



**PACT FOR
SKILLS**

DEFINING AND MONITORING COMMITMENTS FOR UP- AND RESKILLING

Peer Learning Activity | 13 June 2023

The European Commission organised its third Peer Learning Activity (PLA) as part of a series of events for Pact for Skills members to discuss key topics, share their experiences, and showcase good practices with the Pact for Skills community. The PLA provided a space for Pact members to increase their knowledge of the importance of defining concrete commitments under the Pact for Skills and monitoring these through the establishment of key performance indicators. Furthermore, the PLA was an opportunity to present and share good practices from Large-scale Partnerships (LSPs) and Pact members.

Key messages

Since the launch of the Pact for Skills, significant progress has been made by its members towards its key objectives. These include making upskilling and reskilling accessible to all, building strong skills partnerships, promoting lifelong learning, and monitoring skills supply and demand. The process of defining and monitoring commitments has been instrumental in driving this success. By translating their commitment to the Pact Charter principles into concrete actions through defined commitments and monitoring systems, Pact members actively support industry actors and adult learners in adapting to an ever evolving labour market.

During the PLA, the benefits of defining commitments were highlighted. Not only do commitments provide a guiding framework and inspiration for Pact members, but they can also support collective efforts towards shared goals. Participants, therefore, emphasised the need to raising awareness among organisations about the importance of defining and monitoring commitments to ensure that individual organisations and skills partnerships fully leverage the positive impacts and advantages of this process.

Furthermore, the PLA highlighted the significance of qualitative targets to complement quantitative objectives, as these offer valuable insights and can help measure impact beyond numerical figures, for example by facilitating a deeper understanding of outcomes, such as behavioural changes in employees and cultural shifts within organisations. It is crucial for Pact members to receive the necessary support to define achievable commitments through a learner-centred approach.

By making concrete commitments under the Pact for Skills, organisations can support and complement each other's work, fostering synergies and collaboration, as well as mutual learning. This collaborative approach enhances the overall effectiveness and impact of the entire Pact for Skills initiative.

Is your organisation interested in making a concrete commitment under the Pact? The Pact for Skills Support Services can support you:

The Pact Support Services can offer tailored support to define concrete qualitative and/or quantitative commitments. Please reach out to PactforSkillsSupport@ecorys.com.

If you are looking for inspiration, you can look up other organisations that have already made a commitment under the Pact for Skills [here](#).

Defining and monitoring commitments under the Pact for Skills

State of play

Since its launch in 2020, the Pact for Skills has managed to gather over 1,500 organisations across all EU Member States and led to the establishment of [18 large-scale partnerships](#) and a number of regional partnerships. When joining the initiative, Pact members are encouraged to define concrete commitments to upskilling and reskilling and report on their progress, including through the Pact for Skills Annual Survey, as a way to translate their pledge to abide by the [Pact for Skills Charter](#) principles into tangible action.

As showed by the results of the first [Pact for Skills Annual Survey](#), Pact members have made strong progress on their commitments to date. The outcomes of the first edition of the survey,¹ over the course of 2022:

- **2 million** people benefited from up- and reskilling activities
- **19 million** people were reached by promotion and dissemination activities
- **21 500** stakeholders were involved in collaboration with Pact members
- **15 500** training programmes were updated or developed
- **€160,000,000** was invested into up- and reskilling activities

Furthermore, the survey results indicated that Pact members have made progress towards some key objectives, including working towards making upskilling and reskilling accessible to all; building strong skills partnerships; promoting lifelong learning; and monitoring skills supply/demand and anticipating skills needs.

However, the survey also shed light on key areas where more action is needed:

- **Increasing the number of concrete commitments made by Pact members:** According to the survey, less than a 50% of responding organisations had made concrete commitments.
- **Providing more guidance on defining and monitoring commitments:** The survey revealed that, while many Pact members that have yet to define a specific commitment would be interested in making one, they would benefit from additional support to increase their **knowledge and understanding of the process of making and implementing commitments.**

¹ The Pact for Skills annual survey was open from 1 February to 3 March 2023 for all registered Pact for Skills members. 461 members responded to the survey from all EU Member States and all 14 industrial ecosystems.

While, as outlined above, the ongoing work of Pact members on upskilling and reskilling is already leading to tangible outcomes, defining concrete and realistic commitments under the Pact can help organisations going even further, by increasing the visibility of their actions, and potentially leading to new partnerships and more opportunities to access funding.

Suggestions for defining and monitoring commitments

Commitments to upskill and reskill the European workforce under the umbrella of the Pact for Skills can entail a number of different initiatives, aiming to either increase the delivery of/participation in education and training (i.e. impact commitments), or support the development of further knowledge and awareness (i.e. capacity commitments). These can include **assessing current and future skills needs** (e.g. responding to technological advancements and new demands based on industry, economic, and social trends); **improving the education and training offer** (e.g. by training courses that address existing skills gaps and needs); **promoting a culture of lifelong learning** (e.g. by investing in and/or providing opportunities for skills development for all); **establishing partnerships** (e.g. public authorities, education institutions, training providers, employers) to enhance the effectiveness and reach of upskilling and reskilling opportunities.

Key questions to ask yourself when defining concrete and measurable commitments

- *What would be an **ambitious but realistic** commitment that would make a tangible contribution to skills and economic development?*
- *How can your commitment enable your organisation to demonstrate your **contribution** to addressing sub-sector or regional skills outcomes?*
- *What commitments can be formulated in relation to **collaboration** and sharing of intelligence and good practice between partners on skills needs and opportunities?*
- *What commitments can be formulated in relation to the content, quality and recognition of **training opportunities**?*
- *How can these commitments be **monitored**, including setting of achievable targets?*

To ensure **commitments are as concrete and realistic as possible**, it is crucial to define specific and measurable goals, in line with organisations' strategic objectives. To this end, it is essential that commitments foresee the:

- **Implementation of specific activities** that can lead to concrete impacts on upskilling and reskilling (e.g. organising training courses; committing financial resources; delivering events or communication campaigns)
- **Inclusion of ambitious but achievable targets** through the definition of Key Performance Indicators (KPIs) that can help organisations monitor their progress, evaluate the outcomes of their work, and make adjustments as needed.

Examples from the ground: Large-scale partnerships

The important role that large-scale partnerships (LSPs) and individual Pact members have to play in shaping the skills actions of their ecosystem by defining concrete, yet achievable commitments was highlighted by the best practice examples presented during the PLA.

Skills partnerships for the tourism ecosystem

The **Skills partnership for the tourism ecosystem**, represented by the Spanish Confederation of Hotels and Tourist Accommodation, comprises of 76 member organisations from all over Europe. Together, they work towards the common goals of meeting the objectives of the twin transition, bolstering the resilience of their sector, remaining globally competitive, and addressing the skills needs of the ecosystem. To achieve these goals, the LSP agreed on the following **collective qualitative and quantitative commitments**:

- Focusing on skills intelligence;
- Flexibilisation of lifelong learning opportunities;
- Re- and upskilling 10% of the workforce per year;
- Integration of migrants and refugees;
- Sharing of best practices; and
- Managing local needs through skills partnerships.

In order to monitor their progress towards the achievement of these objectives, LSP members defined a number of **KPIs**, including:

- Achieve an average duration of training, education, re- and upskilling activities of **50 hours per participant per year**.
- **Special attention to disadvantaged groups** or groups at risk of social exclusion KPI: number of up/reskilled persons from these groups **20% above their share in the overall workforce**.

To further monitor their progress and impact, a collaborative framework among signatories was set up, including *inter alia*, EU-wide monthly coordination meetings, support and mentoring for national and regional skills partnerships, practical tools and instruments developed by the **PANTOUR project**, which also aims to set up a Sectoral Skills Intelligence Monitor.

Offshore Renewable Energies partnership in the Pact for Skills (ORE)

The **Offshore Renewable Energies partnership in the Pact for Skills (ORE)** operates in a very diverse ecosystem, accounting for around 8,000 jobs and expected to generate up to 54,000 new vacancies in the next five years across Europe. To meet the challenges of increasing demand for

qualified professionals, the ORE LSP outlined its global targets for the next five years in its [partnership commitment](#). More specifically, through a series of preparatory meetings, the LSP agreed to on 29 lines of actions to be implemented, grouped in 5 clusters, to implement upskilling and reskilling initiatives to meet the upcoming demand for jobs in the sector. Additionally, the LSP agreed on individual annual targets for each partner to achieve and outlined in letters of intent drafted by each LSP member. Furthermore, as outlined in the table below, a set of concrete and quantifiable KPIs helps the LSP to track progress towards targets.

Initial KPIs	Achievements to date
<ul style="list-style-type: none"> • Number of training offers addressing ORE per country • Number of skills gaps identified in the sector per country • 3-yearly updates of the future trends about the needs and expected impacts to the sector 	<ul style="list-style-type: none"> • 95 Trainings organised reaching 1,495 people: EQF levels 3 to 8, 128 organisations involved, mostly in Spain (some EU wide) • 142 organisations involved in the identification of skills gaps

Examples from the ground: individual Pact members

Individual Pact members are also instrumental in contributing to the closing of skills gaps in their ecosystem through targeted actions and opportunities provided to their employees.

Much Skills, an award-winning skills management platform, is committed to the four principles of the Pact for Skills Charter: promoting a culture of lifelong learning for all, building strong skill partnerships, monitoring skill supply and demand, and anticipating skill needs as well as working against discrimination and for gender equality and equal opportunities. Concrete actions to support these commitments include utilising the MuchSkills skills management platform and global training programmes to understand and address the upskilling, reskilling and training needs of individuals and teams. MuchSkills helps employers and employees to monitor their progress, access upskilling opportunities, and receive relevant and up-to-date upskilling recommendations. The overall commitment is to map the skills goals of employees in 3,000 teams to help them achieve their goals.

The training & development qualifica centre of the **Câmara Municipal de Lisboa** (Lisbon municipal council) has been a VET provider for 30 years. The Council is committed to the Pact for Skills principle of promoting lifelong learning for all through upskilling and reskilling activities. Their target is to reach 8,000 individuals, focusing on adults with lower qualifications or low-skilled individuals working for the municipality whilst extending the actions to the local community. Furthermore, the Council committed to working against discrimination and advocating for gender equality and equal opportunities by targeting employed and unemployed individuals, migrants, jobseekers, and disadvantaged groups such as women or ethnic minorities. Commitments also include building strong skills partnerships through cross-sectoral collaboration and monitoring skills supply and demand and anticipating skills needs,

through education and VET needs assessment surveys for municipality employees. Additionally, the city of Lisbon values training validation through certification and provides advisors to support learners throughout the process. This personalised approach has been a key success factor, leading to 151 certifications since 2015 and inspiring stories of individuals who have successfully changed their career paths while appreciating their unique backgrounds.

Further guidance to making commitments: spotlight on the Pact for Skills Support Services

The Pact for Skills Support Services can help Pact members define specific commitments, establish measurable targets, and implement effective monitoring systems:

- **Individual Pact members:** Accessing opportunities to share experiences and learn from other organisations; tracking and demonstrating the impact of commitments over time, through the Annual Pact for Skills Survey.
- **LSPs:** Assistance in defining partnership commitments and identifying relevant skills intelligence to establish viable quantitative targets; refining partnership KPIs and providing guidance on monitoring progress.

The [Guidance Handbook](#) includes information, guidance and tips on setting up skills partnerships and on defining commitments, KPIs, as well as on monitoring and tracking progress.

Pact for Skills: next steps to define and monitor commitments

The PLA provided a space for the participants to discuss the challenges and opportunities related to defining and monitoring commitments both from an individual member and large-scale-partnership perspective.

The discussions highlighted that one of the main challenges when it comes to monitoring commitments in **large-scale partnerships (LSPs)** is **effective engagement and collaboration** of LSP members. Suggestions to address the challenges included implementing **adhesion agreements** or **memoranda of understanding** to foster stronger engagement. The sharing of best practices, mainstreaming project results, and organising site visits and small working groups within LSPs were also identified as possible avenues to enhance member engagement. Finally, KPIs and quantitative objectives were also discussed, emphasising their key role in ensuring progress towards defined goals.

The discussions among **individual Pact members** underlined the **opportunity of boosting upskilling and reskilling action through commitments**. Participants acknowledged the relevance of KPIs that focus on **long-term impact** and outcomes, which may be challenging to measure. They also stressed the need for **qualitative KPIs** and the opportunities of going beyond mere numerical comparisons and examining

the long-term impact of actions, such as behavioural changes or cultural shifts in the workplace. While training provision was recognised as essential, the group underlined the necessity of a broader approach to upskilling and reskilling actions when specifying commitments and KPIs, taking into account the wide range of measures needed to build a sustainable and impactful skills ecosystem (e.g. skills intelligence). Moreover, the participants identified **lack of information and awareness** as a key barrier to defining and monitoring commitments and understanding their associated benefits.

Another key message related to the importance of choosing the right commitments, and **ensuring a learner-centred approach** while doing so. Actively engaging all relevant stakeholders, including the learners themselves, in the process of defining commitments was considered crucial, to ensure that commitments align with the needs of the European workforce. Lastly, defining concrete commitments can help Pact members to better understand the key priorities of other organisations or partnerships in their ecosystem and/or region, potentially leading to increased synergies and cooperation among members.