Framework model
For social and labour market inclusion support

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Executive Summary

This deliverable presents a transferable framework for the social and labour market integration of Ukrainian refugees, developed within the ECSILI project. Building on the Andalusian ERACIS Programme — a long-standing regional social innovation strategy — the model has been adapted to the local contexts of Warsaw and Arad. It incorporates a digital tool for skills profiling developed by the consortium partner SkillLab, individualised support through case managers, and strategies to engage local services and employers. Developed collaboratively with inputs from local stakeholders and experts from the Regional Government of Andalucia and SkillLab, the framework aims to provide project partners with practical guidance for inclusive, sustainable, and locally grounded refugee support systems. Its implementation will be monitored through specific KPIs that will be developed by two external experts hired for the creation of a monitoring and evaluation framework.
The latter will be linked to:
- employment rates among refugees engaged in the programme.
- social cohesion through enhanced participation in community-based initiatives.

- scalability and replicability of a model for refugee employment and social inclusion support, transferable to other European municipalities.

Deliverable description

This deliverable consists of a framework model for refugee support, grounded in the ERACIS Programme — the Andalusian Regional Strategy for Social Cohesion and Inclusion in Disadvantaged Areas. It consists of a series of recommendations for activities that will help the cities of Warsaw and Arad to come up with their own Local Action Plan, involve local actors in fostering social and labour market inclusion of Ukrainian refugees and to guide the role of the case managers during the piloting phase. ERACIS is a long-standing social innovation model that is meant to be adapted to the contexts of Warsaw (Poland) and Arad (Romania) and enriched through the integration of a digital skills profiling tool (SkillLab) for more effective skills-labour matching.

As a central step towards achieving the ECSILI project's objectives, this deliverable is intended to guide project partners in implementing effective, person-centred support systems for Ukrainian refugees.

Development of the model has been informed by:

- Ongoing consultations and technical assistance from the Regional Government of Andalusia and SkillLab

- A local needs analysis from both Warsaw and Arad, examining available social services, labour market trends, and target group characteristics.

- Regular ECSILI consortium meetings focused on context adaptation and stakeholder engagement.

- Study Visit in Seville where Warsaw and Arad staff received hands-on training on ERACIS and the digital skills profiling tool

The model aims to provide recommendations that can clarify and operationalise the following elements:

- The role of case managers in assessing individual needs, skills, and employment readiness.

- How to guide beneficiaries through their personalized support pathways

- Suggesting activities to foster linkages to social services and job opportunities
- Informing case managers on how to incorporate the skills profiling tool in their Standard Operating Procedure of working with displaced people from Ukraine
- Informing case managers on the scope of the skills profiling tool and its step-by-step usage

The deliverable consists of two parts, drafted by CISJUFI and SkillLab respectively. The first part consists in a series of recommendations drafted by CISJUFI concerning the drafting of the Local Action Plans and the expectations for the role of the case managers during the piloting phase. The recommendations are the result of a series of meetings between CISJUFI and the cities with the aim for the former to better understand the local context in which the piloting would be taking place, actors to involve and feasible referrals available. The cities, on the other hand, leveraged these occasions to learn more about ERACIS and how to adapt its methodology to their city contexts.

The second part consists of recommendations on how to incorporate the Skills profiling tool in the cities' case managers Standard Operating Procedure (SOP) of working with displaced people from Ukraine with the aim to enhance the effectiveness of their work. The recommendations are tailored to each cities' existing SOP, dissected and discussed during a series of meetings and written exchanges between SkillLab and Warsaw and Arad staff. Finally, SkillLab also drafted a User guide for using the app, detailing its value proposition, functioning and a step-by-step guide on its usage for the cities' case managers

These mutual learning processes culminated in the Seville Study Visit, which took place on September 29th and 30th of September, in which the cities received hands-on training on ERACIS and the usage of the skills profiling tool.

Objectives

The framework model will be transferred across the two cities with the objectives to:
• Implementing a local plan for Ukrainian refugees by adapting existing instruments with new ones in the form of case managers offering personalised support, and an online skills profiling tool to support the employment and social inclusion of Ukrainian refugees.

• Ensuring career orientation
• Adapting active inclusion services to make them inclusive for Ukrainian refugees.
• Mapping and enhancing the network of accessible services for emotional support and community integration.
• Securing the involvement of partners from the local economy. The measures that will be implemented for identification and engagement of stakeholders will align with existing mechanisms implemented by social services directorates in the cities, including promotion campaigns on social media and through the existing two.

Context

This part is meant to provide context stemming from the Local needs Analyses

Target population

Ukrainian refugees with the following characteristics:

Demography:
- Women of working age
- Older people

Employment status:
- Situations of underemployment: educational/ skill level job mismatch
- Unemployed job seekers

Education levels:
- Higher education level

Widespread needs

The target population faces a range of interrelated challenges that must be addressed to support their successful social and labour market integration. These needs can be grouped into the following key areas:

System Navigation and coordination
- Lack of coordination between support systems, resulting in fragmented or duplicated services.
- Limited accessibility and visibility of information on available resources, making it difficult for refugees to navigate support networks.

Employment & Economic Stability
- Ongoing economic instability due to dependence on low-income or precarious employment.
- Lack of effective employment support programmes tailored to the specific needs and qualifications of refugees.

Skills & Qualifications
- Lack of recognition of prior qualifications and professional skills, contributing to underemployment or job mismatch.
- Need for targeted skill development and upskilling opportunities.

Language & Communication
- Insufficient opportunities to learn the local language, which hinders access to services, employment, and social integration.

Psychosocial Support
- High demand for psychosocial and emotional support services to address trauma, stress, and social isolation.

The Framework Model
Building effective local cooperation

The table below is meant to outline how the cities can proceed to draft their own Local action Plan and involve locally active stakeholders to better answer to the needs of the target group in it. This mapping of resources will serve as a guideline on possible activities to be carried out within a framework of active cooperation between the cities and available local stakeholders

Table explaination

Column	Explaination
Objective	One of the project objectives
Need	What gap or problem this addresses
Activities	Concrete actions (e.g., organize workshops, info sessions) that can help fulfil the need in question
Stakeholders to Involve	e.g., local NGOs, job centres, business networks
Case Managers' Role	Their contribution (referral, support, follow-up)
City Personnel Involvement	What city employees will do (coordination, promotion) – potential involvement of other city departments if necessary
KPI	Measurable output or outcome (e.g., number of people reached/ events organinsed)

Objective	Need	Activities	Stakeholders to involve	City's personnel's involvement	KPI

Design of the Local Action Plan (LAP)	Creation of an intersectoral group of professionals to lead the development of the LAP	Prepare the protocol/agreement between the public and private agents who will participate in the project	Social services, employment services, local NGOs, job centers, business networks, etc.	Led by Social Services and with a high level of involvement from employment services	Drafting and approval of agreement/protocol
Design of the Local Action Plan (LAP)	Develop a diagnosis of the situation/needs of the Ukrainian population residing in the city	Data collection through primary and secondary sources of information	Social services, employment services, local NGOs, job centers, business networks, etc.	Creation of an intersectoral working group with participants from different public and private entities to analyze and systematize the data	Presentation of the diagnosis to the entities involved
Design of the Local Action Plan (LAP)	Having a Local Plan that allows responding or caring people from a comprehensive perspective, focused on the individual and their	Incorporate intersectoral services and actions to the actual portfolio of services provided	Social services, employment services, local NGOs, job centers, business networks, etc.	Creation of an intersectoral steering working group led by social services that develops the methodologies and instruments for collecting the	Approval of the LAP by the competent bodies

	socioeconomic situation			contributions of the different organizations and services involved, as well as the development of evaluation and monitoring indicators	
Design of the Local Action Plan (LAP)	Develop a map of resources and opportunities available to the LAP	To objectively understand the programs and initiatives being developed in the city and to enable intersectoral work in defining new programs	Social services, employment services, local NGOs, job centers, business networks, etc.	Creation of an intersectoral working group led by social services to promote the development of a resource map and its continuous updating	Publish the resource map and keep it updated
Build a framework of socio-labour inclusion pathways from a comprehensive approach that	Coordinate local ecosystems: Improve intersectoral and inter administrative collaboration,	Sharing resources and experiences in the processes of socio-labour inclusion in the development of the	Social services, employment services, local NGOs	Creation of an intersectoral working group led by social services to promote the development of	Number of co-diagnosed pathways, number of participants with job placement and/or improvement of their

addresses the diversity of needs and situations of the population	mobilizing resources from the environment through shared protocols and working groups	co-diagnosis model on the social and labour situation of people, addressing a family perspective		the framework for socio-labour inclusion pathways	employment situation and/or improvement of their social situation
Build a framework of socio-labour inclusion pathways from a comprehensive approach that addresses the diversity of needs and situations of the population	Coordinate local ecosystems: Improve intersectoral and interadministrative collaboration, mobilizing resources from the environment through shared protocols and working groups	Development of diagnostic tools: Shared instruments for the assessment of social and employability situations	Social services, employment services, local NGOs	Creation of an intersectoral working group led by social services to promote the development of the framework for socio-labour inclusion pathways	Pathways designed from a participatory diagnosis
Design of the personalized socio-labour inclusion pathway within the defined framework	To have a shared and agreed-upon model for developing pathways from a comprehensive and	Clear and realistic objectives must be established, and actions and commitments must be agreed upon	Social services, employment services, local NGOs	The intersectoral steering group that has led the development of the framework must define the	Number of working sessions of the case working groups/number of pathways completed

	process-oriented perspective. To have a methodological manual for professionals	between the professional in charge of the pathway and the participant		functions, tasks and working procedures of the case tables where the development of the pathway is monitored. Inclusion pathways will be developed by a person from social services, but supported by the case working group, which must be intersectoral and include representatives from the services and private entities participating in the program.	with compliance with the agreements
Design of the personalized socio-labour	Development and monitoring of the	Implementation of planned training,	Social services, employment	The intersectoral steering group that	Number of actions carried out by socio-

inclusion pathway within the defined framework	socio-labour inclusion pathway	support, and business prospecting activities. Continuous and flexible monitoring to adjust the pathway plan, if necessary	services, local NGOs	has led the development of the framework must define the functions, tasks and working procedures of the case tables where the development of the pathway is monitored. Case managers Support and will monitor the development of the pathway through planned working sessions with the person and their coordination in the case work table.	labour inclusion pathways/number of companies involved in the project

| Design of the personalized socio-labour inclusion pathway within the defined framework | Completion, closure and evaluation of the development of the socio-labour inclusion pathway | Assessment and evaluation at the case study table for the closing of the pathway. Closure of the pathway and evaluation by the participant of the results obtained. | Social services, employment services, local NGOs | The intersectoral steering group that has led the development of the framework must define the functions, tasks, and working procedures of the case tables where the development of the pathway is monitored.

Case managers will submit the information to the Case Committee to assess the closure of the pathway. Work with the participating individuals on the closure and | Number of closed pathways and results achieved |
|---|---|---|---|---|---|

				evaluation of their pathway.	
Design of the personalized socio-labour inclusion pathway within the defined framework	Develop and implement a training plan for the various professionals involved in the design, development and support of the socio-labour inclusion pathway, applying the framework developed	Training sessions delivered taking into account the complementary nature of services and entities	Social services, employment services, local NGOs	Training services for employment resources and social services	Number of training sessions implemented/number of people trained/number of professionals applying the framework
Implementation and development of the LAP	Set multi-sectoral and multi-level governance spaces that allow for integrated work with the Ukrainian population	Define and establish the governance spaces of the LAP	Social services, employment services, local NGOs, job centers, business networks, etc.	Coordinate local ecosystems: Improve intersectoral and interadministrative collaboration, mobilizing resources from the	Number of professionals trained and applying the framework of socio-labour inclusion pathways

				environment through shared protocols and working groups	
Implementation and development of the LAP	Business awareness towards the Ukrainian population	Development of actions to promote the corporate social responsibility of the local business ecosystem with respect to the hiring of Ukrainian refugees	Social services, employment services, local NGOs, job centers, business networks, etc.	Social services, employment services, local NGOs	Number of awareness-raising actions carried out

The role of the case manager

Expectations for the role of the case manager

The role of the case manager is key in a socio-labour inclusion pathway, as they design, execute, evaluate, and accompany the entire process of the individualized pathway, acting as a guide, mediator, motivator, and companion, assessing needs, designing personalized strategies, coordinating resources, and monitoring to facilitate labour and social integration, being a pillar of the comprehensive intervention in the process for the person's autonomy.

Main functions of the case manager:

- Intake, assessment, and diagnosis: Initial contact to understand the person's motivations, needs, expectations, and factors contributing to their exclusion.

- Design of the socio-labour inclusion pathway: Development of a personalized plan combining training activities (social, pre-employment, employment, etc.) that improve their social and employment situations; defining short- and long-term objectives. This pathway must be developed with the individual's participation and coordinated and reviewed with the other resources that will actively participate in the social and employment inclusion process. There is no set timeframe for the pathway; in theory, it should be adjusted to the participant's specific socio-labour situation.

- Direct support and mentoring: Continuous monitoring of the individual and/or their family unit, offering ongoing support and adapting the pathway as needed.

- Mediation and coordination: Collaboration with other entities (public or private) and coordination with teams through the case management team to ensure a comprehensive intervention.

- Motivation and empowerment: Encourages the user's active participation, employing methods that contribute to improving their autonomy.

- Resource management: Identifies and manages the necessary means and resources (training, workshops, support) for the inclusion process, and coordinates with them to ensure that the projects/resources in which the person will participate are adapted to their needs and life plan.

- Placement and support: Acts as a mediator between the company's needs and the candidate's profile, facilitating the initial adaptation; also provides post-placement follow-up, offering the necessary support after the start of employment to ensure the person maintains their job long-term. These placement and support actions are carried out through a network with other professionals who complement the case manager's skills and resources.

Methodology of intervention with the person

Methodologies for socio-labour inclusion pathways focus on personalized and participatory support to integrate people in vulnerable situations. These pathways utilize flexible designs that include multidimensional assessment, skills development, mediation with companies, and continuous monitoring, prioritizing autonomy and adapting to individual needs through intersectoral coordination (Social services, employment services, third-sector organizations, businesses, and other social resources).

Networking and collaboration aim to adapt resources and actions to individual situations, given that these are particularly vulnerable groups.

Key principles:

• Individualization: The itinerary is tailored to each individual, based on their abilities, needs, and goals.

• Participation: The individual is the protagonist in decision-making and in designing their own process.

• Comprehensive approach: It addresses not only employment but also social, educational, and family support aspects for genuine inclusion.

• Flexibility and adaptability: It adjusts to the changing circumstances of the user, the labour market, and different local contexts.

• Coordination: It involves networking among government agencies, social organizations, and businesses, based on the creation of governance structures that consolidate the development of an integrated work system that addresses all the individual's circumstances and their family and community context.

• Personalized employment: The individual participates in designing their training and subsequent job retention, working alongside professionals and companies, striving for true autonomy.

• Closing the gaps approach: It identifies and addresses the "gaps" (barriers) that separate the individual from formal employment.

• Intervention in the family system: Strengthens parental capacities and family dynamics to create a supportive environment.

Online Skills Profiling Tool Integration in the Framework Model and Local Action Plan

Recommendation

Introduction

The online skills profiling tool will be integrated within the existing socio-labor support to achieve one of the ECSILI project's objectives, which is to boost the social and labor integration of Ukrainian refugees in Warsaw and Arad. SkillLab provides recommendations concerning how to integrate the tool in the most practical and effective way. This is done first by gathering detailed information regarding the Standard Operating Procedures (SOPs) and the typical refugee service journey in both cities. It is important to emphasize that this tool is not intended to replace the crucial work of counselors and case workers. Rather, it is designed to enhance and upscale key services by automating certain manual processes. Recognizing that Warsaw and Arad will own this process, the suggestions provided are tailored to fit directly into the existing or planned SOPs for the pilot, ensuring current workflows are strengthened without disruption.

Recommendations for Warsaw

The city of Warsaw developed a new SOP they envisioned for the pilot following the new collaboration that will happen between the Labour Office and the Family Office (WCPR). According to the SOP they provided (see Figure 1), the online skills profiling tool is recommended to be integrated in steps 2, 4, 5, and 6 as follows:

- **Step 2 (Meeting with Counsellor from the Labour Office).** The online skills profiling tool is to be used during the beneficiaries' needs assessment.
- **Step 4 (Establishing the Action Plan).** The case manager from WCPR is recommended to use the tool's career plan and task management feature to assign tasks to beneficiaries based on their individual action plan.
- **Step 5 (Implementation and Development Support).** The case manager and career counsellor are recommended to use the tool to collect beneficiaries' skills and careers data to provide personalised career counselling if applicable. The

use of the career plan and task management feature of the tool is also recommended to track the beneficiaries' progress in completing their individual action plan.

- **Step 6 (Final Evaluation).** The case manager is recommended to use the tool to document the outcome of the beneficiary after using the tool and completing the pilot programme.

SkillLab

A2.6. Recommendation of the Tool Integration into the Framework Model - Warsaw
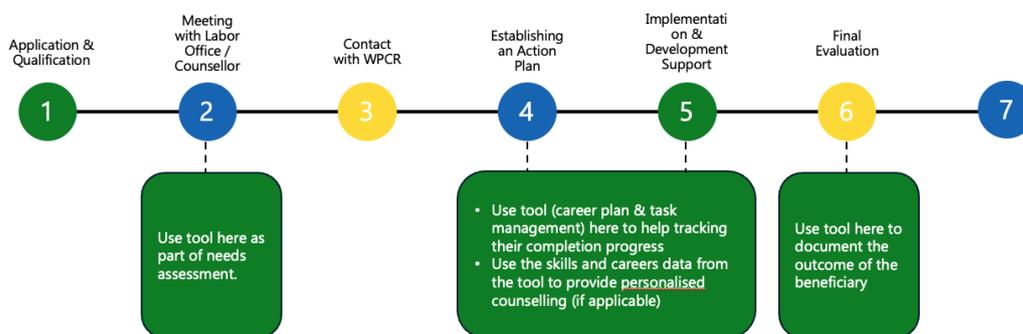
Figure 1 Warsaw's SOP and Tool Integration Recommendation

The integration of the tool in Step 2 as part of the needs assessment process is recommended due to its ability to enhance the pre-tool method of manual interview to assess the beneficiaries' needs. Providing the tool to beneficiaries at this stage allows them to independently enter their information in a well-structured way that will automatically be visible to the career counsellor. The tool will also process beneficiaries' skills data in comparison to their career aspirations, resulting in data-driven information on the beneficiaries' skills gap to provide a basis for their individual action plan. The following information can be collected from the beneficiary via the tool for the individual action plan:

- Employment history
- Skills and skills gap
- Career aspiration or targeted careers
- Language skills
- Arrival in the current country (residency time in Poland)
- Work permit possession or status

To ensure the successful adoption of the tool among the beneficiaries, it is important to provide them with sufficient guidance before asking them to use it independently. Instead of providing access to the tool and immediately giving it as "homework" to complete before the next session, career counsellors can guide beneficiaries on how to use it at the beginning. There are two forms of guidance that can be done. First, to guide them personally in a session during the needs assessment stage by allocating an additional 30 to 60 minutes to help them create the "skeleton" of their skills profile. If the counsellors have limited time capacity, creating a 1 to 2 hours-long group session with multiple beneficiaries to onboard them into the tool can also be done as an alternative.

Using the tool to enhance steps 4 and 5 is also recommended to make goal setting and progress tracking easier for both beneficiaries and WCPR case managers. They can add the targets under the Employment and Skills Goals of their individual plan as tasks in their career plan using the tool. The same thing can be done for the tasks they agreed together with the case managers to achieve their goals. Case managers can assign a deadline for each task. Whenever the beneficiaries make progress in completing the task, they can update the task's status from the user application side, which will be visible for monitoring by the case managers on their counsellor portal.

The result of Warsaw's local needs analysis mentioned the need for a more personalised career support by the beneficiaries. The online skills profiling tool provides the means to deliver a more personalised career counselling for the beneficiaries. This possibility is enabled by the downloadable documents in the counsellor portal that analyse the beneficiaries' existing skills and present 50 top career matches according to these skills, as well as how well those skills match the beneficiaries' desired careers. Hence, it is recommended to use these data collected from the portal when providing career counselling service to beneficiaries to help them complete the individual action plan.

Finally, it is also recommended to use the tool to document beneficiaries' outcome after using the tool and completing the programme. Proper documentation is important to ensure a good impact tracking for the ECSILI project, particularly regarding the tool's integration into the social integration framework. Case managers are encouraged to use the notes feature in the tool for more comprehensive documentation of the case's outcome and the impact of the programme on beneficiaries' integration.

Recommendation for Arad

DAS Arad already planned to comprehensively use the tool as part of a service they will deliver to the beneficiaries, namely the ECSILI workshop. This workshop includes 4

modules (see Annex 3) where the beneficiaries will use specific components of the tool to enhance their career readiness with the support of their case manager. Consequently, only beneficiaries with the needs related to employment (job search or career progression) will receive access to the tool through this mandatory workshop. This plan becomes the starting point for the tool's integration recommendation in their SOP. However, the integration recommended goes beyond the workshop as shown by Figure 2 below.

SkillLab

A2.6. Recommendation of the Tool Integration into the Framework Model - Arad
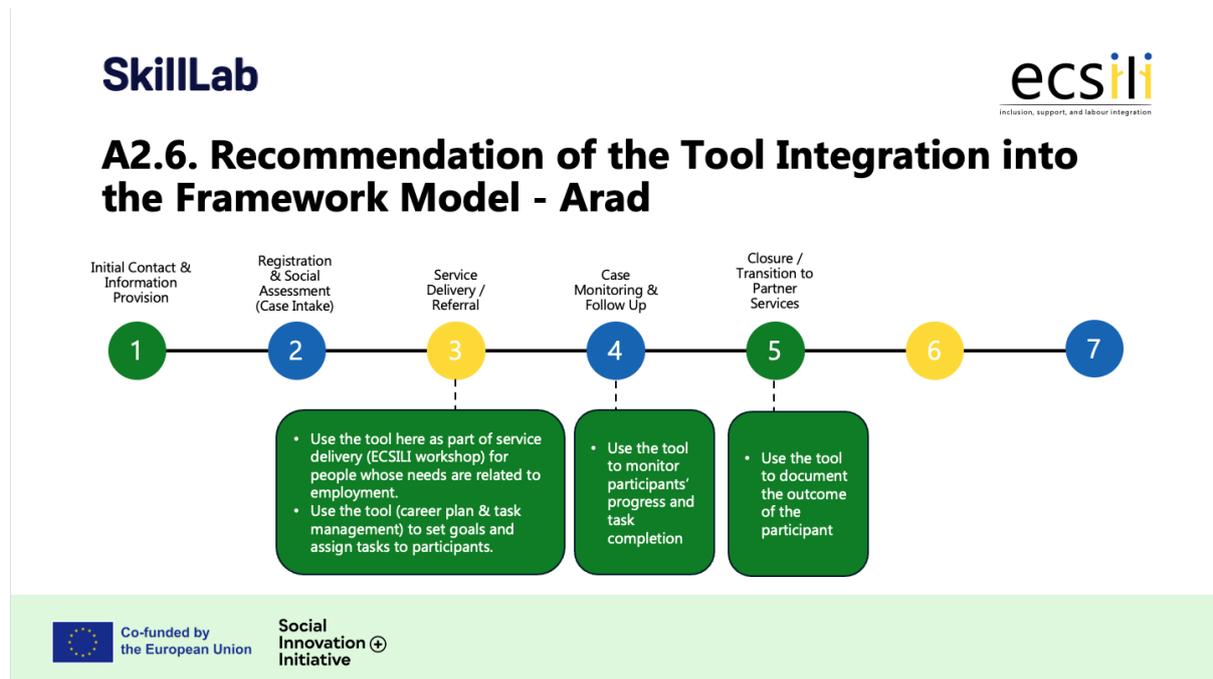
For Arad, we recommend the tool integration in the following steps:

- **Step 3 (Service Delivery / Referral).** When using the tool as part of their service (the ECSILI workshop), it is recommended also to use not only the skills and careers component but also the career plan and task management to set goals and assign tasks to beneficiaries according to their individual action plan.
- **Step 4 (Case Monitoring & Follow Up).** The workshop participants are recommended to use the career plan feature to notify their case managers about their progress in completing the task. The case managers are recommended to track the progress from their counsellor portal.
- **Step 5 (Closure / Transition to Partner Service).** The case manager is recommended to use the tool to document the outcome of the beneficiary after using the tool and completing the pilot programme.

The 1st Module of the ECSILI Workshop will introduce the online skills profiling tool to the beneficiaries. When doing so, it is recommended to not only explain how the tool works but also the value proposition and the benefit of the tool for the beneficiaries'

career progression and labour integration. Knowing the value and what beneficiaries can get for their effort in using the tool is crucial to keep them engaged and motivated, therefore able to complete all tasks related to the tool use. To deliver this part of the training, DAS Arad can use the materials presented by SkillLab during the study visit in Seville.

Part of the 1st Module is for beneficiaries to define and set their goals together with their case worker. For this activity, we recommend using the career plan and task management feature. Case workers can add the beneficiaries' goals and the tasks they need to do to achieve them as part of their career plan in the tool. This action can be done for tasks and goals beyond the workshop completion, such as if the beneficiaries are referred to other institutions (language course or employment service). During the workshop, case workers can also assign homework to beneficiaries using the task management feature to help them come more prepared to every session.

Adding beneficiaries' goals and tasks in the tool enables case workers to monitor their progress, even if they are referred to other institutions. Case workers are recommended to remind beneficiaries to always update their task completion progress so that they can monitor it from the counsellor portal. Keeping each side updated with the tool allows for more well-prepared and productive check-in sessions. Instead of going through every task to check beneficiaries' progress manually, case workers can focus more on why specific tasks take more time to complete and how they can support the beneficiaries.

It is also advisable to utilise the tool for documenting the beneficiaries' outcomes after using the tool and completing the programme. Proper documentation is crucial for effective impact tracking for the ECSILI project, especially concerning the tool's integration into the social integration framework. Case managers are encouraged to use the notes feature in the tool for more comprehensive documentation of the case's outcome and the programme's impact on beneficiaries' integration.

Concluding Remarks

These recommendations are intended to serve as a foundational guide for integrating the tool into the SOP, not as a binding or mandatory procedure. The integration process should be flexible; the tool can be integrated in a different way and adjustments can be made if the situation or available resources during the pilot demand it. SkillLab remains available for close consultation and support throughout the integration and implementation of the tool in the pilot.

SkillLab: Online Skills Profiling Tool User Guide for ECSILI

SkillLab is a B-Corp certified impact business based in Amsterdam that collaborates with organizations around the world. The company's mission is to empower individuals by helping them transform their skills into viable career paths.

SkillLab's vision is to create a more inclusive, skills-based labor market by connecting currently disconnected actors—such as jobseekers, employers, schools, and government agencies—through the universal language of skills. By using an AI-powered solution, SkillLab moves beyond traditional job titles and education, helping to connect individuals with relevant employment and learning opportunities based on their unique skill profiles.

The Value Proposition: SkillLab's Theory of Change (ToC)

SkillLab's Theory of Change (ToC) is a foundational element of its impact business model and outlines the commitment to its social mission. It serves several key functions:

- **Defines and Measures Impact**: It provides the framework for defining and tracking key impact indicators, ensuring progress toward goals.

- **Framework for Client Collaboration**: It acts as a foundation for collaboration, allowing clients to track their own progress and impact.

- **Connects to Global Frameworks**: The ToC is linked to global standards like the Impact Reporting and Investments Standards (IRIS) and the Sustainable Development Goals (SDG).

- **Supports B-Corp Certification**: It articulates the company's dedication to balancing purpose with profit and adhering to high standards of social performance.

The SkillLab solution is designed for individuals and career counselors. Consequently, there are two complementary Theories of Change tailored to each group.

Theory of Change for Individuals

- **Problem**: Individuals, particularly those excluded from the labor market (like recent migrants, long-term caregivers, or those with informal work histories), often lack awareness of their own skills. They may possess valuable competencies from life experiences but are unable to recognize or articulate them as professional skills, leading to a lack of confidence and limited access to employment and education opportunities.

- **Solution**: SkillLab provides a tool for skills discovery and career exploration. The user application empowers individuals to identify and map their skills, generate professional documents like CVs, and explore personalized career recommendations based on their unique profile.

- **Short-Term Outcomes**: Users learn to recognize and appreciate their diverse skill sets. They gain confidence in communicating their abilities and develop a clear understanding of the skills needed for their desired careers.

- **Medium-Term Outcomes**: With support from counselors using their skills data, individuals benefit from more personalized and impactful employment services, leading to better employment and training outcomes.

- **Long-Term Impact**: The ultimate goal is for individuals to access sustainable career pathways and achieve improved livelihoods.

Theory of Change for Employment Services

- **Problem**: Career counselors are often overwhelmed by large caseloads and administrative work, which prevents them from providing the personalized, high-

quality support they aim to deliver.

- **Solution**: SkillLab offers a scalable, skills-based counseling platform. The tool provides counselors with detailed skill profiles for each person they support, allowing them to build on existing information rather than starting from scratch. This saves significant time and enables more immediate, higher-quality services.

- **Short-Term Outcomes**: Counselors can attend to more individuals, save time on administrative tasks like data collection, and begin personalized counseling based on rich data from the start. This enhanced efficiency is expected to boost counselor motivation.

- **Medium-Term Outcomes**: Counselors adopt a more structured, skills-focused approach, enabling them to deliver customized services at scale and achieve better employability results for the people they support.

- **Long-Term Impact**: The service transforms the landscape of career counseling, making it more efficient, personalized, and impactful.

AI & ESCO Taxonomy

The SkillLab tool utilizes Artificial Intelligence (AI) in two primary ways:

1. It provides skill recommendations to users to describe the work, education, and life experiences they input.

2. It generates career recommendations based on the user's skill profiles.

The skills data is sourced from the ESCO (European Skills, Competences, Qualifications and Occupations) taxonomy, a structured classification of skills and occupations relevant to the European labor market. This ensures the recommendations are based on a comprehensive and standardized framework.

The Online Skills Profiling Tool

The platform consists of two connected components: the User App and the Counselor Portal. Counselors use the portal to invite individuals, who then use the app to build their profile. The resulting skill data is aggregated and made visible on the Counselor Portal.

The User App

To access the User App, a person must first be invited by a counselor via the Admin Portal. Once invited, the user can register and create an account. The app is accessible via a browser and is currently available in 18 languages.

Here is the step-by-step process for a user:

1. **Create Your Profile**: After receiving an invitation, click "Get Started" to create an account.

2. **Add Experiences**: Add your job, education, and other life experiences (e.g., hobbies, volunteering, social services) to your profile. After adding the first experience, you can already preview your CV. After adding three experiences, a basic CV is generated.

3. **Add Skills**: For each experience, the app will recommend skills you may have acquired. Select the skills you have and indicate how often you used them. The more skills you add, the better the CV will represent you.

4. **Download Your CV**: Once you have added skills, you can generate and download a skills-based CV. You can create multiple CVs in various languages, tailored for different jobs or to highlight top skills.

5. **Explore Careers**: Navigate to the "Careers" tab to browse career fields and see how well your skills match various occupations. This feature helps identify skill gaps and provides insight for upskilling. You can mark careers you are interested in.

6. **Explore Your Skills Report**: The app provides a breakdown of your skills, offering valuable insights into your strengths and capabilities.

The Counselor Portal

Counselors and administrators access the platform via a desktop portal to manage their work. Access links are specific to your project, for example:

The portal allows counselors to:

- **Invite Users**: Invite job seekers to create their skill profiles on the User App.

- **Monitor Progress**: Track users' progress as they build their profiles. The dashboard provides an overview of registered users, their activity, and their status.

- **Access User Data**: View detailed information from each user's profile, including their experiences, skills, career interests, and generated CVs. For data privacy, counselors can only view users they have invited or been assigned to.

- **Generate Documents**: Download documents for each user, such as their skills-based CV, a list of their top 50 career matches, and a skill-match analysis against a specific career. This information serves as a basis for data-driven, personalized counseling.

- **Manage Users**: Create user groups, assign individual tasks, and search for users based on various filters

- **Track Outcomes**: Document the outcome for each individual directly on the portal (e.g., Employment, Education/Training, Program Completed).

Export Data: Easily export data reports for analysis and reporting, including individual and aggregate profile summaries and skill distributions.