

REPORT

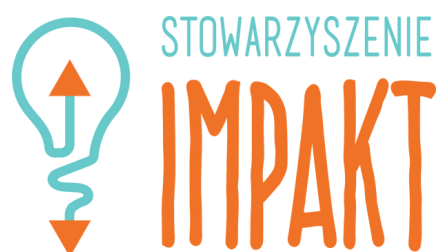


# DECIDE

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# PARTNERS



Co-funded by  
the European Union

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## DISCLAIMER

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## ABOUT THE PROJECT

Young people today face a rapidly changing world and an uncertain future due to environmental and socio-political conditions at global level. The aim of the project is to empower young people to actively respond to the changes on the labour market and requirements of the future job profiles, stimulating their interest in such interdisciplinary competencies and broadening their career decision-making opportunities that affects all aspects of their everyday life.

At DECIDE, we wish to address the need of the ever-changing labour market and transitions in the upcoming years, introducing the need of the new specter of competencies in young people e.g., green job profiles, digital competencies inquiry, interdisciplinary work skills. The project addresses the so-called “Career choices competencies for the post-pandemic future using multicriteria decision-making” via adaptive learning manual for our main target group, young people between 18 and 25 years old. Each country will identify the needs of competences in the sustainability-related job profiles as well as will develop methodology for staff and youth trainings on future career decision-making and related competencies for youth.

The current project refers to the contribution of all participating organizations for promoting empowerment among young people across EU in their career decision-making process, to identify and understand, benefit from the obtained systematized results by using further planned recommendations and DECIDE e-guide, on a new job. As a primary tool, the desk research will focus on collecting data, literature and documentation from official state documents, related to interdisciplinary work positions, digital competencies, critical thinking and green job profiles.



# INTRODUCTION

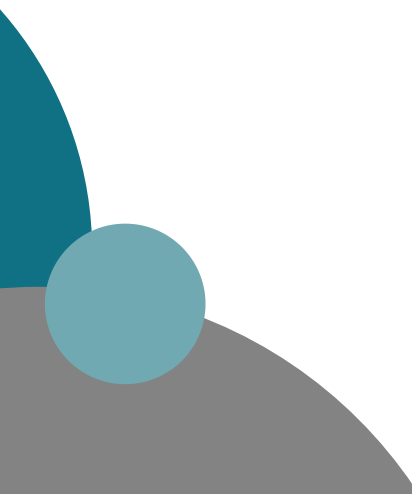
The aim of this desk research is to collect and analyse data on career decision-making as an act of inventory of existing practices, tools and methods used in the more sustainable and environment-friendly job profiles, as well the legal framework of each country about this topic. The research is done in each partner country – Poland, Slovenia, Greece and Bulgaria with additional look at the EU level by the leading organisation.

The research contains a country situational resume and highlight the context in which the identified examples take place in order to better contrast and compare the practices. It broadly identify in each context what type of legal framework on career choices and competencies are available, as well the training tools available on this subject. After its implementation, the idea is to contribute with general insight into the overall situation of multicriteria decision-making and existing tools for supporting/developing such activity in each partner country.

Besides this, each partner/country successfully presented and described a minimum of 2 good practice examples of trainings, methods or tools already used successfully for supporting and managing job profiles. By good practices we mean the ones that have proven successful and/or show promising results. For these examples there will be a focus on transferability and level of description of the method. They are a collection of tools and methods aimed at either/both experts or managers from professional areas related to staff selection.



Based on that, focus groups were held with young people and experts on the labor market, who gave us a clearer picture of the topic at the national level and told us their experience as full participants in economic life. They have a positive and beneficial impact on the project and public opinion research. Reaching a representative sample of the affected part of the population under the research interest provides an opportunity to assess the reaction to specific proposals, to assess the provision of a local or sector-specific service and to develop views on future priorities, needs and objectives.



## FRAMEWORK OF YOUNG PEOPLE IN THE LABOUR MARKET IN YOUR COUNTRY

### POLAND

The unemployment situation among young people in Poland has significantly improved in the last few years. In January 2023, the unemployment rate among people under 25 years old was on the level of 12.1%, which is a decrease of 2.3 percentage points compared to January of the previous year. However, compared to the European Union, this places Poland in 10th place, behind Germany, the Czech Republic, the Netherlands, Austria, Bulgaria, Malta, Ireland, Hungary, and Denmark (Rynek Pracy, edukacja, kompetencje. Aktualne trendy i wyniki badań, 2023).

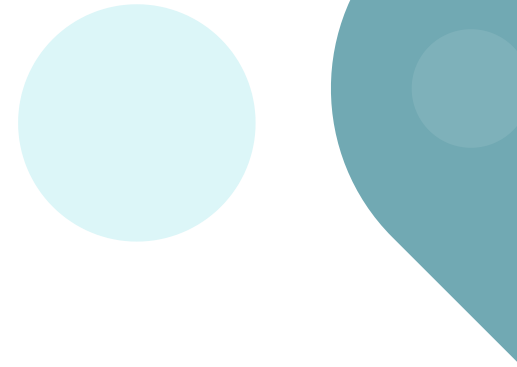
However, in addition to the unemployment rate, the concept of NEET (Not in Education, Employment, or Training) is also worth noting, referring to a young person who is unemployed, not in education or vocational training. The term "NEET youth" originated in the United Kingdom in the late 1990s and has spread to other countries. Currently, it is estimated that in Poland, individuals classified as NEET represent about 14% of all people aged 15 to 29 (Ciekawe Statystyki, 2022).

And there are also factors that can increase the likelihood of a person becoming NEET. Among the studies, the highest risk is faced by people with disabilities (40% higher risk), from immigrant backgrounds (70% higher risk), with low levels of education (three times the risk compared to those with higher education), living far from big cities (50% higher risk), young people whose parents divorced (30% higher risk), or young people who have experienced prolonged unemployment of their parents (17% higher risk) (Mascherini & Ledermaier, 2016).



## POLAND

In Poland, there is also a strong differentiation in the activity of young people depending on the region. Particularly vulnerable are the Podkarpackie, Lubuskie, and Warmińsko-Mazurskie voivodships, where the number of inactive individuals ranges around 1/5 of the population. Another problem in these regions is the tendency of people wanting to continue their education to move to the largest academic centres and settle there permanently after graduation. As a result, a very serious problem arises for the local authorities in these regions (Jelonek, 2015).



## GREECE

The framework of young people in the labour market in Greece has been characterized by high unemployment rates and a prevalence of temporary and precarious employment. In 2021, the youth unemployment rate in Greece was around 33%, which is more than three times higher than the overall unemployment rate. This means that many young people are struggling to find stable and well-paid work.

Furthermore, young people in Greece often face difficulties in transitioning from education to work, which is exacerbated by a lack of vocational training opportunities and a mismatch between the skills they have and those that are in demand in the labor market.

In summary, the framework of young people in the labor market in Greece is characterized by high youth unemployment rates, a prevalence of temporary and precarious employment, and difficulties in transitioning from education to work.

Just like the rest of Greece's economy, the job market has been adversely affected by the economic crisis of 2008; it has been struggling to recover ever since. The majority of the Greek population lives in urbanized areas, but layoffs and job cuts affect the whole country; the unemployment rate in Greece has been increasing dramatically all over the country and has almost tripled since 2009.

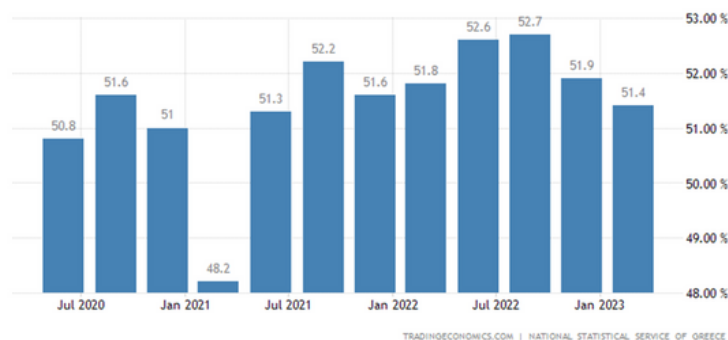


Figure 1. Labor Force Participation Rate in Greece decreased to 51.40 percent in the first quarter of 2023 from 51.90 percent in the fourth quarter of 2022. Source: National Statistical Service of Greece

## SLOVENIA

Young people, along with the elderly, long-term unemployed, and disabled individuals, are among the social groups that face the highest unemployment rates and are particularly vulnerable to changes in the job market. As they enter the labor market as first-time job seekers, they often encounter challenges in finding stable employment. Despite being recognized for their flexibility and education, young people frequently experience job insecurity, low wages, and are often engaged in temporary positions with fixed-term contracts. Additionally, they often resort to occasional, part-time, and student jobs, as well as other forms of precarious work.

Figure 2 shows the Employment status of young people (15 – 24 years old) in Slovenia in 2022. We can see that the most common form of work for young people is student work. Student work is widely regarded as the most flexible employment option in the Slovenian labor market, offering limited rights and responsibilities for both employees and employers.

Despite being a structured form of work intended for young individuals in school, it is often subject to abuse. The high level of flexibility has led to an increasing number of students engaging in student work, in a way which is essentially equivalent to regular employment. Abuses also occur when young people exploit fictitious or alternative registrations to extend their studies, thereby enabling them to continue performing student work.

# SLOVENIA

The regulation of the labor market involves more than just the state as a governing entity. The associations representing employers and employees also play a significant role in this process. These associations are institutionally integrated into negotiations and decision-making processes related to legislation and advancements in the economic and social domains. Their involvement contributes to shaping policies and practices that impact the labor market.

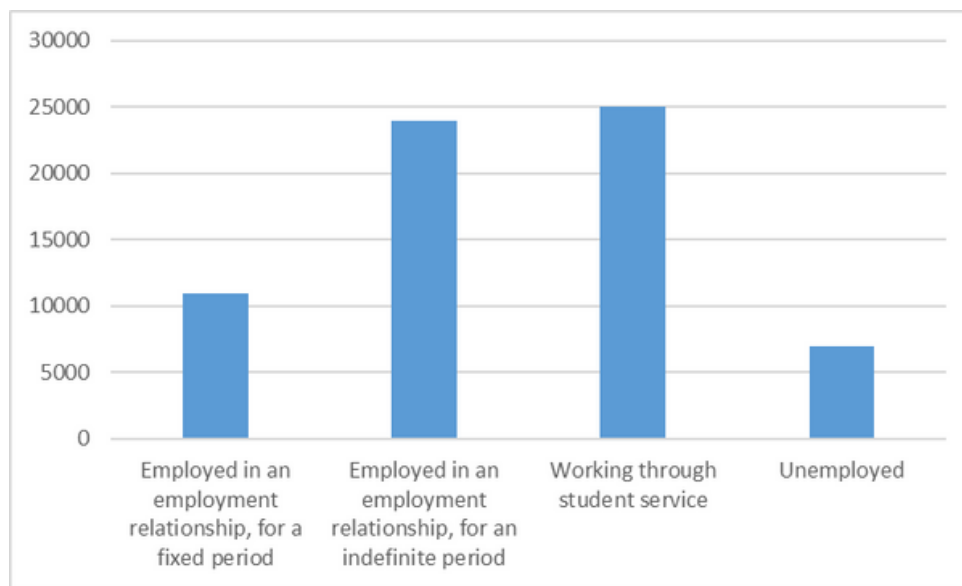


Figure 2: Employment status of young people (15 - 24 years old) in Slovenia in 2022

Source: (SURS, 2023a, SURS, 2023b).



## BULGARIA

Young people in Bulgaria face both opportunities and challenges in the labor market. The country has a higher youth unemployment rate compared to the European average. There can be a mismatch between the skills acquired through education and the demands of the labor market, making it difficult for young people to find suitable employment. To address youth unemployment, the Bulgarian government has implemented various initiatives such as vocational training programs, internships, and subsidized employment schemes.

Emigration is a significant issue, with many young Bulgarians leaving the country in search of better job opportunities abroad, leading to a brain drain. Informal employment is prevalent, including among young workers, which lacks social protection and job security. However, some young people are turning to entrepreneurship and self-employment as an alternative to traditional employment. Starting a business can provide opportunities for innovation and economic growth, but it also presents challenges such as the necessity to find funding and market competition. Official statistics and data on young people show that there is high youth unemployment in the country, which is due to both a low qualification level and a reluctance of young people to actively participate in the labor market.

# BULGARIA

**TABLE 1: UNEMPLOYED AND UNEMPLOYMENT RATES OF POPULATION AGED 15 YEARS AND OVER FOR THE FIRST QUARTER OF 2023, according to data from the National Statistical Institute of Republic of Bulgaria**

Sex Place of residence Age Level of education	Unemployed - thous.	Unemployment rates - %
Total	134.9	4.4
<b>By sex</b>		
Male	72.8	4.5
Female	62.1	4.3
<b>By place of residence</b>		
Urban	86.1	3.6
Rural	48.8	7.1
<b>By age</b>		
15-24	11.8	9.4
25-34	29.0	5.4
35-44	37.8	4.9
45-54	29.0	3.3
55 and over	27.3	3.6
<b>By level of education</b>		
Higher	16.7	1.6
Upper secondary	77.8	4.5
of which: secondary vocational	40.6	4.1
Lower secondary	27.9	10.6
Primary or lower	12.6	32.2

## CONCLUSION

The pandemic caused a significant increase in unemployment, which made the labor market more competitive and presented new challenges to all participants in economic life. Young job seekers are looking for work alongside experienced professionals, making it difficult for them to access jobs for beginners and people with little or no experience.

Many sectors severely affected by the pandemic, such as tourism, hospitality and trade, have experienced significant job losses and have to cease operations again. Young people who are just starting their careers or gaining experience face interruptions or delays in their career development, which makes it difficult for them to develop as potential professionals in a given field. Changing career expectations and looking at alternative industries has become a necessity for many sectors, and future development and secure profiles have re-direction.

There is an increase in youth unemployment in all of the countries under study. They are facing more difficult conditions to find work or are paid lower wages compared to previous years, but in response many companies have expanded their trainee programs and offer opportunities for young people to get involved in internal development and training within the enterprise. These programs give young workers the opportunity to gain valuable experience and learn about the specifics of working in a specific industry. Despite this opportunity for professional development, it is mostly tied to student work or part-time commitment. Employers see young people as trainees or temporary employees rather than as valuable personnel who could contribute knowledge and skills.

## CONCLUSION

Especially in recent years, it has been important to pay attention to the profiles and risks of young people who are NEET (not in education, not in employment and not looking for work). The lack of qualifications and professional skills can limit their opportunities for employment and development, and the remote form of communication was a reason for many people to leave educational institutions. They need support and resources to help them overcome difficulties and integrate into the labor market, which includes vocational training programs, internships, mentoring and entrepreneurship support.



# DEMANDING PROFESSIONAL PROFILES AND FIELDS

## POLAND

Among the highest-paid industries were engineering, medicine, IT, and finance. According to the Central Statistical Office, in 2022, the best-paid professions included the finance manager (with average earnings of 30 000 PLN, and a minimum of 14 000 PLN, which in Euro amounts to around 6 500 EUR average per month salary and 3 000 EUR minimum per month), lawyer (with an average salary of 25 000 PLN i.e. 5 000 EUR per month), programmer (20 000 PLN for an experienced expert, i.e. 4 300 EUR, and around 7 500 PLN, i.e. 1 500 EUR for a beginner per month), process optimization engineer (around 16 000 PLN, i.e. 3 500 EUR per month), and Key Account Manager (with average earnings of around 14 000 PLN, i.e. 3 000 EUR per month). On the other hand, among the most profitable fields of study, Computer Science, Management, and Medicine were indicated, followed by Law, where finding employment at the beginning of the career path can be more challenging. (University of Virtual Education, 2022).

Poland, almost the lowest unemployment rate in Europe was recorded in July 2022, amounting to 2.6%, thus taking second place (after the Czech Republic) (The Polish Government Portal, 2022). In terms of the demand in the Polish job market, according to the Kraków Provincial Labour Office, the biggest deficit in 2023 was noted among truck drivers, nurses and midwives, doctors, welders, electricians, operators and mechanics of earthmoving equipment, warehouse workers, locksmiths, as well as practical vocational teachers and vocational subjects. Before 2022, the deficit in the Polish job market was filled by Ukrainian workers, however, after the outbreak of war, despite the influx of refugees, more people returned to Ukraine.

## POLAND

The publication states: "According to EWL research from December 2021, 57% of migrants were male. In research from July 2022, 94.5% were women, over 70% of whom came to Poland with children. This means that despite such a large influx of people, employers still have problems finding workers for the construction, transportation or industrial production industries. Especially since, in the first half of 2022, many men employed in these sectors returned to Ukraine." It is not expected that the demand for workers in the Polish job market will change in 2023. Companies still feel the shortage of staff, which may make it difficult to fulfil orders and maintain continuity of processes (Ostrowska, 2023).

## GREECE

In Greece, there is a notable demand for skilled professionals in three main sectors: healthcare, technology, and business. The COVID-19 pandemic has highlighted the need for more personnel in the healthcare industry, leading to high demand for professions such as doctors and nurses in the current job market, as well as in a new field that of healthcare data analysts. Within the technology sector, there are two significant subcategories, namely information technology and engineering.

With the rise of green technology, engineers specializing in environmental sustainability are highly sought-after by employers. Additionally, developers, as well as experts in the field of robotics and artificial intelligence, continue to be relevant due to the constant technological advancements. In the business sector, professions related to the country's major industries, namely tourism and shipping, remain in high demand. Furthermore, digital marketers and data scientists are highly valued due to their ability to adapt to current trends. Finally, the rise in demand for business support staff, such as HR professionals, Business Analysts, and Project Managers, has been significant. Below the above results in a list:

- o Doctors/ nurses
- o Developers
- o Professionals in sustainability (energy, environment)
  - o AI and Robotics
  - o Digital marketers
  - o Data scientists
  - o HR professionals
- o Business Analysts/ Project Managers
  - o Tourism professions
  - o Shipping professions
  - o Healthcare data analysts

## SLOVENIA

Jobs such as Audiologists and Speech and Language Pathologists, Therapists/Psychologists, Pharmacists, Financial Analysts, Engineers and Technicians, Lawyers, Specialist Doctors, Dentists, and Higher Education Teachers generally require advanced degrees and specialized knowledge in their respective fields. On the other hand, there are jobs like Cleaners, Servers, Domestic Helpers, Kitchen Helpers, Labourers, and Security Guards may have lower educational requirements and focus more on practical skills and manual labor.

**TABLE 3: PROFESSIONAL PROFILES THAT WERE IN SHORTFALL IN SLOVENIA IN 2022, ACCORDING TO ZAVOD ZA ZAPOSLOVANJE (2023)**

Business process and work organisation analysts	Audiologists and speech and language pathologists	Concreters
Therapists/ Psychologists	Biologists, botanists	Cleaners, servers and domestic helpers in offices, hotels
Workers in simple low-rise construction work	Labourers for simple work in high-rise buildings	Electrical installers
Electromechanics	Pharmacists	Pharmacy technicians and assistants
Financial analysts	Physiotherapis	Firefighters
Chefs	Foresters	Construction (supervisors and finishing)
Engineers and technicians (electronics, electrical, civil construction, mechanical, insulators)	Drywall contractors, plasterers Plasterers	Accountants and accounting assistants
Kitchen helpers	Mechanics and repairers of agricultural, industrial and other machinery	Ironers and polishers
Foundryworkers	Motor vehicle and bicycle mechanics and repairers	Butchers
Carpenters	Air conditioning and refrigeration installers and technicians	Plumbers, fitters and repairers of plumbing and gas

# SLOVENIA

Lawyers, prosecutors, advocates	Toolmakers	Painters
Police officers	Home healthcare and social care	Subject teachers in primary school
Fastfood preparers	Metal fabricators and assemblers	Computerapplications/software programmers
System analysts	Glassmakers	Health care assistants
Agricultural, forestry and fisheriesprofessionals	Educational professionals and class teachers	Logistics and transport technology professionals
Social workand counselling professionals	Specialists in special needs education	Specialists in nursing
Civil engineering, surveying and geodesy	Secondary school teachers and boarding school teachers	Teachers of vocationally specific subjects
Woodworking	Machine operators (for metal extraction and processing, chemical processing, production of chemicals, surface treatment of metals, manufacture of plastic goods, rubber products, ...).	Crane and hoist operators
Routers and dispensers	Welders	Security guards
Higher education teachers and staff at higher education institutions	Soldiers	Drivers (bus, truck, instructors).
Early childhood educators and assistant early childhood educators	Insurance agents and insurance brokers	Specialist doctors (other than general practitioners)
Specialist general practitioners	Masons	Dentists and dental assistants



## BULGARIA

The demand for professional profiles and fields in Bulgaria can vary based on the country's economic conditions, industry trends, and emerging sectors. Some of the professional profiles and fields that have shown demand in Bulgaria in recent years are related to technology, modernization and science.

One of the most significant field and profile of interests is the Information Technology (IT) sector. The IT sector has been rapidly growing in Bulgaria, and there is a high demand for software developers, programmers, data analysts, cyber security specialists, and IT project managers. The country has a strong outsourcing industry, attracting international companies and creating opportunities for IT professionals. Many young people orient themselves in this field, look for work and realize themselves professionally and academically in it.

Engineers in various disciplines, such as civil engineering, mechanical engineering, electrical engineering, and software engineering, are in demand due to infrastructure development projects, manufacturing, and technology-driven industries. This is a profession and field in the country that for generations has attracted strong interest and motivation among young people to realize themselves in it. There are many vocational high schools all over Bulgaria that provide a semi-university degree after completing high school level, which allow professional practice, a good knowledge base and career development for continuing in academic life.

Professionals in finance and accounting fields, including financial analysts, accountants, auditors, and tax specialists, are sought after by both local and international companies operating in Bulgaria. In recent years in the country, more and more international companies are opening their doors on the territory of Bulgaria, investing in young people and developing their skills in this field.

## BULGARIA

Data science as a choice among young people as education or practice is a curious and exciting field for them, as it connects their practical skills and knowledge with the digital world and opens opportunities for rapid career development. As businesses strive to enhance their online presence and reach customers through digital channels, professionals with expertise in marketing, digital marketing, social media management, and content creation are in demand.

The most demanding professional profiles includes professions like

- o Software developer
- o Data Scientist
- o Data Analyst
- o Blockchain developer
- o Expert in artificial intelligence and machine learning
- o Digital marketer

With a growing aging population and an increased focus on healthcare services, there is a demand for healthcare professionals as well such as doctors, nurses, pharmacists, and medical researchers.

## CONCLUSION

With the digitization of work processes and the growing importance of everyone's online presence, the demand for young people with digital skills has increased significantly. Employers are looking for people who master skills such as web design, social media, data analysis, programming and cyber security, and conversely, young people are primarily looking for fulfillment in those areas in which they are valued. Each of the partners identified the IT sector and computer skills activities as the strongest sector for young people looking for secure and motivating work.

With increasing pressures to protect the environment and fight climate change, employers are increasingly interested in young people with skills in the fields of sustainable development and the green economy. Workers with knowledge in energy efficiency, recycling, sustainable construction and other green practices are in demand.

Biotechnology and professions related to medicine and health care have always been in demand and with high interest in them. Young people still prefer them, as they offer realization not only in the profession, but also scientific activity that can be stimulating for them.





# MAIN SKILLS AND PERSONAL QUALITIES

## POLAND

In a 2012 report entitled 'Competencies and Qualifications Sought by Employers Among Graduates of Higher Education Institutions Entering the Job Market,' personal and interpersonal competencies of job candidates are what employers pay the most attention to. Among the most desirable competencies are knowledge of foreign languages and so-called soft skills, including effective communication, openness to development, engagement, teamwork, ability to prioritize and organize work, responsibility, efficient time management, as well as flexibility and adaptability (Ernst & Young, 2012).

Over the past few years, this has not changed much. In addition to the technical skills mentioned earlier, experts from the World Economic Forum also cite other soft skills that have seen an increased demand in recent years, such as emotional intelligence, critical thinking, problem-solving orientation, and the ability to teach oneself and others. It is also worth emphasizing once again the demand for people who know languages at an advanced level (minimum B2/C1), with English remaining the most desirable language, followed by German, French, Dutch, Italian, and Spanish.

Scandinavian languages are also becoming increasingly popular, and due to the migration situation, Ukrainian has also recently gained popularity (Badowski, 2022).



## GREECE

Personal qualifications that employees should have include: critical and analytical thinking, problem-solving ability, ease in using technology, a sense of control, creativity, teamwork, communication, attention to detail and a sense of responsibility. Furthermore, based on every field and position, technical skills and more specialized knowledge are needed that should be investigated by every interested person individually.

## SLOVENIA

As is depictable from the Table 3, the jobs that are most in demand:

- Span across various industries, including healthcare, construction, education, engineering, hospitality, finance, information technology, law enforcement, manufacturing, and more.
- Require different levels of education, ranging from vocational training and certifications to bachelor's degrees, professional degrees, and advanced degrees, depending on the field and specialization.
- Many of the jobs involve direct interaction with people, including clients, customers, patients, students, colleagues, or the general public.
- Each job requires specific technical skills and knowledge related to the respective field. These skills can range from expertise in construction techniques, medical diagnostics, laboratory procedures, financial analysis, programming languages, machinery operation, legal research, culinary arts, and more.



## SLOVENIA

While personal qualities can vary, we've analyzed some common traits that are often beneficial for success in these jobs:

- **Communication Skills:** Effective verbal and written communication skills are crucial for conveying information, collaborating with colleagues, interacting with clients, and providing instructions or guidance.
- **Problem-Solving Skills:** The ability to identify and analyze problems, find practical solutions, and make informed decisions is important across different job roles.
- **Attention to Detail:** Many jobs require attention to detail to ensure accuracy in tasks such as data analysis, medical diagnoses, financial calculations, construction measurements, legal documentation, and more.
- **Adaptability and Flexibility:** Being able to adapt to changing circumstances, work well under pressure, and handle unexpected situations is valuable in dynamic work environments.
- **Teamwork and Collaboration:** The ability to work effectively as part of a team, cooperate with others, and contribute to collective goals is important in many jobs.
- **Organizational Skills:** Strong organizational skills, including time management, prioritization, and multitasking, are beneficial in jobs that involve managing projects, deadlines, or multiple responsibilities.



## SLOVENIA

- **Empathy and Interpersonal Skills:** Jobs involving direct interaction with people often require empathy, active listening, and the ability to establish rapport and trust with clients, patients, students, or colleagues.
- **Technical Proficiency:** Proficiency in relevant technologies, tools, or software applications is essential in jobs that require computer programming, data analysis, machinery operation, laboratory testing, or other specialized tasks.



## BULGARIA

In Bulgaria, employers value a range of skills and personal qualities across industries. Technical skills relevant to the profession or industry are highly valued, along with strong communication skills, problem-solving abilities, and critical thinking. Adaptability, flexibility, and the ability to work well in teams are essential qualities. Leadership and management skills, time management, and organizational abilities are also important. Demonstrating a commitment to continuous learning, maintaining professional ethics and integrity, and displaying a growth mindset are highly regarded. Nowadays, employers emphasize expectations of young people and potential employees on their teamwork skills, good communication skills and a package of soft skills qualities.

## CONCLUSION

The high-tech era requires young people to have knowledge and skills in the field of information technology. This includes skills such as web design, programming, data analysis, digital marketing and social media management. However, in recent times, employers emphasize requirements related to soft skills and expectations for a good working environment provided not only by employers, but also by employees.

Good communication skills are essential in any professional field. Young people need to be able to express their ideas clearly and effectively and to adapt to different communication environments and audiences. The ability to analyze information, recognize problems and find solutions are highly valued skills. They must use logical thinking in their work and, analyze and propose innovative and creative solutions together with their team. Teamwork is increasingly important in today's work environment and they must be able to collaborate, communicate and work effectively in teams with diverse composition and tasks.

The modern labor market is dynamic and rapidly changing. We are looking for people who are flexible and able to adapt to new technologies, work methods and conditions that require different working hours, places and working conditions. The ability to quickly learn new skills and adapt to change is essential in today's fast-paced job market, and the job profiles we mentioned earlier require them.



## TOOLS AND METHODS TO SUPPORT/PROMOTE/DEVELOP YOUNG PEOPLE'S DECISION-MAKING

### POLAND

Professional career advisors use tools such as psychological tests, questionnaires or other exercises, tasks and questions to determine the potential and predispositions of the person seeking their support. However, a conversation is conducted before conducting these tests. It is also conducted after the examination, and during this second conversation, the test results are discussed. Based on detailed interviews and test results, the advisor can assist the young person in choosing a further educational path or profession. The person receiving support from the advisor after the tests also receives a diagnosis in written form (Bugajska-Możyszek, 2021).

Another type of decision-making method is simulation decision games. The term "games" encompasses many different activities that can be undertaken in the process of educating young people. Among them are board games, cards, dice, puzzles, quizzes, physical activities, or role-playing. Games that relate to management or economic processes are called economic simulation games or business simulation games. There are many types of business simulation games that can be distinguished based on various criteria. The most important ones are games that simulate the functioning of the entire company or its specific organizational units, competitive or non-competitive games, interactive or non-interactive games, games related to a specific industry or business in general, individual or team games, games based on a deterministic or stochastic model, games with complexity determined by the player, as well as games with a varied range of time simulation (Wawrzeńczyk-Kulik, 2013).



## POLAND

Taking into consideration more complex tools, Analytic Network Process (ANP) is worth mentioning. It's a method that can help structure many criteria of the decision-making process and create a clear hierarchy of needs for each individual, which can help achieve a balance between personal and professional life for young people in Europe. This method involves several stages:

- formulation of goals, criteria, and sub-criteria, identification of decision-makers, their motivation, and potential consequences of decision-making, in order to gain a detailed understanding of the decision-making problem and systematize the decision-making process,
- determining criteria and sub-criteria in four control hierarchies - benefits (B), opportunities (O), costs (C), and risks (R) and creating a pairwise comparison matrix by conducting expert assessments,
- for each criterion, determining the control criterion, the full list of components, and their important elements,
- creating for each control criterion or sub-criterion a subnetwork containing the appropriate clusters and elements. Connecting them with arrows according to internal and external dependencies,
- formulating an approach for analysing each cluster or element,
- for each control criterion, building a supermatrix of the decision network by arranging the numbered clusters vertically on the left side, and the elements horizontally above it,

## POLAND

- conducting pairwise comparisons of elements within the same cluster, depending on their impact on each element of the remaining clusters,
- conducting pairwise comparisons of clusters and their impact on other clusters related to a given control criterion,
- conducting the synthesis of boundary priorities by weighing each boundary vector by the weight of its control criterion, and adding the resulting vectors of this operation for each of the four subsystems (B, O, C, R),
- identification of strategic criteria, as well as their priorities, in order to assign ranks to the highest-rated alternative in each of the control subsystems,
- conducting sensitivity analysis of the final result, consisting of asking questions such as 'what if...?'. This allows checking whether the final result is stable and to what extent it is susceptible to changes in the assessments and priorities introduced into the model (Gawlik, 2015).



## GREECE

Decision-making plays a crucial role in shaping an individual's personal and professional life, and equipping young people with the necessary skills and resources is essential for their growth and success. These tools range from educational programs and workshops to mentoring, counseling, and the use of technology-driven platforms designed to aid in the decision-making process. By employing these tools and methods, individuals and organizations can contribute to the empowerment and development of young people as they navigate their choices and make informed decisions that align with their goals and aspirations.

According to Law 1566/1985, Law 2525/1997 and the circulars of the Ministry of Education, the existence of a School Vocational Guidance (SVG) course in the school timetable is foreseen. The teaching hours, the classes, the curricula and the assignment of the course to the various teacher specialisations vary over the years. There are also Career Education, Vocational Guidance Days and a number of other activities as distinct components. In addition, visits and lectures in schools by professionals of various specialisations, educational visits by pupils to professional premises, organised tours of the country's higher education institutions (HEI and TEI) are foreseen in this framework. All the above activities are institutionalised and constitute the "SVG Institution" in secondary education. In this context, the 79 Counselling and Guidance Centres (KE.SY.P.) of the Ministry of Education, which operate in all prefectures of the country and serve students, young people up to 25 years of age, parents - guardians and teachers, providing free counselling and vocational guidance services, also play an important role. In the past, 570 School Vocational Guidance Offices have also operated in high schools and lyceums throughout the country. But the sad truth is that the implementation of this course is not very efficient for young people because the teachers who are assigned to conduct this subject are not well-trained, lack very basic knowledge of vocational guidance, and the suggested activities above are scheduled rarely or not at all.



## SLOVENIA

Career guidance is available in schools, youth centers and through various organizations. Trained counselors provide information, guidance and support to young people in making informed decisions about their education, career path and future goals. From time to time, career workshops or entrepreneurship programs are also available to young people (such as the Erasmus+ project Green up - <http://green-up-project.eu/>).



## BULGARIA

Various tools and methods are used for supporting, promoting, and developing young people's decision-making skills and empower them in making informed choices for their future in Bulgaria. They aim to provide guidance, resources, and opportunities for young individuals to explore different career paths, understand their strengths and interests, and make informed decisions regarding their education, career, and personal development. Mostly they are related to career guidance centers and counselors play a crucial role in helping young people navigate their career choices. They offer individual counseling sessions, vocational tests, and assessments to identify their interests, strengths, and aptitudes. Career counselors provide personalized guidance, information about various occupations and industries, and resources to help young individuals make informed decisions about their career paths.

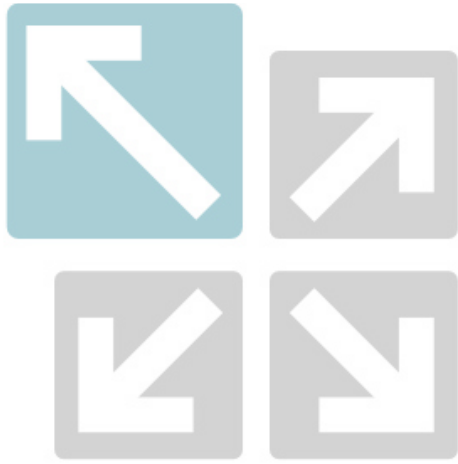
Mentoring programs are also a tool to connect young people with experienced professionals in their chosen fields. Mentors programs are available in different fields to guide young people in their future career path. One of the programs that is getting very famous among the biggest cities in Bulgaria and work with monitoring and career support is "Mentor the young". It is a 3-month mentoring program that enhances youth between the ages of 18 and 25 by connecting them with an individual mentor with at least 5 years of experience. During the first week of the program, each youth sets 3 personal, career, or entrepreneurial goals to accomplish during the program with the help, guidance, and resources of their mentor. Such programs are becoming more and more popular among young people and attract their attention, since there are no practices in our educational system plan that guide and support students in their decision-making.



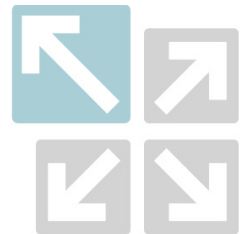
## CONCLUSION

Most important in choosing a career path and making decisions is the step of introspection and exploring your interests, passions, values and goals. Understanding your own preferences and capabilities. Promoting and developing young people's decision-making skills requires a combination of tools and methods that empower them to make informed choices. Providing young people with access to quality education and accurate information is essential. This includes teaching critical thinking skills, media literacy, and decision-making frameworks that help them evaluate options, consider consequences, and make informed choices. All of the partners at the national level pointed out career guidance at school and counseling with professionals in the field as an important tool. Mentors and role models can play a crucial role in helping young people develop decision-making skills. They can provide guidance, share their experiences, and offer support in navigating complex choices. Establishing mentoring programs or encouraging relationships with trusted adults can be highly beneficial and can pamper an unusual result on the subject of making decisions and taking their own professional path.

Encouraging young people to engage in reflective practice helps them explore their values, beliefs, and aspirations that involves encouraging self-reflection, journaling, and contemplating their decisions and their outcomes. Reflective practice enhances self-awareness and enables them to align their choices with their personal goals and values. Nowadays, methods related to interactive learning of new skills and knowledge are available, which can also be applied in this context. By employing these tools and methods, young people can develop the necessary skills and confidence to make informed decisions and navigate their personal and professional lives successfully.



# GOOD PRACTICES IN SUPPORTING AND DEVELOPING INNOVATIVE JOB PROFILES





## POLAND

### KALEIDOSCOPE OF YOUTH INITIATIVES

A project aimed at "developing local animation models that, based on the experience of an international partner, can be implemented and disseminated in Poland."

#### **Target group:**

Youth aged 15-25, residing in two districts of Warsaw (Bielany, Praga Południe), as well as residents of the Youth Education Center and young people living in Ostrołęka (also one of Warsaw's districts), growing up in conditions unfavourable for psychosocial development, threatened by poverty, social exclusion, and unemployment. Additionally, the target group came from problematic environments, and in many of their families, alcoholism or drug addiction prevailed. Moreover, poverty often prevailed in their homes, which in their family environment could teach young people an entitled attitude and effectively immunize them against the needs of another person.

#### **Results/outcomes described:**

It was determined that youth coming from excluded environments often lack a learned sense of responsibility for their decisions, do not feel their consequences, and also quickly become discouraged from previously undertaken actions, even despite initial enthusiasm. This was also a challenge for the project implementers, who had to be prepared during the recruitment of participants for later problems with their attendance in project activities. It was not possible to predict, and what the organizers could do was to prepare for such situations and address them by gaining the trust of the participants and showing young people that hasty decisions deprive them of the opportunity to develop and exit socially excluded environments.





## POLAND

As part of the project, young people worked in groups of 5-10, and the activities included outgoing social skills training, multimedia course, and preparation and implementation of initiatives. Although the project provided support to young people on several levels (social skills training, financial skills training, career counseling, or multimedia course), one of the most constructive elements among the youth turned out to be the implementation of initiatives for the local community. As part of the project, during both of its phases, the youth created over 15 initiatives that supported their local communities.

An important and lasting effect of the project is the change in the participants themselves. The youth were grateful to the organizers for conducting the project and enabling them to participate in various games, activities, workshops, as well as for treating them as partners, and over half of the participants in the first phase wanted to participate in the second phase (Judzińska, 2015).



## POLAND

### THE MUNICIPAL EMPLOYMENT OFFICE IN OLSZTYN

The Municipal Employment Office in Olsztyn has implemented the initiative "Youth Day with a Career Advisor", which aimed to prepare young people for active participation in the job market, as well as to expand the competencies of educators and teachers in this area. This initiative involved a series of meetings and workshops related to the job market conducted by career advisors from the Municipal Employment Office in Olsztyn in cooperation with the team from the Electronics and Telecommunications School Complex in Olsztyn. The project is cyclical in nature, and as of 2019 (the date of publication), its eighth edition has taken place.

#### **Target group:**

High school students from Olsztyn and the Olsztyn county area, studying at the post-elementary education level.

#### **Results/outcomes described:**

On February 13, 2012, an agreement was signed between the City Employment Office in Olsztyn, the District Employment Office in Olsztyn, and the Electronic and Telecommunications Schools Complex in Olsztyn. The aim of this agreement was to cooperate for the professional and educational development of young residents of Olsztyn and the Olsztyn district by exchanging information on the labour market and education, jointly organizing meetings, workshops, and conferences with the participation of specialists providing advisory assistance during active job searching. The main point of the agreement is the annual organization of the "Youth Day with a Career Advisor." Workshops on various topics have become a regular part of subsequent editions. Their main goal is to encourage participants to consciously plan their career path and emphasize the role of a career advisor during this process (Laskowska, 2019).



## GREECE

### HELLENIC NATIONAL YOUTH COUNCIL

The H.N.Y.C. (Hellenic National Youth Council) is an independent, non-government, non-profit federation of youth organizations. Today up to fifty-nine youth organizations are members of H.N.Y.C. H.N.Y.C. is one of the largest and most represented youth federations in Europe. Member organizations maintain their autonomy but are involved on equal terms in H.N.Y.C., without limitations based on religion, race, diversity, sexual orientation. Therefore, dialogue concerning pressing issues the youth people in Greece is promoted.

Aiming at continuously training and informing young people on issues that concern them, the H.N.Y.C. implements workshops, conferences, cultural and other programs, seminars and activities that directly target young people.

#### **Target group:**

Adults who are interested in attending and learning through non-formal education.

## GREECE

### Results/outcomes described:

In order to achieve its objectives the Hellenic National Youth Council (H.N.Y.C.) acts in accordance with the law and the statute, in any manner deemed expedient by the governing bodies. The H.N.Y.C. can offer:  
Collaboration with other social institutions (universities, unions, other NGOs etc.) and Greek State and European Union officials.

- o Participation in national and international networks of organizations on issues relating to young people and their organizations.
- o Public events (congresses, conferences, workshops, debates, lectures, etc.).
- o Basic and applied research on issues related to its objectives and undertake of relevant research programs.
- o Committees and working groups.
- o Informational materials in connection with the purposes of the H.N.Y.C.
- o Specialized training programs and training aimed at its members and all those interested to participate, depending on the type of program.
- o Specialized educational packages, information databases and library facilities for matters relevant to the H.N.Y.C. and its members.
- o Exchange of experiences and ideas with international organizations.

## GREECE

### YOUTH AND LIFELONG LEARNING FOUNDATION (INEDIVIM)

The “Youth and Lifelong Learning Foundation” is a non-profit, public benefit institution, which is supervised by the Ministry of Education, Research and Religious Affairs. The Youth and Lifelong Learning Foundation’s fields of activity and responsibility include a wide range of activities for young people and all citizens in general. A number of educational, cultural and social activities have been developed by running several programmes co-financed by the European Social Fund, national funds, the European Commission, and the budget of Youth and Lifelong Learning Foundation.

#### **Target group:**

Through its programmes, the Foundation encourages a wide number of people and institutions (such as schools and universities, local institutions, sports unions, municipalities, NGOs, various organisations and senior citizens) to participate in the activities offered. The persons benefiting directly and indirectly from the Foundation’s wide range of activities fall into many social categories (graduates, students, pupils, trainers, parents, educators, victims of domestic violence, refugees/immigrants, adult trainees, salaried employees).

#### **Results/outcomes described:**

The Foundation has a bifold commitment first to promote lifelong learning for all citizens, both in terms of vocational training and general adult education, laying emphasis on the participation of socially vulnerable social groups, and second to ensure youth empowerment and in particular to provide support to young people throughout their educational and professional development, while also supporting and promoting their mobility and stimulating innovation.

The variety of programmes and actions INEDIVIM includes:

- Vocational training for young people/ graduates
  - General adult education
  - Youth support actions
  - Educational welfare



## SLOVENIA

### SPIRIT SLOVENIA

The public agency, SPIRIT Slovenia, manages a network of business advisors throughout the country, providing comprehensive support to entrepreneurs in establishing, growing, and developing their companies. Since its inception, the agency has been actively promoting innovative entrepreneurship and the creation of innovative start-ups throughout Slovenia. In partnership with the Ministry of Economic Development and Technology, it co-funds and implements various entrepreneurship promotion programs, including the SPOT Consulting and SIO programs, which offer a full range of support during the early stages of a company's growth. The support institutions, such as GZS, OZS, and AJPES, provide assistance to aspiring entrepreneurs through the SPOT Registration program, while the SPOT Consulting program helps build entrepreneurial competencies.

#### **Target group:**

Potential and existing entrepreneurs.

#### **Results/outcomes described:**

From 2018 to 2022, regional support institutions delivered 61,676 business consultations through the SPOT Consulting program to both potential and existing entrepreneurs. This resulted in the establishment of over 12,000 companies and the hosting of 494 training sessions, 1,546 workshops, and 366 exchanges of best practices and business opportunities.



## BULGARIA

### START IT SMART

Start It Smart is a community for young entrepreneurs and startups that provides training, mentoring and financial support for the development of innovative business ideas. It focuses on the development of the entrepreneurial ecosystem in Bulgaria by supporting young talents and startups. The organization offers various trainings, mentorships, incubation programs, events and competitions to encourage and help young entrepreneurs to develop their ideas and turn them into successful businesses.

#### **Target group:**

Young entrepreneurs and start-ups who have ideas for new products or services but need help developing their business model, mentorship and access to funding and investors.

#### **Results/outcomes described:**

The company has a track record in technology development - introducing technologies such as data collection, analysis and visualization software tools to help young people make more informed decisions. It creates a 9Academy of 9 circles of knowledge that each participant will go through and master - entrepreneurship, finance and accounting, sales, legal services, marketing, HR, NGO, PR, Digital/IT.

An invariable part of their success is the formation of a team - young, ambitious, change-loving volunteers who work on platform maintenance, have direct observations of the formation and development of organizations, create independent business projects and distribute educational resources for young people. The academy and the organization already have dozens of passed and successful young people developing professionally in their fields of interest and create numerous campaigns to support career development. Their alumni club is an environment for creative ideas and entrepreneurial and partnership realization.



## BULGARIA

### TELERIK ACADEMY

Telerik's educational initiative provides free training to youth in the field of software development and design. It offers intensive courses and programs to develop skills in programming and technology. Courses include web development, software engineering, mobile development, databases, machine learning and more. Training at the academy is free, and students are selected through a competitive selection process.

#### **The target group**

Young people who have an interest and desire to develop in the field of programming and technology.

#### **Results/outcomes described:**

Telerik Academy prepares and enables successfully young people to develop as programming and technology professionals by providing them with the necessary skills, knowledge and experience. The Academy works with industry partners to ensure that its programs meet the needs of the labor market and provide career development opportunities for its students.





# Good practices on decision making





## POLAND

According to practice, youth coming from school environments that attach importance to the subjective functioning of students willingly engage in activities for others. The Foundation for Development collected several opinions from participants in their projects on the participation of young people in the decision-making process. According to one of the participants: "young people get involved in activities when they feel support from adults - adults make them understand that they see valuable people in them who are capable of a lot, believe in their potential and abilities, and are not afraid to trust them" and "youth is active because they want to change something in their environment, want to act for others, make good use of their free time, gain experience in various activities, and share their skills and knowledge." Harry Shier, a practitioner with many years of experience in formal education in the UK and in many other, poorer countries, also writes about the benefits of involving youth: "I am 99% convinced that giving students the opportunity to speak out in the decision-making process at school will lead - either indirectly or directly - to improving both the atmosphere and conditions for learning at school, which will bring positive results in learning".

### **Target group:**

Young people at high school age

## POLAND

### Results/outcomes described:

It has been recognized that many projects are carried out without examining the needs of young people and considering their ideas. Often, the focus is on achieving results that the organization has committed to the funder. Roger Hart developed a participation model, and such behaviours constitute its first three stages. These are situations that seemingly engage young people but have nothing to do with their actual participation - they are more like manipulation and exploitation. The next levels describe the actual participation of young people - from task allocation and informing, through consultation, involving youth in decision-making, transferring initiative and autonomous functions to them, to joint decision-making by youth and adults - which translates into the use of the potential and resources of both groups.

Another interesting model, and at the same time a practical tool for checking the possibilities of introducing youth participation, is proposed by Harry Shier. He pointed out that participation can take place at different levels. Young people should have the opportunity to participate in the decision-making process at different levels, in accordance with the principles of the Convention on the Rights of the Child. The highest level is one in which young people, together with adults, manage the organization. Such an approach has a positive impact on the development of young people, despite the lack of knowledge and experience of adults. Harry Shier believes that children and young people's participation in the decision-making process should be practised from an early age to prepare them for making responsible decisions in the future.



## GREECE

### THE EURODESK NETWORK

#### **Detailed description of practice:**

The Eurodesk Network is a European network with information structures in 37 countries and more than 2000 national, local and regional partners, which provides young people and those working with young people with access to European and national information that enhances their learning mobility. It answers young people's questions and provides guidance across Europe, covering a wide range of topics using specialised information tools.

#### **Target group:**

Young people in Greece and Europe

#### **Results/outcomes described:**

Most important actions for youth:

- OPPORTUNITY FINDER
- EUROPEAN YOUTH PORTAL
- TIME TO MOVE
- EURODESK EUROCLASSES

## GREECE

### NATIONAL QUALIFICATIONS FRAMEWORK

The Hellenic Qualifications Framework (HQF) is a national framework for the classification, recognition, and validation of qualifications in Greece. It provides a transparent and flexible system for assessing and comparing qualifications, which helps individuals to make informed decisions about their education and career paths. It is developed by EOPPEP, which stands for the National Organization for the Certification and Vocational Guidance, is a public organization in Greece that focuses on promoting vocational training, certification, and guidance.

In terms of supporting job profiles in Greece, the HQF plays a crucial role in ensuring that individuals have the necessary knowledge, skills, and competencies to meet the demands of the labor market. By providing a common language for describing qualifications, the HQF enables employers to better understand the knowledge and skills that job applicants possess.

Furthermore, the HQF provides a basis for the recognition of qualifications obtained in other countries, which is particularly important in a globalized job market. By enabling employers to recognize qualifications from other countries, the HQF helps to facilitate the mobility of workers across borders and supports the development of a skilled and adaptable workforce.

In summary, the HQF plays a critical role in supporting job profiles in Greece by providing a transparent and flexible framework for assessing qualifications, enabling employers to understand the knowledge and skills of job applicants, and facilitating the recognition of qualifications obtained in other countries.

## GREECE

### Target group:

The target groups of the Hellenic Qualifications Framework (HQF) in Greece could be Learners, Education and training providers, Employers, Regulatory authorities.

### Results/outcomes described:

In order to support the implementation of the HQF, the National Organization for the Certification of Qualifications and Vocational Guidance (EOPPEP) provides a range of tools and resources, including:

- The National Register of Qualifications, which provides information on the qualifications that have been included in the HQF, as well as their level, content and outcomes.
- The National Qualification Framework Portal, which offers a range of resources and tools for stakeholders, including guidance on the use of the HQF, information on the qualifications included in the framework, and tools for assessing and recognizing qualifications.
- The European Transfer and Accumulation System (ECTS), which provides a common framework for describing the volume of learning required to achieve a qualification, as well as a system for transferring credits between different education and training systems.

By using these tools and resources, employers and job seekers in Greece can more easily navigate the complex landscape of qualifications and job profiles, ensuring that they are able to make informed decisions about training, career development and recruitment.



## SLOVENIA

### THE CAREER CENTER OF THE UNIVERSITY OF MARIBOR

The Career Center of the University of Maribor serves as a valuable institution for young people, providing guidance and resources for effective career decision making.

They offer free career counseling, organize career oriented events, provide information about job vacancies and internships and general employment opportunities, and co-operate with employers (e.g. free vacancy advertisement).

One event which we would like to point out as a good practice is “Karierna tržnica” (Career market). Karierna tržnica is a yearly event, on which many important employers are present so young people can meet them in person and introduce themselves. In one place they can meet several potential employers and their organizations. At the same time, they have the opportunity to ask about employer’s expectations and employment opportunities in quick 5-minutes job interviews.

In addition many labour market specialists are present and there is a rich accompanying program, including free professional photographing for CV.



## SLOVENIA

### **Target group:**

Young people in transition to the labor market, especially students of University of Maribor, but also others. Also, labour market specialists and important employers (companies) in Slovenia.

### **Results/outcomes described:**

There's a real possibility that young people are able to secure themselves a job during a quick 5-minutes interview that is part of the Karierna tržnica (Career market). Even if they are not successful on the job interview the event ensures that they have better information about the trends on the labour market, employer's expectations, and skills that are in demand.





## SLOVENIA

### WHEN AND HOW (KAM IN KAKO)

When and how (Kam in kako) is a computer programme and a tool designed for exploring, developing and refining one's career options. It enables users to view a list of suitable careers, which the programme selects based on user's answers. With the mentioned tool, users can get more information about the occupations they are interested in, their characteristics, needed skills for the chosen occupation and how to acquire them. The programme can compare the proposed careers to help decide on the right one, as well as make a career plan for the user. The programme is interactive and user friendly, is used electronically and allows users to ask the advisor different career-based questions.

Where and how (Kam in kako) encourages users to ask themselves specific questions about careers, to identify career areas, which are then further discussed with a careers adviser. The user can explore in more detail the professions that are suitable and interesting for them and get new ideas about careers or expand their knowledge of new careers.

Employment Service of the Republic of Slovenia also offers a wide variety of other questionnaires that work as tools to help create or change people's career goals. Among those are the Holland Interest Test (to learn about one's interests and the occupations and work environments that match them), Personality Traits Questionnaire (to identify the most suitable occupation based on one's dominant traits), Traits and Motivations Questionnaire (to identify, which job and working environment would be suitable for the candidate and which qualities he/she still needs to develop), a job search attitude questionnaire (to check the approach to job search and to improve job search performance), a competency self-assessment questionnaire, a work styles questionnaire, an entrepreneurial readiness questionnaire, and others.



## SLOVENIA

### Target group:

Where and when (Kam in kako) targets unemployed, employees considering a career change, elementary and secondary school pupils and students, as well as anyone interested in different careers.

Other questionnaires target different groups, from pupils and students, to unemployed or those seeking a career shift or a different job.

### Results/outcomes described:

Eurostat (2023) data shows that Slovenia is among the countries with lower youth unemployment rates, which is also below EU average youth unemployment rate. This may partly be due to good career counselling for youth. It is worth mentioning that the youth unemployment rate was rising until 2014, but then started to decrease gradually, with a lowering trend persisting and disturbed only by the covid-19 pandemic, which affected all global economies and their workforce.

Taking the total population into account, according to SURS, the unemployment rate has been on a downward trend since 2015 which indicates that people are able to find and keep jobs, and career counseling certainly plays an important role, especially while in education or unemployed.



## BULGARIA

### BUSINESS HUB SOFIA

Using the method of cooperation and exchange of ideas - this method is aimed at creating a team to work together to solve a problem. The application of the collaborative method can lead to the creation of better ideas and more effective solutions. One of the examples of using this method in Bulgaria is Business Hub Sofia, which provides a place to work and an opportunity to exchange ideas between entrepreneurs and start-up companies.

#### **Target group:**

The target group of Business Hub Sofia includes start-up entrepreneurs, small and medium-sized enterprises that need help in developing their business. It is also open to students, schoolchildren and anyone who has an interest in the entrepreneurial spirit and wants to gain knowledge and experience in this field.

#### **Results/outcomes described:**

Over 1,000 start-up entrepreneurs, small and medium-sized enterprises have received support and advice; The creation of a network of entrepreneurs and business experts who can help start-ups and small businesses in various fields; The support of many successful businesses that have become popular brands in Bulgaria and abroad.



## BULGARIA

### YOUTH DEMOCRATIC FORUM

"Youth Democratic Forum" is an organization that works to promote the participation of young people in the democratic life of Bulgaria. They provide training, courses and events to encourage young people to engage in their civic responsibility and actively participate in the decision-making process. In addition, they support youth initiatives and stimulate young people to engage in public affairs.

#### **Target group:**

Young people in Bulgaria, adults between 16 and 30 years old, who are interested in democracy, civic participation and public life. They work to help young people get involved in public processes and have the opportunity to express their opinions and ideas.

#### **Results/outcomes described:**

The organization of numerous educational programs and events for the youth in Bulgaria, including trainings, conferences, summer schools and others. The organization's active participation in campaigns and projects to promote civic participation and democratic changes in Bulgaria.

## CONCLUSION

Career decision-making topics to strengthen young people and their employability competencies are not sufficiently integrated in current formal education programmes, young people need to be engaged in a different way and this becomes a major research interest within the frames of the project. In the research was used a methodology of the development approach based on the theory of change , consisting of a planned change from a starting point - to a goal, following 3 phases of development – „*problem analysis*“, „*solution design*“ („*will be*“) and „*effects*“.

The desk research as an act is a list of existing practices, tools and methods used in more sustainable and ecological work profiles, as well as the legal framework of each country on this topic, helps to deepen the understanding of the topic. In recent years, especially after the Covid-19 pandemic, unemployment among young people has risen. In many of the European countries, the percentages of unemployed young people are growing, and the opportunities that the market offers are changing.

Young people are looking for professions and fields of realization that offer flexible working hours, require computer skills, work with languages, an environment for development and challenges. The dynamic work environment is interesting and exciting for young people and provides an opportunity to develop and acquire new competences every day. The main areas of a professional path are related to the digital capabilities of young people and especially computer specialties. The IT field and programming have been one of the most interesting for young people in recent years, as they offer remote work, rapid professional development and good remuneration. Digital marketing, engineering and innovative technology-related occupations are the most in-demand for both development and education.



# DECIDE

Mentoring programs and building a figure who can be a leader, *a role model*, constitute a method that gives a positive impact in helping young people to make decisions and profile themselves professionally. Consulting with figures who are seen by young people "*as something I want to be*" give inspiration and motivation to young people to participate more in activities related to their field and interests, and to keep a close eye on the latest opportunities for them, that will help achieve their goals. Each of the research partners identified at least one best practice related to the active engagement of young people's interests and the importance of leadership skills of the person leading the group or program.

The exchange of ideas and experiences with peers is also important for young people because they create an environment of development and inspiration from which they can start. Active participation in volunteering, participation in civic initiatives and taking practical internships are key in making their decision and placing them as future professionals in the labor market.

Nowadays, the labor market adapts to the demand and supply of work. Not only different companies and employers look for innovative profiles of qualities and competencies of employees, but also young people set them as a requirement for their future development. Young people and the labor market place expectations on each other that are becoming increasingly diverse and flexible for the employer-employee relations and working conditions.

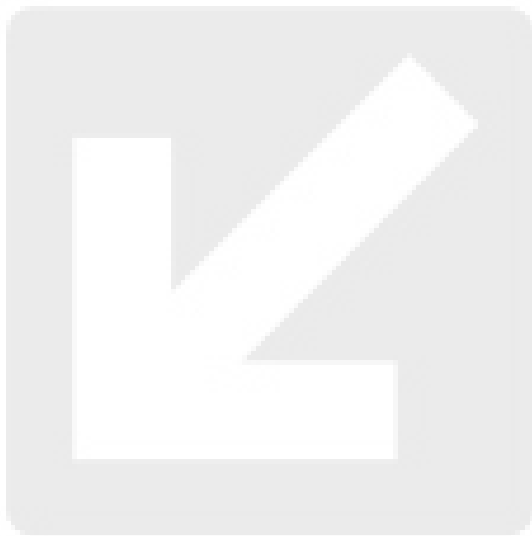
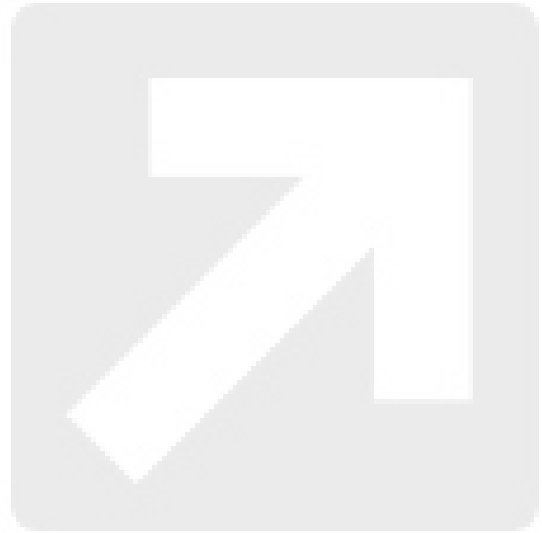
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 **DECIDE**