



KEY MESSAGES FROM THEMATIC WORKSHOPS

Ekaterina Travkina
Vienna, 17th February 2010

| <i>SUPPORTING JOB CREATION</i> | <i>MANAGING CHANGE</i> | <i>ENSURING INCLUSIVENESS</i> |
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| New areas of growth: greener jobs and skills | The role of Local Development Agencies | Social Entrepreneurship – a pathway to employment |
| Entrepreneurship and self-employment | Career clusters: supporting employment retention and progression | The public sector: a source of good quality jobs for all? |
| Getting the young into jobs | The impact of demographic change on skills and employment | Female employment: a new work life balance? |



SUPPORTING JOB CREATION

New areas of growth:
greener jobs and
skills

Entrepreneurship
and self-employment

Getting the young
into jobs



Greener jobs and skills

- Impacts on job profiles & skills:
 - Greening of most jobs; not just renewable energy, home retrofitting and eco-tourism.
- Public sector: mapping the local sources of green jobs; providing strategic directions; making localities attractive for greener companies; skills provisions (high/low skills; for existing /future jobs)
- Partnership across all government agencies (education, training, employment, economic development), with private sector and Trade Unions



Entrepreneurship and self-employment

What makes interventions successful?

- Well targeted approach: tailored to participants and sectors (avoid market distortion)
- Phased approach (pre-start, start, post-start and growth)
- Opportunities for 'idea testing'

Role of Partnerships

- Develop places: 'entrepreneurship- sensitive' institutions can be incentive to start, locate and grow
- Channel start-up programmes to new sectors (green economy)



Youth employment

The issue:

- Increased vulnerability for the below 25-years-old
- End of 'educational dream'
- Short vs long term objectives

The role of partnerships:

- Clear integration support pathway
- Mapping future careers
- Develop career exploration (involve employers, parents, teachers) and social networks for easier integration
- But: beyond project duration and more strategic approaches needed



MANAGING CHANGE

The role of Local
Development Agencies

Career clusters: supporting
employment retention and
progression

The impact of demographic
change on skills and
employment



MANAGING CHANGE

the role of Local Development Agencies

- LDAs as cornerstone to realising sustainable economic development ... but the whole system need to be delivering (land markets, housing, education, labour markets ...)
- A natural partner in getting employers on-board




Employment progression for low-skilled

- A horizontal issue of concern to many stakeholders (universities, unions, not-for-profit, city governments) - a local activity but need for national champion and technical assistance
- Requires understanding skills in context of workplace relations and job structures
- Best to work with sectors experiencing skills shortages (imperative for action)
- A number of policy instruments (minimum wage, tax incentives, public procurement)

Key conclusion: there needs to be stronger and more effective incentives for employers to up-skill and provide quality jobs





The impact of demographic change on skills and employment

Policy levers:

- financing second-chance careers
- reinforce the fight against age discrimination
- Seniority based pay needs to be reviewed
- Set up appropriate work organisation to attract older workers (e.g. longer holidays)
- Silver economy customers needs are better understood by older workers

Role of partnerships:

- Agreement on rules (e.g. anti-age discrimination) and how to enforce them: role of Trade Unions
- Help to develop silver markets being aware of sectoral specificities

ENSURING INCLUSIVENESS

**Social Entrepreneurship – a
pathway to employment**

**The public sector: a source
of good quality jobs for all?**

**Female employment: a new
work life balance?**



Social economy – a pathway to employment

- Clear national leadership at government level;
- The public sector can help to identify the sectors where the social economy can grow
- ‘Structuring the unstructured’
- Enabling environment:
 - Support to enterprises in gaining access to markets;
 - Management development education and training;
 - investment tools adapted to SE mission; alternative funding;
- The value of partnerships:
 - With PES: social insertion of marginalised groups; with municipalities – to provide services to local communities
 - But also with private sector: social purchasing by large firms; private investment for social purpose; partnerships on specific projects
- Integration into local and regional development strategies



From subsidised to sustainable jobs

Successful transition to sustainable jobs:

- Mentoring; Frequent follow-up on persons in wage-subsidy jobs
- ‘Train’ the employer
- But also set conditions to private sector employers
- Social enterprises as supported workplaces
- Target growing sectors (Social Economy structuring the unstructured)
- Local (municipal) level most effective to apply these measures
 - Worrying attempts to close down local initiatives despite all the good evidence from the past





Female employment: a new/ work life balance?

Tools to reduce gender inequality in labour market:

- Reconcile work and family: Access to day-care; elderly care; parental leave insurance; flexible working hours; possibility to work part time without deterioration of working conditions, wage equity; respect of labour rights, access to training.
- Organising the informal economy

