CEDEFOP

Greece

Social Partners' interventions for skills' foresight in the framework of the Mechanism for Labour Market Diagnosis.

Description

Focus area

> **MAIN SKILLS ASSESSMENT/ANTICIPATION INITIATIVE**
>
> *The Action aims to the further development and specialisation of the role of the social partners in the national Mechanism for Labor Market Diagnosis, through the development of methodologies and tools (skills foresight, analysis of a 'mix of skills', policy recommendations). In addition, project partners will elaborate further on sectoral and occupational studies and impact assessment studies. The outputs of the Action are as follows: A) 4 thematically oriented skill foresight studies (one per partner), B) 3 studies on skill mix, C) 2 policy papers, D) 2 nationwide surveys on transversal/horizontal/social skills, E) 1 "Social Dialogue Lab".*

Link https://imegsevee.gr/%CE%AD%CF%81%CE%B3%CE%B1/%CF%80%CE%B1%CF%81%

Implementation level

> NATIONAL

Legal base 6351/30-11-2018 (ΑΔΑ: ΩΦΗΖ465ΧΙ8-8Ε9) Funding decision under the OP "Competitiveness Entrepreneurship and Innovation".

Starting period 2018

Perspective The Action includes the development of a set of methodologies and tools, generated from IME GSEVEE, such as: a) skills foresight, b) analysis, mapping and monitoring of a 'mixed of skills' focused on occupations, and c) highlighting policy impacts on skills.

Policy area

> **EMPLOYMENT**

> **DIGITAL ECONOMY**

Funding

> **FUNDED BY THE EU**
>
> *European Social Fund (ESF) / OP Human Resources Development, Education and Lifelong Learning*

Skill mismatch

Skill mismatch target

OVERQUALIFICATION (INDIVIDUALS' QUALIFICATIONS/CREDENTIALS ARE ABOVE THEIR JOB'S NEEDS)

UNDERQUALIFICATION (INDIVIDUALS' QUALIFICATIONS/CREDENTIALS ARE BELOW THEIR JOB'S NEEDS)

SKILL SHORTAGES (EMPLOYERS CANNOT FILL THEIR VACANCIES DUE TO A LACK OF SKILLS IN THE LABOUR MARKET)

SKILL GAPS (WORKER'S SKILLS ARE BELOW THE LEVEL OF PROFICIENCY REQUIRED BY THEIR EMPLOYERS AND JOBS)

SKILLS OBSOLESCENCE (SOME OR ALL OF AN INDIVIDUAL'S SKILLS ARE NO LONGER RELEVANT TO THE CURRENT EMPLOYER OR IN THE LABOUR MARKET GENERALLY)

Skills matching focus

ADDRESS SECTORAL OR OCCUPATIONAL SKILL SHORTAGES

The partnership will address sectoral/occupational shortages through sectoral and/or occupational studies.

ADDRESS MISMATCH BROADLY

The emphasis of the quantitative surveys with employers and employees will be put on transversal/horizontal/social skills and their shortage.

Methods

Methods

> **EMPLOYER SURVEYS**
>
> *The partnership will carry out nationwide employers and employees' quantitative surveys with emphasis on transversal/horizontal/social skills.*

> **SKILLS FORESIGHT**
>
> *The partnership will conduct sectoral and/or occupational studies, applying the method of skill foresight.*

> **OTHER**
>
> *The partnership will deliver an impact assessment study aiming at highlighting policy impacts on skills.*

Use of skills intelligence

> **OTHER**
>
> *The labour market information / skills intelligence of the Action will be used as infrastructure for strengthening the social partners' capacities in analyzing, mapping, and monitoring skills.*

Stakeholders

Main responsible body

SOCIAL PARTNER: EMPLOYER ORGANISATION

IME GSEVEE: It is the coordinator of the Action and responsible for the nationwide employers' survey. It will also deliver a skills foresight study and will coordinate the activities of the "Social Dialogue Lab".

Other involved organisations

SOCIAL PARTNER: EMPLOYER ORGANISATION

INSETE: It will deliver a skill foresight study thematically organized around tourism, a study on skill mix in 3 tourism-oriented occupations. It will also provide feedback on the project's outputs, mainly through the active participation to the "Social Dialogue Lab".
INEMY: It will deliver a skill foresight study thematically organized around e-commerce, a study on skill mix in 3 occupations. It will also provide feed back on the project's outputs, mainly through the active participation to the "Social Dialogue Lab".

SOCIAL PARTNER: TRADE UNION

INE GSEE: It is responsible for conducting the quantitative survey among employees. INE GSEE will also deliver a skill foresight study, a study on skill mix in 3 occupations. It will also provide feed back on the project's outputs, mainly through the active participation to the "Social Dialogue Lab".

Sustainability

Success factors
The basic success factor is the cooperation of the social partners and their joint commitment to the need of complementing the Mechanism of Labour Market Diagnosis with skills intelligence. The coordinating role of IME GSEVEE, a partner with accumulating experience in skills anticipation exercises (see also, Foresight Lab).

Barriers
There are difficulties in meeting the scheduled timeplan of the Action. Although the coordinator has developed the project's web page the information provided so far demonstrates difficulties in communicating the project's outputs.

Monitoring and evaluation
The basic tool of evaluation and monitoring is the "Social Dialogue Lab". The methodological guidelines, the deliverables and milestones of the Action will be systematically reviewed from representatives of the partnership in the framework of the Lab. The Lab will conclude with a policy paper on key aspects of skills governance in Greece (the use and re-use of skills intelligence produced by the Mechanism of Labour Market Diagnosis, models of skills anticipation exercises, diagnosis of needs in new institutional initiatives). The "Social Dialogue Lab" is expected to operate as a feedback loop, which is much needed from a systemic perspective.

Updates
The project is ongoing. No major updates have been communicated.

> **NO**

Effectiveness
The Action builds on the partners' close collaboration in the context of the Mechanism for Labour Market Diagnosis, which intends to support. Their parallel actions in the field of skills anticipation, is another sign of their commitment to critically enhance the effectiveness of the Greek system of skills monitoring, analysis and anticipation.

Sustainability
The policy-oriented activities in the framework of the Action and the establishment and operation of the "Social Dialogue Lab" thereby, indicate a good level of sustainability for the near future. The Action's overall integration both with the Mechanism's operation and the other partners' activities in the field of skills anticipation, is another positive sign in what regards the sustainability of this policy instrument.

Diagnosis, monitoring and analysis of developments and medium-term changes in skills in jobs/specialities

Δράσεις διάγνωσης, παρακολούθησης και ανάλυσης εξελίξεων και μεταβολών δεξιοτήτων επαγγελμάτων/ειδικοτήτων

Description

Focus area

MAIN SKILLS ASSESSMENT/ANTICIPATION INITIATIVE

Through the use of qualitative and quantitative methods INE/GSEE contributes to the broadening of the Mechanism for Labour Market Diagnosis, so that it starts providing evidence on skills anticipation at the level of selected occupations (4-digit ISCO level). In addition to the feeding of the Mechanism the Action provides critical inputs for key institutional/systemic functions and services such as Active Employment Policies, the National Qualification Certification Framework, the Occupational Profiles, Vocational Guidance and Career Guidance, curricula desing in the area of Non-typical Education. This action aims at oversight, monitoring, information/updating, processing and recording of the changes that have taken place at the level of skills/competences for eleven (11) occupations/specialities (4 digit level of ISCO 08) directly affected by the ongoing institutional, technological, economic, productive and social developments. The outputs of the action are expected to make a positive contribution and have multiplier effects on the exercise to adapt workers and enterprises to the new development paradigm, particularly in what regards the development and utilisation of human resources.

Link   https://www.inegsee.gr/deksiotites-ergatiko-dynamiko/

Implementation level   NATIONAL

Legal base   5865/1776/A2/12.10.2016 Call for Proposals under the OP "Competitiveness Entrepreneurship and Innovation" Axis 2 "Adaptability of workers, enterprises and the business environment to new developmental requirements". Available here: http://epan2.antagonistikotita.gr/uploads/20161221_037_paratash_prosklh...

Starting period 2019

Perspective   It is an initiative that includes foresight activities. Labour market information derived from other instruments (mainly the Mechanism for Labour Market Diagnosis) is used.

Policy area

EMPLOYMENT

Funding

FUNDED BY THE EU
European Regional Development Fund (ERDF) and the European Social Fund (ESF) / OP "Competitiveness Entrepreneurship and Innovation"

Skill mismatch

Skill mismatch target	OVERQUALIFICATION (INDIVIDUALS' QUALIFICATIONS/CREDENTIALS ARE ABOVE THEIR JOB'S NEEDS)
	UNDERQUALIFICATION (INDIVIDUALS' QUALIFICATIONS/CREDENTIALS ARE BELOW THEIR JOB'S NEEDS)
	SKILL SHORTAGES (EMPLOYERS CANNOT FILL THEIR VACANCIES DUE TO A LACK OF SKILLS IN THE LABOUR MARKET)
	SKILL GAPS (WORKER'S SKILLS ARE BELOW THE LEVEL OF PROFICIENCY REQUIRED BY THEIR EMPLOYERS AND JOBS)
	SKILLS OBSOLESCENCE (SOME OR ALL OF AN INDIVIDUAL'S SKILLS ARE NO LONGER RELEVANT TO THE CURRENT EMPLOYER OR IN THE LABOUR MARKET GENERALLY)

Skills matching focus	ADDRESS SECTORAL OR OCCUPATIONAL SKILL SHORTAGES *With the focus being on 11 professions/specialties the initiative addresses occupational skill shortages in the medium-term.*

Skills delivered	BASIC LITERACY AND NUMERACY SKILLS
	BASIC DIGITAL SKILLS
	GENERAL EMPLOYABILITY SKILLS (TEAM WORKING, COMMUNICATION, ETC.)
	GREEN SKILLS

Methods

Methods

SKILLS FORESIGHT

It focuses on medium-term developments (five years ahead) and is based on evidence drawn from focus groups interviews with experts, literature and statistics review, survey data.

Use of skills intelligence

INFORMING THE DESIGN OF NATIONAL QUALIFICATION FRAMEWORKS (NQFS)

The outputs are intended to support the National Organization for the Certification of Qualifications & Vocational Guidance (EOPPEP) on the drafting, updating, or revising of the detailed monographs of certified occupational profiles.

DESIGNING TRAINING PROGRAMMES TO ACTIVATE UNEMPLOYED

The outputs are intended to support the design of training curricula that address the observed skill missmatches.

DESIGNING STANDARDS AND ACCREDITATION

The detailed occupational monographs constitute the basis for further consultation between EOPPEP and the social partners in regard with the design of standards and accreditation.

ENABLING STRATEGIC BUSINESS DECISIONS AT SECTOR/ENTERPRISE LEVEL

The initiative contributes to the adaptation of workers and enterprises at the new developmental requirements of the country.

Stakeholders

Main responsible body

SOCIAL PARTNER: TRADE UNION

Institute of Labour of GSEE (General Confederation of Labor)

Sustainability

Success factors   The initiative is still ongoing. Its strenth lies at the methodological novelty, combining quantitative and qualitative analysis at various stages (selection of the examined occupations, collection, and analysis of data).

Barriers   The Covid-19 pandemics and the related limitations, added difficulties to the nationwide survey among employees of the selected occupations.

Monitoring and evaluation   As a co-funded action, this initiative is subject to Evaluation and Audit in the project lifetime. The main monitoring tool concerns the Regular meetings of the project team, with the two external experts who have been employed.

Updates

> **NO**
>
> *Discussions on scalling-up of the initiative expanding its scope to other occupations, have already taken place.*

Effectiveness   The initiative is still ongoing. The multiple channels of information that the initiative makes use (Mechanism of Labour Market Diagnosis, survey, expert panels, secondary sources on skills and occupations), and the human resources that have been allocated (labour market experts, union's regional infrastructure and staff) indicates the program's overall effectiveness in meeting its intended goals.

Sustainability   The next skills exercises on different occupations should be carried out at short and regular intervals. Discontinuities in the implementation of the same initiative for different occupations in the future, will jeopardise the possibility of effectively contributing to the national system of skills anticipation. A plan for the next exercises based on the same methodology, has already been under scrutiny at least from the INE GSEE side, the funding is secure, and thereofre the prospects for the next few years are positive.

Mechanism for Labour Market Diagnosis

Μηχανισμός Διάγνωσης των Αναγκών της Αγοράς Εργασίας

Description

Focus area	**MAIN SKILLS ASSESSMENT/ANTICIPATION INITIATIVE**
	The aim of the mechanism is to provide – at regular intervals – reliable information on the supply of, and demand for, labour at sectoral, occupational and regional level to the organisations involved in the development of labour market policies and other stakeholders. The provision of reliable data on employment trends, occupational dynamism, unemployment composition and entrepreneurial activity is aimed at assisting with the design of policies related to employment, (national and sub-national) economic development and education and training. Moreover, through the Mechanism's systematic input, the intended target groups for skills anticipation exercises (policy-makers in the various ministries and government agencies, the PES, local and regional authorities, the social partners, education and training providers, and career and vocational guidance providers) gain access to continuous feedback loops between VET and changing labour market needs. The focus on skills is still limitied. The main outputs so far are based on occupational and sector-level datasets at the national and regionals level.

Link	https://lmd.eiead.gr/

Implementation level	**NATIONAL**

Legal base	Law 4368/2016, Clause 85. Available here: https://www.taxheaven.gr/law/4368/2016 (Last access at 30 March 2021).

Starting period	2016

Perspective	At the current level of operation the Mechanism contains two forecast studies mainly in what regards the future demand for occupations and qualifications. The social partners led by IME GSEVEE implement ongoing skills anticipation exercises and foresight activities that will complement the Mechanism's outputs within the next years.

Policy area	There is some limited information on job specific skills and competences (exclusively based on ESCO classification)
	EDUCATION
	TRAINING
	EMPLOYMENT

Funding	FUNDED BY NATIONAL GOVERNMENT
	FUNDED BY THE EU *Operational Programme 'Human Resources Development' 2014-20.*

Skill mismatch

Skill mismatch target	OVERQUALIFICATION (INDIVIDUALS' QUALIFICATIONS/CREDENTIALS ARE ABOVE THEIR JOB'S NEEDS) *At the current level of operation part of the Mechanism's outputs address issues of overqualification (eg a forecasting study shows reduced demand for post-graduates for the period 2019-2024).*

Skills matching focus	MATCH YOUNG GRADUATES' SKILLS TO LABOUR MARKET *The Mechanism gives access to figures of occupational dynamism at the national, regional and sub-regional level, but also at the skills level (ISCO taxonomy). Potential users such as Young graduates can make use of this information both for more effective job seeking, and matching their skills with the labour market's needs.*
	UPSKILL OR RESKILL EMPLOYED ADULTS *The Mechanism gives access to figures of occupational dynamism at the national, regional and sub-regional level, but also at the skills level (ISCO taxonomy). Potential such as VET providers and policy makers can make use of this informationdeveloping a further plan of upskilling or reskilling in line with the labour market needs.*
	UPSKILL OR RESKILL NON-EMPLOYED ADULTS *The Mechanism gives access to figures of occupational dynamism at the national, regional and sub-regional level, but also at the skills level (ISCO taxonomy). Potential users such as VET providers and policy makers can make use of this information both for more effective job seeking, and matching skills with the labour market.*
	FACILITATE JOB / CAREER TRANSITIONS *Individuals and career professionals have access to multiple sources of information regarding labour market needs mostly in occupational terms.*

Methods

Methods	**SKILLS FORECASTING**
	Studies on occupations, sectors and skills using quantitative forecasting methods (2020 and 2019). Available here: *https://lmd.eiead.gr/wp-content/uploads/2021/03/Agkyropoulos_Seira_9_Ei... (Last access at 30 March 2021).* *https://lmd.eiead.gr/wp-content/uploads/2021/03/Markaki_Seira_10_Eidike... (Last access at 30 March 2021).* *https://lmd.eiead.gr/wp-content/uploads/2019/01/Skills_Forecasting_EIEA... (Last access at 30 March 2021).*

Use of skills intelligence	**INFORMING THE DESIGN OF NATIONAL QUALIFICATION FRAMEWORKS (NQFS)**
	Users of the Mechanism's data such as the National Organisation for Certification of Qualifications and Vocational Guidance (EOPPEP) and the social partners, inform the NQF.
	INFORMING DECISIONS ON COURSE FUNDING/PROVISION
	Users of the Mechanism's data such as the social partners, use Mechanism's outputs for the development of proposals for co-funded VET initiatives and actions.
	INFORMING CAREER-MAKING DECISIONS OF STUDENTS
	The vocational services of the National Organization for the Certification of Qualifications and Vocaitonal Guidance make explicit reference to the Mechanism's outputs.

Stakeholders

Main responsible body	**NATIONAL MINISTRY**
	Ministry of Labour and Social Affairs, National Institute of Labour and Human Resources

Other involved organisations	**NATIONAL MINISTRY**
	Ministry of Education: provider and user of the mechanism's data regarding VET and school to work transition/ Member of the National Coordination Committee.
	Ministry of Economy: provider and user of mechanism data, responsible for linking economic with skills policy/ Member of the National Coordination Committee.

SOCIAL PARTNER: EMPLOYER ORGANISATION

GSEVEE-SEV -ESEE-SETE: providers and users of mechanism data - social dialogue/ Members of the National Coordination Committee.

SOCIAL PARTNER: TRADE UNION

GSEE: provider and user of mechanism data-social dialogue/ Member of the National Coordination Committee.

NATIONAL PES

Provider and user of mechanism data-ALMPs and social insurance/ Member of the Operational Network of Organizations

OTHER

National Organisation for Certification of Qualifications and Vocational Guidance (EOPPEP): provider and user of the mechanism's data-input for certification of VET programmes/ Member of the Operational Network of Organizations.
Statistic Authority (ELSTAT): provider of mechanism data-labour market statistics/ Member of the Operational Network of Organizations.
Association of Greek Regions (ENPE): providers and users of mechanism data-regional and local labour market needs/ Member of the Operational Network of Organizations.

Sustainability

Success factors	Top-down approach. Representativeness of the National Coordinating Committee. The Scientific Committee improved stakeholders' confidence. Initial attempts to set up a comprehensive regulatory framework by Ministry of Labour. Complementarity of qualitative information with quantitative outputs. Some attempts to share a common methodological framework. Collaboration with international bodies. Existing examples of collaboration between stakeholders in relevant policy areas.
Barriers	Discontinuity in meetings with the National Coordination Committee (NCC) of the Mechanism. Limited deliberation and consultation among stakeholders. Limited provision of skills information. Limited involvement of research institutes and universities. Uneven involvement of Regional Authorities.
Monitoring and evaluation	There is no concete evaluation plan nor formalized evaluation of the system. The only review process of the system concerns the review of the Greek skills anticipation and matching system delivered by Cedefop in 2019. The final report of the country review is available here: https://www.cedefop.europa.eu/files/4180_en.pdf (Last access at 30 March 2021).
Updates	**YES** *The new website of the Mechanism (on air since 2019) has been substiantially changed and now it is more easily accessed.* *New datasets have been added (time-series, but also most recent datasets of labour market indicators).* *New features of data visualization have been added.* *New studies using quantitative forecasting methods have been delivered.* *Studies on labour market responsiveness in the Covid-10 conditions have also been delivered.*
Effectiveness	The Mechanism has made progress in terms of web platform function, coordination between the two ministries, the quantity and quality of data, the data visualization, the use of advanced methods of data processing. The coordination between the NILHR and the rest of the stakeholders has been advanced in the period 2016-2019, but now seems to have come to a halt. The outputs of the Mechanism have started informing stakeholders' skills anticipation exercises and VET instruments, but a systematic use of the Mechanism's results from VET providers and policy makers has not yet been accomplished. The need for a systematic provision of data on skills has not yet been met, although stakeholders have made a lot of progress in developing coherent LMSI instruments focusing on skills anticipation.

Sustainability   The Mechanism of Labour Market Diagnosis is a national key policy instrument that reflects a widely shared need for an effective skills anticipation system and in that sense it is expected to continue producing results in the following years. The progress made in a short timeframe and with rather limited resources rose expectations among stakeholders. Nevertheless, consensus should be further built upon the use of the first results of the Mechanism. Moreover, the gaps that have been currently observed in the operation of the NCC is a crucial parameter of the future direction. In addition, funding and resources should be secured for the next programming period. The Mechanism has not yet been incorporated in the discussion over investment plans and strategic decisions at the macro-economic level and this might reflect a diminished interest in this regard. On the other hand, new studies on Covid-19 and the labour market responsiveness that have been delivered in the framework of the Mechanism, are encouraging signs for the near future.

Sectoral and occupational foresight mechanism (Foresight Lab)

Εργαστήριο πρόγνωσης και παρακολούθησης παραγόντων αλλαγής του παραγωγικού περιβάλλοντος κλάδων και επαγγελμάτων

Description

Focus area

> **MAIN SKILLS ASSESSMENT/ANTICIPATION INITIATIVE**
>
> *The project 'Foresight Lab' aims to develop an integrated mechanism to enhance 'adaptive capacity' of sectors and occupations through the structured and systematic monitoring of key parameters affecting micro and small businesses regarding economic, institutional, socio-political and technological environment into the foreseeable future (e.g. 5 years).*

Link   https://imegsevee.gr/%CE%AD%CF%81%CE%B3%CE%B1/2889-autosave-v1/%ce%b5%cf%81%ce%...

Implementation level

> **NATIONAL**

Legal base   5715/710/A3/07.11.2017 Funding decision under the OP "Competitiveness Entrepreneurship and Innovation" Axis 2 "Adaptability of workers, enterprises and the business environment to new developmental requirements". Available here:
http://epan2.antagonistikotita.gr/uploads/20171107_037_apof_enta3hs_par...

Starting period 2017

Perspective   The major outputs of the project include a sound and robust methodological mechanism combining a wide array of foresight techniques, including in-depth sectoral studies, focus groups, expert panels, skills-focused analysis and roadmapping.

Policy area

TRAINING

EMPLOYMENT

DIGITAL ECONOMY

Funding

FUNDED BY THE EU

European Regional Development Fund (ERDF) and the European Social Fund (ESF) / OP "Competitiveness Entrepreneurship and Innovation"

Skill mismatch

Skill mismatch target	SKILL SHORTAGES (EMPLOYERS CANNOT FILL THEIR VACANCIES DUE TO A LACK OF SKILLS IN THE LABOUR MARKET)
	SKILL GAPS (WORKER'S SKILLS ARE BELOW THE LEVEL OF PROFICIENCY REQUIRED BY THEIR EMPLOYERS AND JOBS)
	SKILLS OBSOLESCENCE (SOME OR ALL OF AN INDIVIDUAL'S SKILLS ARE NO LONGER RELEVANT TO THE CURRENT EMPLOYER OR IN THE LABOUR MARKET GENERALLY)

Skills matching focus	ADDRESS MISMATCH BROADLY *With the focus being on 20 professions/specialties the initiative addresses occupational skill shortages, gaps and obsolescence in the medium-term.*

Skills delivered	BASIC LITERACY AND NUMERACY SKILLS
	BASIC DIGITAL SKILLS
	GENERAL EMPLOYABILITY SKILLS (TEAM WORKING, COMMUNICATION, ETC.)

Methods

Methods

SKILLS FORESIGHT

A wide array of foresight techniques are used, including in-depth sectoral studies, focus groups, expert panels, skills-focused analysis and roadmapping.

EXPERT PANELS

A wide array of foresight techniques are used, including in-depth sectoral studies, focus groups, expert panels, skills-focused analysis and roadmapping.

Use of skills intelligence

Please select the most important options and explain how the labour market information (LMI) has been used (maximum 50 words)

INFORMING THE DESIGN OF NATIONAL QUALIFICATION FRAMEWORKS (NQFS)

The Action contributes to the design of NQF through the updating of 10 occupational monographs and the delivery of 5 new occupational monographs.

DESIGNING STANDARDS AND ACCREDITATION

The Action contributes to the design of standards and accreditation through the delivery of 7 new certification schemes.

INFORMING DECISIONS ON COURSE FUNDING/PROVISION

The Action contributes to the design of training programmes through the delivery of 7 new training curricula.

ENABLING STRATEGIC BUSINESS DECISIONS AT SECTOR/ENTERPRISE LEVEL

The Action contributes to the enabling of strategic business decisions at sector level through the delivery of 20 Road Maps.

Sustainability

Success factors	The initiative is still ongoing. Its strenth lies at the wide array of foresight techniques used and the concrete outputs in terms of Road Maps, training material, occupational monographs and certification schemes.
Barriers	Difficulties in meeting the scheduled timeplan of the Action.
Monitoring and evaluation	As a co-funded action, this initiative is subject to Evaluation and Audit in the project lifetime.
Updates	NO
Effectiveness	The Action invokes a participative research protocol encompassing the active involvement of professionals and sectoral experts who will be co-producers of the 20 occupational Road Maps. The concreteness of the deliverables in what regards the inputs to NQF, the design of training curricula, the new certification schemes and the Road Maps, demonstrates a good level of effectiveness.
Sustainability	The integration of skills foresight with the analysis of business environment is the key for the Action's sustainability in the future. The Foresight Lab aims to provide structured, multi-fold and in-depth analysis for selected occupations, and thus the infrastructure for future analyses on other occupational categories.