

## DESIGNING AND DELIVERING SKILLS STRATEGIES FOR CITIES

### Capacity Building Seminar for Partnerships

11-13 June, Trento, Italy

#### A case study on your skills strategy

Participants are invited to prepare a short case study on the skills strategy of their locality (2-3 pages). Throughout the seminar, participants will work on their case study drawing lessons from the discussions and support materials in order to identify ways to improve the way skills needs are measured in their locality, how to build an integrated skills strategy and how to assess its impact. Participants will have an opportunity to share and discuss their conclusions with the group and learn from their peers and international experts. The final report of the seminar will include a selection of local skills strategies prepared by participants as well as seminar learning materials.

**Background reading:** OECD study on Designing Local Skills Strategies, [interim report](#).

**Please send your case study to [Elisa.Campestrin@oecd.org](mailto:Elisa.Campestrin@oecd.org) by 5 June.**

# A STRATEGY FOR CAREER MANAGEMENT of the Territorial Employment Pact (TEP) Vorarlberg, Austria

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## Basic information on the locality I am presenting

Location: Province of Vorarlberg ("Land" Vorarlberg)  
Country: Austria  
Region: Vorarlberg  
Department: none

Section	Key questions to address
<p><b>1 Context</b></p>	<p>The "Territorial Employment Pact (TEP) Vorarlberg" is a contracted regional partnership to better link employment policy with other policies in order to improve the employment situation on the regional level. The main partners of the TEP comprise the Provincial Government, Public Employment Service, Federal Office of Social Affairs, Economic Chamber, Chamber of Labour, Austrian Federation of Trade Unions, Federation of Austrian Industry and the Association of Municipalities in Vorarlberg.</p> <p>By order of the TEP Vorarlberg a study was conducted to identify the long-term employment outlook of the region in all respects. One of the findings of this study was that the region Vorarlberg will have to tackle skill shortages and gaps in the next future. Labour needs will occur in several sectors, such as in micro electronics and ICT, metal and electronic industries, services for metal and electronic industries, food processing industry, health care and in tourism.</p> <p>Though the above mentioned sectors will be affected by European- and Austrian-wide developments, a substantial impact will be expected for the region of Vorarlberg due to its borders to Germany, Suisse and Lichtenstein, all of which have higher wages than Vorarlberg. Consequently, a high proportion of the labour force of Vorarlberg is working abroad. Additionally, the region of Vorarlberg has a low and stable unemployment rate of approx. 5% in the last ten years. Despite low unemployment a mismatch between the supply and the demand of competencies are observed. The region of Vorarlberg features a mismatch, for instance, between available apprenticeships and trainees. Furthermore, certain groups of young persons face the threat of becoming long term excluded from the labour market.</p> <p>The TEP Vorarlberg tries to overcome this mismatch by implementing a long-term strategy with the process "Career management And Youth Employment".</p>
<p><b>2 Approaches to</b></p>	<p>As already mentioned, the study describes the identified skill shortages in detail. Based on the results a <u>round table group</u> was initiated and a process launched in order to identify priorities, to amend practical aspects</p>

<p><b>measuring skills needs</b></p>	<p>and to find a way together with the stakeholders on how to address the needs in the region of Vorarlberg properly.</p> <p>Though the process does not yet include an ongoing data collection, some process components have already been evaluated (see below). In addition, the TEP Vorarlberg considers to monitor and evaluate the overall process.</p>
<p><b>3 Working towards an integrated skills strategy</b></p>	<p>First, the members of the TEP Vorarlberg analysed the situation in several meetings and, finally, developed a <u>two-fold vision</u> for the regional labour market policy:</p> <ul style="list-style-type: none"> <li>- Best possible job placement (persons fitting to working places)</li> <li>- School leaving certificates for all</li> </ul> <p>Based on the vision regional stakeholders were invited to discuss the questions on 1) how to improve the career choice of youth, and 2) on improvements for career counselling, e.g. how to better fit the wishes of youth to the needs of the labour market.</p> <p>The <u>round table group</u> established twelve recommendations in order to improve the situation and to fulfil the vision. The recommendations were presented to the TEP Vorarlberg.</p> <p>The next step was to establish an <u>advisory board</u> in order to define the following steps, to supervise the implementation of the process and to report, counsel and co-ordinate the implementation together with the TEP Vorarlberg. The advisory board consists of representatives of both, the education and the labour market system, in explicit, the social partners, non governmental education organizations, the association of municipalities in Vorarlberg, administrative bodies from the Province and the Public Employment Service (PES). By merging the recommendations the board, finally, expressed three objectives to realise the vision:</p> <ul style="list-style-type: none"> <li>- To improve the co-ordination of the existing offers for career management;</li> <li>- To appraise the existing offers as well as to define the gaps;</li> <li>- To bundle institutional competencies and develop the offers further;</li> </ul> <p>To pursue these objectives a co-ordination of the existing offers for career management was envisaged for the entire region (As in many other countries career management in Austria is provided by schools, PES, social partners, universities and NGOs). The objectives are to improve career management offers in Vorarlberg as well as to advise the providers of career management.</p> <p>The board is also cooperating with the teacher's training college of Vorarlberg in order to strengthen and improve the offers for career management in the education and further training of teachers and to set up seminars for career management.</p> <p>To better link the education with the labour market system an "early detection system" was set up. The objective is to inform the PES about school leavers without apprenticeship beforehand. Consequently, the PES will be able to make special offers to pupils and will be able to better support via counselling and guidance. On the local level, community</p>

	<p>agents act as intermediate bodies and contacts for pupils in transition. They advise, assist and support, in particular, less educated persons in the community and make the best use out of the existing offers for career management.</p>
<p><b>4 Monitoring, evaluation and outcomes</b></p>	<p>The TEP considers to built up a continuous evaluation and monitoring system for the overall process. However, some process components, such as the “early detection system”, have already been evaluated. According to this evaluation there is a further need</p> <ul style="list-style-type: none"> <li>- a need for a stronger interface management between the two systems;</li> <li>- a need for a better networking of the different sub-systems (including e.g. family and company concerns); and</li> <li>- to gather more data about the target groups in order to better tackle the transition problems of persons (persons changing from education to the labour market system).</li> </ul> <p>Community agents could take over this networking function. With their support also less educated persons can easier be reached.</p> <p>Though the process is still continuing, some remarkable outcomes have already been achieved:</p> <ul style="list-style-type: none"> <li>- A joint strategy (and a common understanding of the stakeholders on the topics concerned) has been developed</li> <li>- In the last TEP steering board meeting detailed implementation suggestions were given in respect to the functions of the community agents.</li> <li>- With the help of the Vorarlberg Strategy for Career Management an increase in numbers of pupils visiting the career management fare took place and better informed and prepared pupils were visiting the fare (according to the exhibitors).</li> </ul>
<p><b>6 Obstacles/lessons learnt</b></p>	<p>The <u>Strategy for Career Management and Youth Employment</u> is well on its way. However, alongside with other long-term processes the following is required:</p> <ul style="list-style-type: none"> <li>- a joint definition of the common objective,</li> <li>- the identification of all partners with the process (this is especially important for interdisciplinary processes affecting more than one single responsible institution),</li> <li>- an institution steering the process (a “motor”) as well as</li> <li>- a shared responsibility between all actors.</li> </ul>

The full skills strategy can be presented in an annex.

**THANK YOU**