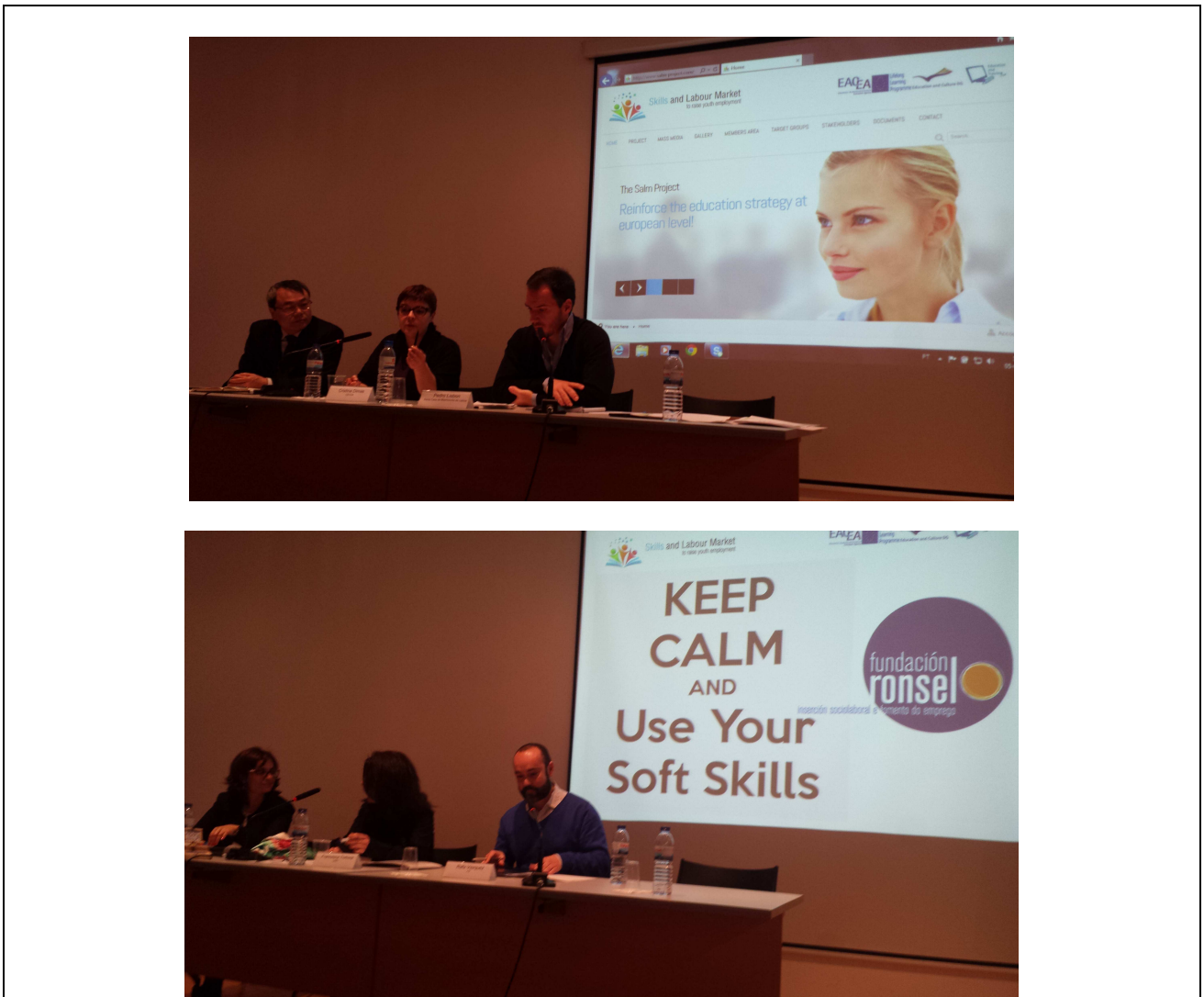


Table 14 - Abstract of the SALM Speech presented by the University of Florence in the National Dissemination Seminar (Arezzo, March 2015)

Reflective and transformative learning.
Rethinking teaching and learning methods

19-20 marzo 2015
Dipartimento di Scienze della Formazione, Scienze Umane e
della Comunicazione interculturale
Università di Siena

**La cura della Formazione al lavoro:
Employability e Higher Education**
Vanna Boffo

In anni recenti (dal 2008) la categoria di Employability ha assunto una rilevante centralità per la valutazione dei Corsi di Studio nel contesto dell'Università Italiana pubblica e privata. L'occupabilità dei Laureati a un anno a tre e a cinque anni dalla Laurea è diventato un indicatore centrale per la valutazione dei CdS. Nel contesto italiano, dove la disoccupazione dei giovani fra i 16 e i 34 anni tocca percentuali molto importanti, è doveroso pre-occuparsi degli inserimenti lavorativi dopo la Laurea. A partire dall'analisi del contesto dell'Economia sociale in Toscana, vengono presentati gli esiti di una ricerca condotta all'interno del CdS in Scienze dell'Educazione degli Adulti, della Formazione continua e Scienze pedagogiche dell'Università di Firenze (Progetto SALM – Skills and Labour Market to Raise Youth Employment - European Project Number 527690-LLP-1-2012-1-PT-LEONARDO-LMP, www.salm-project.com) per poter evidenziare come la cura della formazione al lavoro transiti dalla possibilità di conoscere a fondo il tessuto produttivo e le ragioni/attese del mercato al fine di poter riallocare conoscenze e competenze nei Curricula universitari.

Table 15 – Picture from a local dissemination event by Cechoa (Lisbon, March 2015)



Table 16 – Picture from a dissemination event by Foundation Ronsel (La Coruña, February 2015)



Table 17 – LIM-Laboratory of Innovation Management between the University of Florence and social services organisations regulating the university laboratory for training the professionals in the sector according to the curriculum commonly agreed (university and social sectors organisations) (first draft, July 2014)

**LABORATORIO DI “INNOVATION MANAGEMENT”
CONTRATTO DI COLLABORAZIONE
(joint-venture)**

Tra

Il Dipartimento di Scienze della Formazione e Psicologia dell’Università di Firenze, nel seguito chiamato “Dipartimento”, con sede in Firenze, Via Laura n. 48, C.F. _____, rappresentata dal Direttore pro tempore, prof. Paolo Federighi, nato a _____ il _____, C.F. _____.

e

Campus Leonardo Soc. Cons. a r.l. (di qui di seguito denominato Campus), avente sede legale in Firenze, Via Cittadella n. 31, iscritta al Registro Imprese di Firenze n./c.f./p.iva 05614610482, in proprio ed in nome e per conto delle Società consorziate e collegate, Consorzio Zenit, con sede in Firenze, iscritta al R.I. di Firenze n./c.f./p.iva 04139790481, CREA s.r.l., con sede in Firenze, iscritta al R.I. di Firenze n./c.f./p.iva 05628050485, ARCHÈdomus s.r.l., con sede in Firenze, iscritta al R.I. di Firenze al n./C.F./P.IVA 05473090487, in persona del suo legale rappresentante prof. Andrea Blandi, nato a Lattarico il 13 Maggio 1953, C.F. BLN NDR 53E13 E475E, giusta le delibere di delega dei relativi organi amministrativi;

complessivamente chiamate “le Parti”;

PREMESSO CHE

In data 3 marzo 2014 è stato sottoscritto un accordo di collaborazione tra il Dipartimento e Campus che, al fine di dare attuazione a quanto concordato, sottoscrivono la presente convenzione:

convenendo quanto segue:

Le premesse sono parte integrante del presente contratto: l’accordo sottoscritto in data 3 marzo 2014, come sopra citato, è collegato al presente contratto e ne è il presupposto. Pertanto nessuna delle pattuizioni, condizioni e dichiarazioni di scienza contenute in tale atto può dirsi in alcun modo abrogata o destituita di validità da questo

contratto, che ne rappresenta la prima modalità di attuazione.

Costituzione di un LABORATORIO DI “INNOVATION MANAGEMENT”

Art.1 Oggetto del Contratto.

- 1.1. Si costituisce tra le Parti, sotto forma contrattuale e non societaria, un consorzio virtuale denominato LABORATORIO di INNOVATION MANAGEMENT, in forma abbreviata *LIM*, con sede scientifica in Firenze, Via Laura n. 48, presso il Dipartimento, sede direzionale in Firenze, Via Cittadella n. 31, sede del Campus internazionale in Massa, Via G. Rossini n. 75, presso la Scuola di Scienze dell'Educazione “San Giovanni Bosco” (nel seguito chiamata SED).
- 1.2. Il LIM si configura come un *cluster* di “Gruppi di ricerca”, composti da docenti, studenti e operatori professionali, le cui attività di ricerca-intervento saranno progettate e dirette da un Consiglio di Gestione (di seguito C.d.G.) composto dalle Parti. I docenti e gli studenti sono selezionati all'interno del Dipartimento e della SED. Il C.d.G. organizzerà dei “*Living lab*” per i Gruppi di Ricerca presso le Unità produttive messe a disposizione da Campus, unitamente agli operatori professionali. Di seguito sono elencate le Unità produttive che saranno sede dei *Living lab*.
- 1.3. Il LIM progetta, organizza e coordina le attività di RD, avendo come principale obiettivo lo sviluppo e l'applicazione della cultura professionale dell'innovazione organizzativa nella produzione di beni e di servizi e la definizione di nuove professioni in cui impiegare proficuamente i laureati nei corsi di studio nell'area di Scienze della Formazione e Scienze dell'Educazione.
- 1.4. Il C.d.G è contrattualmente deputato a gestire le attività e le azioni che le Parti condividono e deliberano di realizzare insieme e si configura come un organo tecnico e professionale delle Parti, distinto dalle stesse, che progetta, coordina, orienta, valuta, supervisiona e valorizza le attività dei Gruppi di lavoro. Al C.d.G. sono pertanto demandate dalle Parti: la definizione del programma del LIM; la costituzione dei Gruppi di Ricerca; la selezione e l'approvazione delle proposte ricevute da parte dei Gruppi di ricerca. Svolge inoltre la supervisione e la valutazione delle attività di sperimentazione e di ricerca, dando le indicazioni necessarie per la conduzione delle attività e intervenendo con pieni poteri quando lo riterrà necessario.
- 1.5. I poteri organizzativi e di coordinamento del C.d.G. vengono assunti solo nei limiti del presente contratto e si esplicano con atti programmatori condivisi dalle Parti, in cui ognuna si assume autonomamente gli impegni necessari per attuare le attività concordate, con distinti atti deliberativi, ove necessario. Gli impegni assunti all'interno degli atti programmatori e demandati alla responsabilità delle singole Parti nell'ambito delle reciproche competenze costituiscono, di fatto, parte integrante del presente contratto. Le Parti assicurano il controllo e la verifica sull'efficacia delle azioni intraprese a seguito degli atti programmatori.
- 1.6. Gli atti programmatori approvati dalle Parti sono denominati *Piani di Attività* e possono prevedere la definizione di progetti di sperimentazione, di ricerca-intervento, per la partecipazione a bandi regionali, europei e di altri Enti, l'avvio di collaborazioni con istituzioni o altre imprese. In ogni *Piano di Attività* devono risultare ben definiti: le finalità, le strategie e gli obiettivi da conseguire per ogni Gruppo di lavoro costituito; le metodologie operative ed organizzative; il programma delle attività; la suddivisione dei compiti tra le Parti e la descrizione dei piani operativi di attuazione, di coordinamento e di gestione; le modalità di utilizzo dei risultati scientifici e degli eventuali brevetti; le risorse necessarie da impiegare nelle attività e la loro provenienza; le modalità di accollo dei costi di investimento da parte di terzi contraenti, il loro rientro ed i benefici ad essi attribuiti; le modalità di copertura di eventuali perdite; le attività di sostegno per i giovani che intendono intraprendere attività d'impresa attraverso *spin off*. Il LIM finanzia, con le stesse modalità, pubblicazioni scientifiche ed attività editoriali; gestirà un proprio sito, con il contributo dei Gruppi di Ricerca.
- 1.7. Attraverso il C.d.G., le Parti assicurano l'autonomia organizzativa e funzionale alle attività attuate nell'ambito del LIM, così da tenerle distinte dalle proprie attività, anche se per l'esecuzione dei Piani di Attività ogni Parte ricorrendo alle proprie risorse organizzative e strumentali.
- 1.8. Nel caso in cui per l'attuazione dei *Piani di Attività* si rendesse necessario il ricorso all'impiego di nuovo personale e solo quando tale esigenza non sia risolvibile con la creazione di una *Spin off*, non essendo tale impegno rinviabile al Dipartimento, lo stesso sarà gestito direttamente dai Soci di Campus Leonardo.
- 1.9. Prima di assumersi l'impegno formale della realizzazione dei *Piani di Attività* proposti dal C.d.G., le Parti si riservano il diritto/dovere di valutare, di volta in volta, la loro conformità agli scopi statutari e agli indirizzi dei rispettivi organi direttivi.

Attività

Art. 2 Attività del LIM

- 2.1. Con il presente contratto sono individuate, regolate ed attuate le attività di ricerca e sviluppo, di Alta Formazione e Formazione Continua, di produzione culturale e scientifica, di sfruttamento dei relativi risultati ed eventuali brevetti, relativamente alla sperimentazione di soluzioni organizzative innovative, con l'ausilio di

nuove tecnologie, nei settori dell'educazione, della formazione, delle attività sociali e culturali, nelle prestazioni socio-sanitarie e sanitarie territoriali, mediante la crescita e la valorizzazione delle conoscenze, capacità e competenze, delle risorse umane di enti e imprese che fanno della produzione di conoscenza la principale fonte di sviluppo intelligente, sostenibile ed inclusivo.

- 2.2. Le attività del LIM sono finalizzate all'innovazione dei modelli organizzativi e gestionali dei processi di cura e di assistenza realizzati in servizi e strutture di tipo sanitario, socio-sanitario, socio-assistenziale e socio-educativo. Per questo, il LIM si avvarrà di una rete di "imprese di ricerca e d'insegnamento" in cui sia possibile sviluppare e sperimentare tali modelli innovativi, anche con integrazione di diverse soluzioni, ma anche svolgere, nell'ambito dei percorsi di Alta Formazione e di Formazione Continua, le attività pratiche di stage, di tirocini e di *placement*.
- 2.3. L'attività del LIM è finalizzata anche alla definizione delle conoscenze, delle capacità e delle nuove competenze caratterizzanti nuovi profili professionali utili all'innovazione, spendibili all'interno del mercato e compatibili con i curricula delle lauree triennali e magistrali dell'Educatore, del Formatore e del Progettista della Formazione.
- 2.4. Il LIM promuoverà la cooperazione scientifica a livello locale e internazionale, coinvolgendo le Istituzioni pubbliche e i soggetti privati interessati.

Art. 3 LIVING LAB per le attività di ricerca e sviluppo

- 3.1. Campus metterà a disposizione le seguenti strutture come spazi da strutturare e organizzare per svolgervi attività di ricerca e per avviare nuovi progetti di ricerca intervento, mediante sperimentazioni.

CENTRO DI RICERCA E SVILUPPO – FIRENZE, Via Piana 3

AGENZIA DI FORMAZIONE Accreditata presso la Regione Toscana

RSA SAN LORENZO – FIRENZE, Via del Guarlone N. 30

RSA CHIOCCIOLA – FIRENZE, Via dell'Osteria N. 8

RSA MIMOSA-CAMPI BISENZIO (FI), Via G. Marconi N. 24

RSA BELVEDERE – CAVRIGLIA (AR), Loc. Neri, Via dei Salici N. 11

RSA LA TENDA – FIRENZE, Via del Guarlone N. 30

RSA IGM – MILANO, Via Paravia N. 63

RSA PASTOR ANGELICUS - MILANO

RSA LA PERLA CAPANNOLI (LU)

RSA SS. ANNUNZIATA - CAPANNOLI (PI)

COMUNITA' AD ALTA INTENSITA' DI CURA "BASAGLIA" PISA, Via Monginevro

RSD SUOR AMBROGINA - FIRENZE

RSD LA TENDA – MILANO, Via Newton N. 1

CDI DEMIDOFF – FIRENZE – Via Giardino Serristori, 5

CDI ALZHEIMER "STELLA DEL COLLE" – FIRENZE, Via de' Cappuccini N. 4

CDI ALZHEIMER "PERUSINI" - MILANO, Via Paravia N. 63

CDI DISABILI LA TENDA–FIRENZE, Via del Guarlone N. 30

CDI ANZIANI MISTO BELLOSGUARDO FIRENZE

SERVIZIO A.D.I. - FIRENZE, Via del Guarlone n. 30

CENTRO GIOVANILE "PINOCCHIO" – FIRENZE

COMUNITÀ EDUCATIVE .- FIRENZE

CENTRO DIAGNOSTICO – FIRENZE

SED -LABORATORIO AUSILI COGNITIVI E DIDATTICI

SED – LABORATORIO DI PROGETTAZIONE SOCIALE

Art. 4 - Durata

- 4.1. Il contratto ha la durata di anni sette e potrà essere rinnovato per ulteriori periodi di cinque anni, se non perviene disdetta da una delle Parti, con Raccomandata A/R o Posta Certificata, almeno sei mesi prima della scadenza, presso la sede legale delle Parti.

Organi di Gestione e Amministrazione del LIM

Art. 5 Organi di Gestione del LIM

- 5.1. Sono organi di cooperazione attribuiti al LIM:
- a) il Consiglio di Gestione;
 - b) il Presidente;
 - c) il Responsabile Scientifico;
 - d) il General Manager.
- 5.2. Il C.d.G. è composto da sei membri, tre nominati da Dipartimento e tre da Campus. Il *Presidente* del LIM e il *Responsabile Scientifico* sono indicati dal Dipartimento, scelti tra i suoi tre membri. Il *General Manager* è indicato da Campus, scelto tra uno dei suoi tre membri, e svolge la funzione di vice Presidente.
- 5.3. Al C.d.G. del LIM spetta assumere le decisioni fondamentali e definire i programmi ed i *Piani di Attività* del LIM, ad eccezione di quelle riservate, in virtù del presente contratto, alle competenze delle singole Parti, perché implicano l'utilizzo di risorse delle stesse.
- 5.4. Il C.d.G. approva il *Piano Annuale delle attività* e distribuisce la sua esecuzione alle Parti, dopo che queste hanno accettato formalmente l'incarico, con apposite deliberazioni. Dà attuazione al Piano organizzando, coordinando, supervisionando e verificando il lavoro dei Gruppi di Ricerca.
- 5.5. Il *Piano Annuale delle attività* viene approvato entro il mese di maggio per l'anno successivo, in modo da consentire alle Parti di valutare la proposta, di verificare la propria disponibilità di risorse e di impostare ed organizzare le attività del LIM per l'anno successivo. Il Piano potrà essere rivisto e aggiornato ogni qual volta sarà necessario.

Art. 6 – Relazione annuale sulle attività e Rendiconto Economico.

- 6.1. Il C.d.G. deve approvare, entro maggio di ciascun anno, la *Relazione annuale sulle attività* svolte nell'anno precedente, con indicazione dei risultati conseguiti rispetto agli obiettivi indicati nel *Piano Annuale delle attività* di riferimento.
- 6.2. Entro il mese di gennaio di ciascun anno, il C.d.G. deve approvare il *Rendiconto Economico* delle attività svolte nel corso dell'anno precedente, per giustificare l'uso delle risorse ottenute. Il Rendiconto Economico che sarà trasmesso agli organi competenti di ciascuna delle Parti.
- 6.3. Ogni altra eventuale richiesta di giustificativi dalle singole Parti sarà ottemperata nel corso dell'anno, nelle forme e con le modalità dalle stesse indicate.

Art. 7 - Convocazione del Consiglio di Gestione

- 7.1. Il Presidente o, in sua assenza, il *General Manager*, convoca il C.d.G. ogni qual volta sarà necessario e comunque almeno due volte l'anno, per l'approvazione del *Piano Annuale delle attività* e del *Rendiconto Economico*.
- 7.2. La convocazione deve indicare i punti all'ordine del giorno e pervenire per iscritto o per e-mail, almeno 15 giorni prima. L'adunanza del C.d.G. è valida se risultano presenti almeno 4 dei membri. Nel caso sia assicurata la presenza totalitaria dei membri, che dovrà risultare dalla sottoscrizione del verbale del C.d.G., la convocazione può essere fatta informale e senza limiti di tempo.
- 7.3. Su richiesta di una delle Parti, il Presidente è tenuto a convocare il C.d.G. nel più breve termine possibile, comunque entro trenta giorni dalla richiesta.

Art. 8 – Votazioni

- 8.1. Il C.d.G. è presieduto dal Presidente o dal *General Manager*, in sua mancanza. Il Consiglio individuerà un Segretario, anche al suo esterno, che cura la redazione del verbale delle deliberazioni.
- 8.2. Le votazioni avvengono sempre a maggioranza qualificata, con il voto favorevole di almeno 4 membri del C.d.G.
- 8.3. Tutte le decisioni del C.d.G. impegnano le Parti nei limiti del potere di deliberazione dato allo stesso. Gli impegni devono essere da loro direttamente assunti e confermati mediante formale comunicazione al C.d.G..

Art. 9 - Verbale delle deliberazioni e azioni amministrative correlate

- 9.1. Le decisioni del C.d.G. devono constare di apposito verbale, redatto dal Segretario e sottoscritto da tutti i membri presenti. Al verbale si allegano eventuali deleghe scritte al voto per la rappresentanza dei membri assenti.
- 9.2. Il verbale è trasmesso a ciascuna delle Parti perché prenda atto delle indicazioni del C.d.G. e assuma, nell'ambito dei propri poteri e competenze, gli impegni concordati e metta in atto le azioni in esso previste. In caso di non accettazione degli impegni, comunica formalmente al C.d.G. i motivi per cui non può procedere ad assumere le indicazioni ricevute e, contestualmente, la richiesta di modifica dei contenuti di tali deliberazioni; le modifiche sono concordate all'interno di una nuova riunione del C.d.G..

Art. 10 – Compiti del Presidente, del General Manager, del Responsabile Scientifico e dei Coordinatori dei gruppi di ricerca

- 10.1. Il Presidente cura i rapporti e le relazioni esterne del LIM, in particolare con le Istituzioni, Università ed altri Centri di Ricerca.
- 10.2. Il *General Manager* ha il compito di curare l'esecuzione dei Piani di attività del C.d.G. e la direzione generale del LIM. Nella sua attività, il *General Manager* può essere supportato da altri membri del C.d.G. e/o dai Coordinatori dei Gruppi di Ricerca.
- 10.3. Il Responsabile Scientifico ha il compito di proporre al C.d.G. gli indirizzi scientifici e le metodologie per le attività dei Gruppi di Ricerca e di coordinare l'attività supervisione degli stessi.
- 10.4. I Coordinatori dei Gruppi di Ricerca sono nominati dal C.d.G., su indicazione del Presidente, del Responsabile Scientifico e/o delle Parti cui appartengono. Prima di affidare l'incarico, il C.d.G. deve valutare i requisiti scientifici, professionali e di onorabilità dei candidati.
- 10.5. Ai Membri del C.d.G., ai Coordinatori ed ai partecipanti ai Gruppi di Ricerca non spetta alcun emolumento, salvo quello ricevuto dalle Parti se dipendenti o se incaricati con regolare contratto. In caso di incarico, le delibere di nomina, le funzioni, i poteri e la durata dell'incarico sono nella discrezione ed autonomia delle Parti.

Art. 11 - Segreto

- 11.1. Le Parti s'impegnano a considerare come strettamente confidenziali tutte le informazioni scientifiche, commerciali o tecniche ricevute nel corso di tutte le attività del LIM, in quanto non di comune dominio.
- 11.2. I Membri del C.d.G. e ciascuna delle Parti che abbia ricevuto dall'altra documenti o altre informazioni relative all'oggetto del presente contratto, si impegnano ad utilizzarli unicamente ai fini del presente contratto e nel rispetto delle misure di sicurezza previamente comunicate dalla Parte.

Art. 12 - Obbligo di informazione

- 12.1. Ogni Parte si impegna ad informare immediatamente l'altra su qualsiasi evento relativo al proprio contributo ai progetti, nella misura in cui influisca o sia suscettibile di influire sull'esecuzione degli obblighi degli altri.

Art. 13 - Spese

- 13.1. Sono considerate "spese" per l'attuazione del Piano delle Attività solo quelle approvate preventivamente dalle Parti nel Rendiconto Economico o in successive modifiche concordate formalmente.
- 13.2. Le spese sono ripartite tra le Parti in base ad accordo scritto, considerato parte integrante del presente atto.

Art. 14 – Copertura assicurativa

- 14.1. Le Parti sono tenute a stipulare, quando obbligatorio per legge o ritenuto necessario dalle stesse, a nome proprio e per conto proprio, polizze assicurative atte a coprire i rischi di vario genere e natura che comportano

le attività svolte. Per specifiche attività, le polizze possono essere stipulate anche in modalità comune, assegnando ad ogni Parte, in base a criteri condivisi, il pagamento di una frazione dei premi di assicurazione, corrispondente alla quota ad esso attribuibile.

**Legge applicabile - Arbitrato - Nullità parziale –
Modifiche e scioglimento**

Art. 15 - Legge applicabile.

- 15.1. Il presente contratto è disciplinato dalla normativa dello Stato italiano per le attività che le Parti svolgono in Italia e degli altri Stati quando queste vengono in essi trasferite o condotte. In quest'ultimo caso si tiene conto nella regolazione degli impegni tra le Parti delle norme di diritto internazionale vigenti tra gli Stati interessati.

Art. 16 - Arbitrato

- 16.1. Tutte le controversie eventualmente derivanti dal presente contratto saranno risolte in via definitiva secondo il Regolamento di conciliazione e di arbitrato della Camera di Commercio locale ove ha sede l'attività, da uno o più arbitri nominati in conformità di detto Regolamento.

Art. 17 - Nullità parziale

- 17.1. La nullità di una delle disposizioni del presente contratto non pregiudica la validità dello stesso, salvo che non debba ritenersi essenziale per l'attuazione del suo oggetto.

Art.18 - Modificazioni del contratto

- 18.1. Il presente contratto può essere modificato o integrato dalle Parti ogni qual volta unanimemente lo riterranno necessario.
- 18.2. In caso di richiesta di modificazione del contratto e di non unanimità tra le Parti, quello dissenziente può recedere, salvaguardando gli impegni assunti per non causare danno all'altra Parte.

Art. 19 - Scioglimento.

- 19.1. In caso di scioglimento del Contratto, le Parti ne concordano le modalità e l'assunzione in proprio degli impegni dei Piani di Attività, in modo da non gravare ingiustamente una Parte su l'altra.
- 19.2. Lo scioglimento è deliberato dalle Parti nel caso non risulti possibile la prosecuzione dell'attività o il raggiungimento dell'oggetto del LIM.