

# Talent Matching Research Report

## Barcelona, Catalonia (Spain)

by



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# 1. Introduction

## **Introductory note about the research**

We consider that Barcelona and its metropolitan area present a meaningful combination between high rate in young unemployment and relevance of the CCIIs. Formal VET organization seem not to cover the needs of the CCIIs especially with regard to the new and booming sub sectors linked with new technologies.

Such framework is reflected in the research that mostly focus on organizations delivering VET provision for the CCIIs outside the formal education sector, such as the case of “Cases d’Oficis” described in details both in the report and in the case study.

We gained many insights from the interviewers on the role of professional mentoring needed to guarantee a better employability of young people with few possibilities. Nevertheless this role does not exist in itself, but it is performed by many different professionals that in an “informal” way mentor young people. Furthermore, in case of young people with few possibilities, the CCIIs are less likely the preferential sector for mentors to recommend to young people. Accord to this context we could not give any special insights about the professional qualifications of an existing vocational mentor. We have also noticed some difficulty in reaching the CCIIs and have their opinion directly. The sector is very fragmented, in some cases the professionals contacted did not answer and in other cases we could not find the person of contact to which present the project. To mitigate this lack of information we have asked for opinion of trainers and mentors about the CCIIs needs and requirements.

Finally we engage only one young person for the research. This is partly due to the fact that VET provisions prefer not to give the personal contacts of their users.

## **Report Introduction**

The geographical targeting of the research is Barcelona’s metropolitan area. We have given special emphasis in services placed in those districts more affected by the risk of marginalization. The metropolitan area is also relevant for the study the concentration of no-traditional CCIIs such as software and videogames.

Not necessarily these services attend just users of the district. By the way through these centres and services it is more likely to have some insights about unemployed young people with few possibilities.

The choice of the sources and references consulted have been many times suggested by the same experts and professionals interviewed in order to grasp the more update information for what concerns Barcelona and Catalonia.

The analysis corpus consists in:

- The website of agencies and service and educative centres and VET organizations (City Agency for the employment website; Youth Information Centre website)
- Website of companies in the CCI's
- Catalan and Spanish educative system
- Youth Guarantee schemes and programs promoted by Youth Guarantee schemes in Catalonia
- Studies, reports and publications about the CCI's
- Catalan Government Statistics Institute data about employment

The literary consulted show that in the last years, the VET provisions in Spain have been increasing its effectiveness as an entry point for job market. The last data about the Formación Profesional (Vocational Training) shows a rate of 46,6% of employability for the young people that have attended this training.

Nevertheless this increasing is not apparently concerns the CCI's sector. In fact the most demanded qualifications are administrative manager; auxiliary nursing; software designer and selling manager. As complementary aspect, the number and the typologies of qualifications for CCI's are not considered adequate by both the stakeholders and interviews for preparing young people to the new challenges faced in the CCI's.

In particularly what is missed are qualifications in new sub-sectors linked with the new technologies. The only official qualifications that in some way address new subsectors are disc-jockey and sound technician.

As regards there is evidence that the international mobilities increase the chances of employability. In that sense both the Generalitat (Autonomous government of Catalonia) and the Ajuntament (Barcelona City Council) have foster European Program such as Erasmus + for VET centres and organizations.

On the other side, outside of the education system other programs and schemes seem to better cover the new needs of the sector but they lack of recognized qualifications. Some of these programs are directly promoted by Garantia Juvenil (Youth Guarantee), the key action to reduce the youth unemployment promoted at European Level and run by different institutions in Spain and Catalonia. It tackles youth unemployment by ensuring that all young people under 25 – whether registered with employment services or not – get an offer within 4 months of them leaving formal education or becoming unemployed. The offer should be for a job, apprenticeship, traineeship, or continued education and be adapted to each individual need and situation.

In the geographical targeting of the research, Barcelona Activa, the agency integrated in the Area of Employment, Enterprise and Tourism at Barcelona City Council, responsible for promoting the economic development of the city, stands out as the leading organization that supports the young people in their transition to the job market.

Among the initiatives that foster the employability of young people in the CCIs, there are the Cases d'Oficis (Profession Homes). The program is directed to under 25 years old individuals with the aim to offer them to learn a job in a real productive context. Cases d'Oficis, initially conceived as a tool to learn traditionally professions such as carpenter, have recently readapted to teach and facilitate the employment in new sectors.

By considering the features of such context, the main focus of the research is whether the professional mentor for CCIs does exist in Catalonia and which kind of professionals and operators perform such role. In order to answer this question the research mostly focus on VET organizations outside the education system as they have some impact in the employability of young people with few opportunities. The field research allows to give some insights about how they works and which degree of satisfaction both trainers and young people have with them. The matching of such findings with the requirements and expectations of the employer's has shown the need for a specific mentoring role to better encompass the demand and the offer within the sector. Nevertheless beside that, what is emerged has been on one hand the urgency of a restructuring of the VET provision considering the need of the new sub sectors and- on the other hand- the general lack of employment places as a consequence of the economic crisis that already affects the region. Details of all these aspects will be developed in the following sections.

As extra information it is relevant to notice that Alternativas Foundation have launched a call per projects that fully encompasses the Talent Matching vision. The call is launched in collaboration with the Sweden, Danish and Norwegian embassy and the Iberian Institute of Finland in the Estudios de Progreso framework with the aim to support project and proposals that addresses the good practices in the CCIs with regard to the young employability.

For more detail see the Alternativas Foundation website:

<http://www.fundacionalalternativas.org/estudios-de-progreso/convocatorias/convocatoria-extraordinaria-a-jovenes-investigadores>

## **2. Talent Matching in the Creative and Cultural Industries in Barcelona, Catalonia (Spain)**

### **The situation of the Creative and Cultural Industries in Barcelona and Catalonia**

In the study “Les empreses culturals en clau creativa” conducted by the Culture Department of the Regional Government<sup>1</sup>, the definition of CCIs refers to a vast range of heterogeneous activities including sub-sector such as software, video games and R+D activities. The study relies on the European Commission definition (KEA 2006) of CCIs that organize them in the following areas: the central nucleus (visual arts, performing arts, heritage); the cultural industry (cinema and video, music industry, video games, publishing industry); the industries and creative activities (design, architecture, advertising, and the complementary industries (software, mp3, mobile).

Following the study, the main characteristics of the CCIs are:

- Their assets such as knowledge and intellectual property are intangible
- They don't produce massive products.
- The request for financial services of the PME is neither enough attractive for banks nor for acquire all the information to understand the risks.

In parallel with the huge transformation provoked by the new technologies that has interested the whole ensemble of economic activities, the CCIs have emerged in the last years a central in the economic development of European economy.

The conclusions of the Green Paper on the potential of cultural and creative industries<sup>2</sup> points out that due the current situation the CCIs have suffered for the decrease of the public funds. Due to these circumstances in many cases the CCIs have looked for new fund opportunities and new professional role and more flexible labour relationship different from the full time position. In that regard new opportunities for young people have emerged together with the need of proper training accordingly.

Catalonia deploys and expands this general situation and it seems that the CCIs have became a new medium for economical and social innovation. Looking at the economical relevance they represents the 3,2% of the total of the Catalan economy. Regarding the employment they represent 6,2% of the total. It also important to notice that most of them are PMI and they are composed by young people.

Following the survey elaborated by Barcelona Centre de Disseny (BCD), Barcelona is fourth in the international ranking of the creative cities, followed by Toquio. The first ones in the ranking are San Francisco, London and New York.

The present research focuses on the metropolitan area of Barcelona since the 49% of the job places are placed in such area. In particular in the metropolitan area of Barcelona has special relevant the presence of non-traditional sectors CCIs such as software, R+D, video games, electronic. These are the sectors that have increased the employment more than the traditional ones such as music, fine arts and performing arts.

The following tables illustrate some important data about the employment in the CCIs for what concerns Catalonia.

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<sup>1</sup> See more at

[http://dadesculturals.gencat.cat/web/.content/dades\\_culturals/09\\_fulls\\_decultura/arxius/11\\_DeCultura\\_Empreses\\_culturals\\_creatives.pdf](http://dadesculturals.gencat.cat/web/.content/dades_culturals/09_fulls_decultura/arxius/11_DeCultura_Empreses_culturals_creatives.pdf)

<sup>2</sup> <http://eur-lex.europa.eu/legal-content/SV/TXT/?uri=URISERV:cu0006>

The rate of employment in the creative sector in Catalonia in the first semester of 2016<sup>3</sup>

**Población ocupada en el sector cultural**  
**Sexo**  
**Cataluña. 1er. trimestre del 2016**

Otros trimestres ▾ ▶

	Valor
Hombres	85,8
Mujeres	55,8
<b>Total</b>	<b>141,6</b>

(Units: Thousands of people.)

The rate of people with a salary in the creative sector in Catalonia in the first semester of 2016

**Población ocupada en el sector cultural**  
**Situación profesional**  
**Cataluña. 1er. trimestre del 2016**

Otros trimestres ▾ ▶

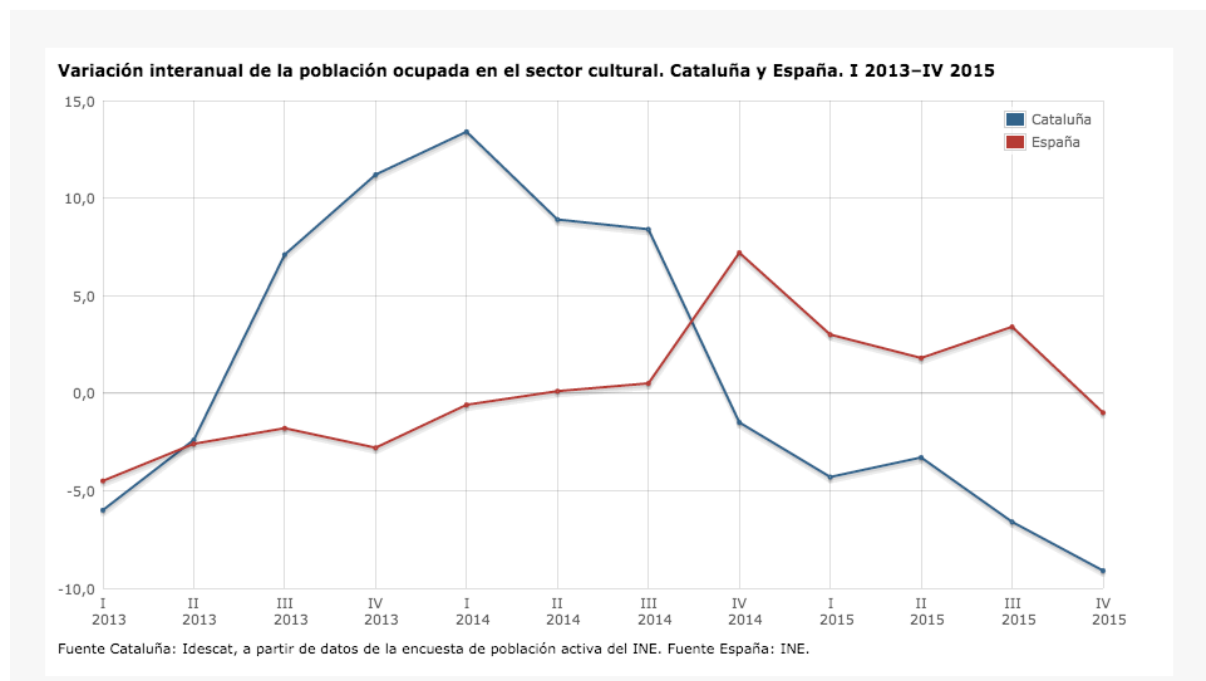
	Valor
Asalariados	94,1
No asalariados	47,5
<b>Total</b>	<b>141,6</b>

(Units: Thousands of people.)

Inter-annual variation of the working population in the creative sector in Catalonia and Spain<sup>4</sup>

<sup>3</sup> Statistic Institute of the Catalan Government : <http://www.idescat.cat/en/>

<sup>4</sup> Statistic Institute of the Catalan Government : <http://www.idescat.cat/en/>



An other relevant information is that the number of self-employees is higher in CCIs than in other sectors.

### **The current vocational mentoring provision in Catalonia towards the specific needs of the CCIs**

The specialist Vocational and Educational Training (VET) provision for the Creative and Cultural Industries (CCIs) within the “FP” (Formación Profesional-Vocational Training) are the following:

- art and design: artistic jewellery, mural Arts, textile art, applied sculptural arts, floral art; artistic ceramics;
- communication: graphic and audiovisual communication;
- performing arts and live show: animation in circus;
- sound and image: image laboratory, disc-jockey and sound technician.
- The only specialist Vocational and Educational Training (VET) provision for the Creative and Cultural Industries (CCIs) within the “PFI”<sup>5</sup> (Programa de Formación Inserción, Labour Insertion Program) is the following:
  - arts and design: assistant in graphic arts and serigraph.

The rate of employability of the FP is 46,6%, we have not official data about the rate of employability of the specific training provisions for the CCIs.

### **Strategies, agencies and policies exist to develop employability in CCIs sector**

<sup>5</sup> PFI are voluntary programs for those they that have not finished the mandatory secondary school.

On September 2015 in the city of Barcelona has reached the 90,000 people unemployed. As a consequence the main urgency for the municipal government was to booster measures that palliate immediately such situation especially for those that suffer a high vulnerability situation.

Aligned with this strategy, Barcelona Municipality promoted in 2015 the “Plans d’Ocupació<sup>6</sup>” (Program of Employment). All the job vacant places foreseen by the program aim to foster the active participation of the citizens in the activities promoted by the District and by doing so also avoid the social exclusion.

It is important to notice that latest version of Plans d’Ocupació has expanded the range of jobs offered. Within the program 100 places are reserved for unemployed people < 30 years old and among the jobs reserved for <30 there is one that could eventually endeavour the CCIs sector, namely the “divulgador en Ateneu” (Popularised in the Municipal Cultural Centre). Within the program is also provided a training of 60-120 hours focuses on the implementation of skills and abilities needed to each specific job.

Furthermore Garantia Juvenil (Youth Guarantee) is the key action to reduce the youth unemployment promoted at European Level and run by different institutions in Spain and Catalonia. It tackles youth unemployment by ensuring that all young people under 25 – whether registered with employment services or not – get an offer within 4 months of them leaving formal education or becoming unemployed. The offer should be for a job, apprenticeship, traineeship, or continued education and be adapted to each individual need and situation.

Some programs funded by Garantia Juvenil key action and are run by local organization addresses the CCIs. In particular we can mention the following:

- carpentry and air dress for performing art;
- digital laboratory.

Regarding the private initiative, Telefonica Foundation has launched the “Lanzadera de trabajo”, program, which offers to those with an intermediate Vocational Training qualification the possibility to do practical experiences in technology companies. These people are offered with the opportunity to specialise their theoretical knowledge in the technology area as well as putting into practice what they have learned during six months. 250 work experiences will be carried out during 2014 and another 250 in 2015. Practical experiences will be conducted in companies in seven autonomous Communities, including Catalonia.

In Barcelona’s metropolitan area the first *Lanzadera* will be promoted by Hospitalet Municipality in collaboration with the Multimedia Centre.

### **Employment, working practices, skills needs and skills gaps in the CCIs**

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<sup>6</sup> See Plans d’Ocupació

[http://governobert.bcn.cat/sites/default/files/nous\\_plans\\_docupacio\\_municipals\\_210915.pdf](http://governobert.bcn.cat/sites/default/files/nous_plans_docupacio_municipals_210915.pdf)



Following the conclusions of the White Book of Cultural Industries in Catalonia, due to emergence of the new technologies, the CCI sector requires to the education system a deep transformation towards a better employability of the students.

As the education system stands so far, it can't guarantee the employability of the students since it lack of a direct relation with the dynamic labour market of the CCIs. Even if the Spanish and Catalan education system is considered very stiff, yet it still plays an important role in the civic training for future citizens.

The study, that gathers and reflects the CCIs point of view, strives for a life learning education system that should palliate the obsolescence of the education system and the adaptation of the education system to the need of a global market.

The driver for the employment in the CCIs is becoming more and more the services provision and due to that is the same worker that becomes responsible for his own training and competitiveness, unless the existing incentives in other European countries. What is more positively valued is the offer of internship provided by the VET provision.

These conclusions have to do with the current status of the cultural sector, which is more and more facing a lack of financing that lead to the search of alternative methods of funding such as crowd funding and external funding such as international co-productions.

Regarding the effectiveness of the formal education in the CCIs in preparing students to develop a career, the White Book of Cultural industries surmises that the standard education should be the source of the integral and holistic capability of the individual towards the creative sector, especially for reinforcing the domain of writing, reading habits, or the use of new technologies. On one hand the VET provision lacks of superior and intermediate level training courses specialized in CCIs and those existents are not homogeneously distributed in the Catalan territory. On the other hand, the Higher Studies in Arts are not considered by the study adequate to the European standards in both the training of amateurs and professionals in all the range of artistic disciplines. Nevertheless Catalonia relies upon a long-track tradition in specific artistic sectors, and a strong support from the Public Administration. For such reasons this kind of education still attracts many student from other regions of Spain and further.

### **Entry routes to working in the CCIs outside formal education**

Outside the formal education organizations such Barcelona Activa, the Area of Employment Barcelona City Council, responsible for promoting and implementing employment policies for citizens, promotes VET provision such as "Cases d'Oficis" (Profession Homes), the employability schemes for under 25 years old individuals that have the possibility to learn a job in a real productive context. The program is structured in two stages. The first 6 months is training focused and the participants are granted with an internship. In the second stage the participants are employed and receive a salary.

Cases d'Oficis, initially conceived as a tool to learn traditionally professions such as carpenter, have recently readapted to teach and facilitate the employment in new sectors.

Therefore since the beginning of the 2016 the program has launched two provisions for CCI, namely “Live Show” and “Digital” (App developer; Digital trainer). Private academies and no profit organizations as well also provide training for CCI. In this last case the VET provision is subsidized by the program Garantia Juvenil (see above) the European Initiative for the reduction of the unemployment, it is run in Catalonia by the SOC (Catalan Employment Service).

### **Provisions to support entrepreneurship, business start-up, and alternative career paths (portfolio careers) in the CCIs**

Among the several public services focused on entrepreneurship, business start-up support, just few of them specifically envisaged the creative and cultural sector. Badiu Jove and Torre Barrina are two youth information centres in the Barcelona metropolitan area that offers support for young people that want to start a business in the creative sector. Torre Barrina is specialized in the audiovisual and multimedia sector, while Badiu Jove is more generic focused on the creative and artistic sector. Vocational mentoring service is provided in the two centres by subcontractors such as Artticco<sup>7</sup>, which is specialized in educational and technological projects linked with the creative and cultural sector. It focuses on the entrepreneurship activities by offering support for new business activities and projects run by young creators.

Beside these two permanent initiatives, there are other occasional activities that incentives the youth self-employment in the creative and cultural sector, such as capsules or workshops promoted by the Consell Comarcal del Barcelonès (Barcelona County Council) and the county City Councils (Badalona, Barcelona, L'Hospitalet, Sant Adrià de Besòs and Santa Coloma de Gramenet) <sup>8</sup>.

Following the recommendations of the mentors interviewed, personal contacts and skills in marketing and communication and social media are among the key factors to start up a business in CCI. What emerged as a relevant observation is that talent young people need to learn on how to sell their personal brands as they miss strategy in those directions. Nevertheless we can't find any evidence of any specific evaluation criteria or methodologies that measure the performance of VET providers

### **Agencies/intermediaries that provide talent matching services in the CCIs**

A good example of agency that provides in public equipments and Youth Information Centre talent matching services in the CCI is Artticco. As we have mentioned above the company develops an integral mentoring that address young people that want to start a business in the creative sector.

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<sup>7</sup> For more information, see <http://www.artticco.com/>

<sup>8</sup> For more information, see <http://www.barcelonesjove.net/noticies/cicle-d%E2%80%99activitats-la-promoci%C3%B3-de-l%E2%80%99autoocupaci%C3%B3-juvenil-en-el-sector-creatiu-i-cultural>

The service provides to young people a series of important tips on how to promote themselves in the Creative sector through social media and social community. It also provides training in the use of specific technological application and organize meeting with professionals in the sector.

### **Barriers in sectors and sub-sectors of the CCIs**

Following the recommendation of the mentors interviewed what prevent talented individuals to enter the creative and cultural sector are from one side the lack of a high qualification, such as BA o MA and on the other side the lack of personal contacts in the sector. On one hand recruiters look for high-qualified people since the master offer is wide and on the other hand the sector is still very tied to informal relationships that allow aspirant to have the right information in the right moment about vacant places. To enter in such network in the main suggestion the mentors give to the talented young people. So far we don't have any evidence of VET networks that support the vocational mentors as this role is distributed among different other positions within the VET system and other services for young people. No evidence of guidance on entrepreneurship and business start up provided by the VET system could be extracted from the study.

## **3. Talent Matching – Training and Qualifications in Barcelona, Catalonia (Spain)**

### **The current role and professional status of a Vocational Mentor/Talent Match Adviser**

As we have not found evidence of the existence of a “pure” CCI Talent Matching rol in our desk research, the following features correspond to the main skills, knowledge, experience recommended by the interviews for such role.

**Skills:** tact and empathy, listening and communication skills, organizational skills, strategic and well organized thinking.

**Knowledge:** a wide knowledge of the labour market in the given context, expert in marketing and communication, up-to-date with evolving technologies in online social networking, personal contacts in CCIs

**Experience:** a long track experience as a professional in the CCIs sector.

Either the strong ethical component of the role has been highlighted by the interviews. Hence in a context of high rate in young unemployment is important to manage both expectations and failures.

Within the Catalan context, several kind of staff work as Vocational Mentor. As this role seems not exist as itself, it has been embodied in different other professional positions that work in VET organization or outside the education system.

The staff working in Youth information Centres guides the users in the discovering of all the resources available to find a job. From the findings from the interviews it turned out that young people find not easy to pick up useful information in the Internet and they need a mentoring service in this first stage. This service is led by different kind of professionals, such as social educators, pedagogues, and psychologists.

In some Youth Information Centre is also activated a specific mentoring for starting a business in creative sector, in that case the training is conducted by experts in marketing, labour law and IT people.

In the VET organizations are the same trainers that conduct the courses that work also as vocational mentors just at the time when give any kind of tips about how to address the sector. They practice this role continuously as a response to the doubts of young people and they also organize marketplaces in which companies in the creative sector meet the young attendees and select them. In that case the mentors are professionals with a long track experience in their working field.

In the case of the Employment area at Barcelona City Council, the vocational mentor role is trained by internal staffs that support young people in finding a job with personalized sessions.

The role of the professional coach is also foreseen in many companies and institutions. In those cases, the main service offered by this kind of professional is more related to team building activities.

### **Professional qualifications for the vocational mentor**

From both the desk research and the findings from the interviews no specific professional qualification has been identified for the vocational mentor. No requirement is needed to perform the role of 'talent matcher' in the CCIs, nor does a professional association exist.

Generally speaking, to perform the role of 'talent matcher' is a professional working with young people likely to have a degree as 'Educador Social' (a youth practitioner with training specific to Spain) or in Pedagogy, or Psychology or Social Work. Professionals of the CCIs might also be mentors when they work as trainers.

Nevertheless the operators that occasionally perform the role of the Vocational Mentors in the CCIs show a strong interest in seeing recognized such expertise and at the same time notice the need to specific qualifications and professional training in order to improve the effectiveness of such action. The general consideration is that the CCIs sector is a very "liquid" one in constant evolution. For that the need for updated and concrete tips and knowledge transfer for young aspirants has been widely registered. The idea of a platform where materials can be centralized aroused a certain degree of interest, and the potential creation of a local network of professionals as well, as a tool for exchange knowledge and experiences.

About the success indicators for a Talent Matching adviser in the CCIs, generally speaking interviews have highlighted that what best works is a solid network in the CCIs sector in

order to facilitate the access of new aspirants. At the local event organized in Barcelona with trainers, youth practitioners and VET organizations, attendees agreed that the figure of a youth mentor is very useful. Some contact past students/trainees to inspire current trainees. They find the peer-to-peer connection very useful as they speak on a different level and in their own repertoire, however one trainer mentioned that false expectations might be raised. After all not all trainees have the same skills, talent or even luck, to make it in what all agreed was a tough labour market.

In conclusion, given the lack of proper qualifications and training for the CCI Talent Matching, the findings from the interviews and the case studies show that a tracked professional experience both in the CCIs sector and knowledges of the education field would improve the efficiency of a CCI Talent Matching adviser.

With respect to the needs of CCIs evidences from the desk and field research deploy a huge high education provisions (MA and BA) related to the CCIs. Nevertheless the vocational trainings and qualifications could be improved and updates so to address the current needs of the sector. Furthermore more exchanges and cross-sectoral initiative might help with the scope.

## **4. Talent Matching – the needs of CCI employers and companies in Barcelona, Catalonia (Spain)**

The data about the employability in the CCIs in Barcelona extracted from the Area of Employment, Enterprise and Tourism at Barcelona City Council show that the “no-conventional sectors” boasts a better employability than the traditional ones. Furthermore the trend in sub-sectors is that activities such as software, videogames and digital publishing have increased the most.

## Indústries creatives

### OCUPACIÓ EN ACTIVITATS CREATIVES\* A BARCELONA, 2014

	2014	PES BON/ CATALUNYA
Activitats relacionades amb el patrimoni	2.890	68,7%
Arquitectura i enginyeria	14.435	40,8%
Arts gràfiques i impressió	3.875	20,4%
Cinema, vídeo i música	3.159	55,4%
Disseny i fotografia	13.067	53,8%
Edició	9.396	68,8%
Escriptors, arts escèniques i visuals, i artesans	6.884	54,5%
Moda	2.053	12,9%
Ràdio i televisió	773	17,1%
<b>Indústries creatives tradicionals (culturals)</b>	<b>56.532</b>	<b>41,8%</b>
Recerca i desenvolupament	9.255	47,8%
Publicitat	14.046	61,2%
Software, videojocs i edició electrònica	28.762	63,3%
<b>Indústries creatives no tradicionals</b>	<b>52.063</b>	<b>59,3%</b>
<b>TOTAL Indústries creatives</b>	<b>108.595</b>	<b>48,7%</b>
<b>% ind. creatives s/ total de Barcelona</b>	<b>11,3%</b>	

NOTA: Afiliats als règims General i d'Autònoms de la Seguretat Social el quart trimestre de l'any

FONT: Elaboració del Departament d'Estudis d'Ocupació, Empresa i Turisme a partir de les dades de l'Observatori d'Empresa i Ocupació de la Generalitat de Catalunya

Source: Barcelona en Xifras

In that regard, facing these challenges from the new increasing sub-sectors, initiatives such as Cases d'Oficis that partly address emergent professions seems to offer real employability opportunities to young attendances.

There is no evidence of guidance available for creative businesses in charge of recruiting new talents. Nevertheless The White Book of the Cultural industries in Catalonia elaborated by the Instituto Catalán de las Industrias Culturales track the most recent challenges for improving the employability in the CCIs sector are following:

- To promote a better public planning of the qualifications in Artistic disciplines that takes into account a balanced territorial distribution of the centres and able to adopt wiser management models and financing models.
- To create new specialties in response to the emerging professions in the CCIs.
- To boost the innovation in the educational sector so to increase competitiveness and the quality of the teaching having in mind the need of the CCIs.
- To adapt the university studies to current professional requirements, towards the acquisition of professional skills.

- To sponsor applied researches that would support the knowledge transfer from university to business.
- To set the conditions to turn Catalonia into a well recognized training space in the international benchmark for the competitiveness of Catalan cultural industries (international edition, direction and interpretation, tourism and cultural management, audiovisual and multimedia production, etc.) sectors.
- To improve the labour regulation that support the professionals in lifelong learning, that is essential in the CCIs.

### **Skills, qualities and barriers for new applicants**

CCI employers seem to be looking for the following qualities: flexibility, adaptability, responsibility, and team spirit. Regarding the skills, the findings from the interviewers and from the networking event show that a part from highly specialized knowledge of the sector, employers are also looking for 'soft' skills such as teamwork, self-confidence and interpersonal skills. The technological skills and communication ones are also very valued. To have a previous experience in the sector is the most valued quality and this is one of the most dramatic barriers for those young people that have not the chance to do an internship. As many universities have preferential internship agreements with companies, those that don't attend university or higher-level course are likely to be more disadvantaged in their job seeking.

From both the desk and field research it emerged that the most important barrier is the lack of job opportunities in the sector. Mentors and trainers stated with clarity that the number of vacant places do not correspond to the demand that is by far higher.

From the young people side it has been pointed out that they don't have a clear idea of their expectations and aspirations as a consequence of the economical crisis that affected their familiar context. Furthermore there is a clear difference between to start a career as technical and as an artistic in the CCIs. Such aspect is not enough clear in the young people mind set.

They also seem to miss the connection among them, what might provide resources and network to undertake collaborative projects and eventually launch them into the market with the help of a business incubator service. Another barrier is the precariousness of the sector that prevents especially those people with fewer possibilities to envisage a career in the sector.

From the education system, it seems that it does not prepare adequately talents to the needs of the sector, both in terms of technical skills and concrete knowledge in the new sub-sectors.

Another barrier emerged both from the findings of the desk and field research is the lack of gender equality and less possibilities for young women.

In order to visualize the CCI employers' local needs, we have observed that the sector seems to be wide and at the same time "atomized" and for this reason it has been easy to track with clarity the needs of the employers.

CCI employers' needs emerged randomly from the studies and researches about the CCI sector and from view of the employers interviewed. We have found no evidence of other online or offline platform in which the sector express their needs in terms of employability and manpower.

Based on our desk and field research we also think that employers in CCIs want candidates with both tracked experiences and a high degree education. What the trainers and the mentors interviewed were concerned about seemed the elevated expectations from the sector.

In order to improve the situation and boost the employability of young people that have not the opportunity of obtaining high degrees related to the sector might be useful to certificate the "creative" skills young people own even though they did not have high qualifications.

A better valorization of such creative skills and qualities in young people outside the formal high education might transfer such fresh qualities to the CCIs sector. In that regard a standardized CV for the mentors and advisors that couch young people in their different path might also help for recognizing how new candidates fit in creative companies.

Another recommendation is to open up the still closed agreements between CCIs and education and VET provisions. Exchange and networking initiatives between CCIs companies and young people coordinated by different mentoring profiles could enact new match and improve the young people's employability that otherwise could not approach the sector for lacking personal contacts. In that sense the same Talent Matching project and partners involved could work as a connector between the different parts.

In adding to that, internships in cultural organizations and companies might be more specific and offer a real chance for young people to achieve a specialization. In that sense the project could help to intermediate and better focus the goal of the internship towards the young people's employability.

### **Gateway to CCIs sector**

In most of the cases the personal contact or referrals by friends, business colleagues, & employees stills remain the most important gateway to CCIs sector. University, VET provisions and Youth Information Centre dispose of job banks in which companies announce the vacant places and reserve some for the students that attend those centre.

VET provisions outside the education system, such as the Cases d'Ofici ("Profession Homes", see the Case Study) organize marketplaces with the aim to bring together companies and young people and match the talent with the vacant places that companies offer.



More and more candidates are using websites as part of their job-seeking processes, but in the opinion of the recruiters general contact mail is not more effective way to get contact back.

### **Incentives and apprenticeship for companies to take on new recruits**

Youth Guarantee schemes is a youth employment Initiative that support the implementation of new job places thanks to EU financial resources. In Catalonia the scheme, promoted by the SOC (Servei d'ocupació de Catalunya; Employment Service of Catalonia) offers apprenticeships and traineeships for taking on new recruits under 25 – registered with employment services. The officers responsible for the local implementation of the program regret that it not doable for a young people to register by him/herself in the program due to the bureaucratic complexity. Thus the young people need to be supported by the local agencies. Once registered young people have good probability to find a program to join and start a job experience. Nevertheless after the period of apprenticeships and traineeships is not easy to be hired by the sector, once finalized the external funds that the company is provided with.

More generally speaking, a successful apprenticeship is the one that works both for company and young people. For ensuring such bidirectional success employers should advertise the position with all the details by requiring specific skills to be filled unless the selection criteria discriminated against potential applications. The company should also give a continue support and guidance to each young person to ensure they have the best chance of securing employment beyond the programme. The traineeship should also include a strong educational/ training component through which young people can develop the skills and competencies they need to enter the labour market. During the experience, it is also important to establish an assessment for the intern to review progress and satisfaction with the internship.

At the end of the experience the internship is evaluated by reviewing whether learning objectives have been met, and how the intern has performed in their role at the organisation. The possibility to remain in the company as a permanent employee has to be discussed and if there is no option the employers should help and advise young people for the next steps. In order to be accessible to all young people, internship should be fairly remunerated

On one hand, we have not found a general factor that could determine the failure of the first job or apprenticeship but we can suppose that non-compliance of the criteria listed above can generate a double frustration both in the intern and in the company. The lack of interest in the young recruiter toward the CCI's sector and the exclusive concern about the remuneration won't lay the basis for a long-term relation with the company after the internship.

On the other hand, the positive experiences have something to do with the attitude of young people in investing in their own projects within the CCI's and generating lasting

network and collaborations among them. From the findings of the interviews it emerges that similar experiences came out from “Badiu Jove”, the Youth information centre of Badalona that provides a service for young entrepreneurship in the CCIs. Once attended the training the young people are more aware of the potential of the collaboration and cooperation for a common project. The public administration also offers to these talents the possibility to present their works and project events and venues such as documentary festivals and art fairs.

Even though we have not found any proper support or training available to supervisors or line managers so far, we can mention the following initiatives to complete the information: Besides the standard online training for improve the CV presentation, Barcelona Activa also offer a tailored activity programs to meet the specific professional reorientation of certain professional groups. Depending on the demand, routes are designed which often take a specific economic sector or professional environment as a reference.

From its side, Catalonia Regional Government organizes online trainers in order to improve knowledges and competencies in the use of new technologies.

Public and private universities offer post-graduate degree in management of the Human Resources in which attendees learn how to prepare and select new recruiters.

## 5. Talent Matching- the needs of target groups in Barcelona, Catalonia (Spain)

The following statics help to frame the on-going situation of youth employment in Catalonia in comparison to Spain. The relevant observation is that the rate of unemployment in Catalonia (for young people from 20 to 24 years old) is slightly lower than in Spain (37% vs 44%).

Regarding migrant population the rate of unemployment is 33, 22%, higher than the one for Spanish population is 22,39%<sup>9</sup>.

The rate of unemployment per age in the first trimester of 2016<sup>10</sup>:

<b>Población desocupada</b> <b>Grupos de edad</b> <b>Cataluña. 1er. trimestre del 2016</b>		Otros trimestres ▾ ▶	
		Valor	
De 16 a 19 años		22,9	
De 20 a 24 años		70,7	
De 25 a 54 años		465,3	
De 55 años y más		101,0	
<b>Total</b>		<b>660,0</b>	

(Units: Thousands of people.)

<sup>9</sup> Source: National Statistics Institute <http://www.ine.es/daco/daco42/daco4211/epa0414.pdf>

<sup>10</sup> Source: Statistic Institute of the Catalan Autonomous Government, <http://www.idescat.cat/en/>

The rate of unemployment by gender:

**Población desocupada  
Grupos de edad / Sexo  
Cataluña. 1er. trimestre del 2016**

Otros trimestres ▾ ▶

	Hombres	Mujeres	Total
De 16 a 19 años	14,9	8,1	22,9
De 20 a 24 años	35,2	35,5	70,7
De 25 a 54 años	226,0	239,3	465,3
De 55 años y más	47,6	53,5	101,0
<b>Total</b>	<b>323,6</b>	<b>336,3</b>	<b>660,0</b>

(Units: Thousands of people.)

The rate of unemployed people looking for the first job (per age/sex) in Catalonia was:

**Población desocupada que busca el primer empleo  
Sexo / Grupos de edad  
Cataluña. 1er. trimestre del 2016**

Otros trimestres ▾ ▶

	Hombres	Mujeres	Total
De 16 a 19 años	10,7	4,2	14,9
De 20 a 24 años	10,3	12,8	23,0
De 25 a 54 años	4,0	17,4	21,4
De 55 años y más	0,0	0,9	0,9
<b>Total</b>	<b>25,0</b>	<b>35,3</b>	<b>60,3</b>

(Units: Thousands of people.)

**Per province**

(Units: Thousands of people.)

Rate of unemployment for stranger population is 33, 22%, while for Spanish population is 22,39%<sup>11</sup>.

Young people in the labour market in Catalonia:

<sup>11</sup> Source: National Statistics Institute <http://www.ine.es/daco/daco42/daco4211/epa0414.pdf>

**Cataluña. 2015**

Otros años ▾ ▶

	De 16 a 19 años	De 20 a 24 años	De 25 a 29 años	Total
Población total	272,0	350,7	396,9	1.019,6
Población activa	49,4	223,1	348,9	621,4
Población ocupada	16,8	140,4	274,5	431,7
Población desocupada	32,6	82,6	74,5	189,7
Población inactiva	222,6	127,6	48,0	398,2
Tasa de actividad (%)	18,2	63,6	87,9	60,9
Tasa de empleo (%)	6,2	40,0	69,2	42,3
Tasa de paro (%)	65,9	37,0	21,3	30,5

(Units: Thousands of people.)

Young people in the labour market in Spain:

**España. 2015**

	De 16 a 19 años	De 20 a 24 años	De 25 a 29 años	Total
Población total	1.720,3	2.287,4	2.588,5	6.596,2
Población activa	256,1	1.297,5	2.206,8	3.760,4
Población ocupada	83,8	718,9	1.577,7	2.380,3
Población desocupada	172,3	578,6	629,2	1.380,1
Población inactiva	1.464,3	989,9	381,7	2.835,8
Tasa de actividad (%)	14,9	56,7	85,3	57,0
Tasa de empleo (%)	4,9	31,4	60,9	36,1
Tasa de paro (%)	67,3	44,6	28,5	36,7

(Units: Thousands of people.)

Following the data provided by Barcelona Municipality on 2015, the rate of youth (16-24 years old) unemployment in Barcelona was 27,1%.

Following statics, the most likely profile of who is currently working in the CCI is a young man: almost 2 of the 3 employed people in the CCI are men. The rate of employed women in the sector is 36% while in the rest of the market the rate of women employed goes up to 47%.

The working population in the creative sector is fairly younger than other sector. In 2013 the 21, 5% of the creative sector employees were between 16 and 29 years old and the 49,8% between 30 and 44 years old.

We have not found any action specially addressed to women as under represented collective in the CCIs.

We have no specific data about the employability of migrants in the CCIs. Nevertheless from the primary research there is evidence of an under-representation of migrants in the creative and cultural sector. This is also aligned with the data from the 2007 National Survey of Immigrants (ENI) that reveals weak integration outcomes.

In that regard, Impulsem, one VET organization providing training in carpentry and hairdressing for performing arts, situated in a district with a high rate of migrant population, remarked during interview that a significant number of young migrants attend their training.

Yet it is less likely for young migrants to work in this profession in the CCIIs than a Spanish candidate. Usually after the course the migrants employ these specific expertise in other sectors.

More and more creativity has been embodied in the training and coaching activities and resources toward seeking employment, in and out the proper creative sector.

Barcelona Activa, integrated in the Area of Employment, Enterprise and Tourism at Barcelona City Council, offers a variety of services and training towards the professionalization and stimulation of new business, entities and work skills. Besides many business creation courses, they promote different modules and capsules for finding work. Among those that focus on creativity, there is the “Recipe for a creative CV”<sup>12</sup>, that teaches young people with creative methodologies from graphic art and design for describing their career path.

Social media and web 2.0 are considered the main devices for better promoting themselves and in that regard many coaching programs are focusing on learning how to build a personal branding in social media.

Nevertheless the most creative tool discovered during the primary research is the “Video-CV” workshop designed by a team composed by coach and an audiovisual expert. The workshop was promoted by public administrations and private foundations with the aim of improving the job profile attractiveness of young people (but not limited to) in risk of exclusion. The sessions mixed different methodologies, some from performing arts as well, to help young people in presenting and representing themselves. It also worked as a test for the job interview. The Video CV was specially effective in the case of those people that wanted to dedicate to a creative job but also in the other cases the people remarked the opportunity to find the creative aspects of any kind of job.

Another creative tool for job seekers noted during the primary research is the “Barrinada”, run by Torre Barrina multimedia centre, promoted by the Youth Department of Hospitalet City Council. Barrinada is a sort of performance created by a young person, with the support of other professionals of the centre, in which he/she exposes difficulties, challenges and failures related to job experience in the multimedia sector. The idea is that this kind of storytelling might help other people to be better prepared.

### **Certifications for enterprise skills**

Generally speaking, the following list gather the intermediated (“grado medio”) VET certification available in Catalonia, related somehow to the CCIIs sector:

- Impresión gráfica (visual impression),
- Impresión gráfica (profile converting'),
- Postimpresión y acabados gráficos (post-impression and drawing),
- Preimpresión digital (digital impression),
- Laboratorio de imagen (image laboratory),

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<sup>12</sup> <http://www.barcelonesjove.net/info/agenda/la-recepta-del-cv-creatiu>

- Vídeo disc-jockey y sonido (disc-jockey and sound),
- Confección y moda (clothing and fashion).

Regarding more properly certifications for enterprise skills, Barcelona Activa provide many resources for starting-up in Barcelona (such as informations and training in business ideas, business plan, business management and marketing). Nevertheless there are not official certifications available to “prove” the skills learnt, but also certificates of attendances for the online and presential training. The same situation is reflected in the case of private course for entrepreneurship, organized by private academies or public universities unless they are not official MA in Business Management.

### **Entry routes to the CCIs for new entrants with little or no work experience**

With the support of the education system where applicable or the Youth Information Centres especially if they are placed in more marginal districts, such kind of target public might enter the sector through special programmes and schemes that subsidize an internship or a first contract in the sector.

In that regard the case of Cases de Oficis seems especially relevant as a specific service that addresses the young people and help them to learn a professional specialization and to find a job. They are employability schemes for under 25 years old individuals that have the possibility to learn a job in a real productive context.

The program is structured in two stages. The first 6 months is training focused and all the participants are provided with an internship. In the second stage the participants are employed and receive a salary. Nevertheless the program is an entry route just to activities and projects promoted by public administration, such as festivals and theatres; on the contrary the private sector is not allowed to join the program. In some cases the seasonal work in public festival, especially big ones such as La Mercè in Barcelona, put young people in contact with other private companies that participate in the organization of the event as subcontractors so to give them further opportunities in the private sector.

### **Supports and follow up to sustain new recruits career**

We have no clear evidence of support services that help new recruits to keep a job. Programs and schemes such as Cases d’Ofici and Youth Guarantee schemes do not foresee a follow-up once the young people have finalized the project.

What we have tracked both in the primary and secondary research is the online and offline support service in the job seeking offered by different centres and agencies to young people.

In that regard the online service Barcelonesjoves.net has a special relevance for the volume of information about employment for young people that gather and centralizes about

Barcelona and the metropolitan area. The website is run by the Barcelona County Council with the support of Barcelona, Badalona and Hospitalet City Council.

Beside the general information about training provision it also works as an employment bank. The companies and the public administration post there the job offers specially addressed to the young people. The website also offers an integral online or offline mentoring service that includes tips on how edit a CV, how to perform a job interview, etc. The users can both follow the online instructions and be cared on-site by one of the Career Counselling office placed in different area of the city and the surrounding. The service put also emphasis on mobility schemes.

The on-site principal support tool for young people is provided by the Youth Information Centres. They centralize all the information useful for young people with a strong emphasis on the job seeking and depending on the case redirect them to the more appropriate service.

The Centre co-organizes together with Barcelona Activa courses on how to improve skills and competencies towards better employability.

About the follow up provided by the organization, we have noticed that the organizations surveyed offer an informal one after the young people joined the training program. In general they maintain contact in the first year after the course and they keep at disposal for mentoring them. Yet we have not found any evidence of a long-term follow-up, when eventually young people have started a business or found stable employment.

In conclusion, ones of the success cases that respond the needs of these target groups, are the ones recently created by Casa d'ofici Espectacle en viu. It organizes a "Marketplace", a networking event in which local CCIs searching for new talents meet and interview the participants. The results of the "Market Place" have been positive in terms of new employment and overcoming the barrier of not having existing contacts in the CCIs.

Regarding the "Journey of Change", at this stage we are unsure how the model can be adapted in the Barcelona context. The people and services we interviewed are either in a very rigid local council structure, with little space to adapt to new models, or from underfunded small projects, that are very stretched for time and human resources. However, in either case there was a real interest in finding out more about the role of a mentor and how to incorporate elements of the journey of change into the existing training or work placement processes.

Two strategies that might help to adapt the journey of change into the Barcelona context, is to focus a very practical presentation of it (actions within the journey) and for two different 'versions' of mentoring:

- a) as part of the existing work of a youth practitioner, social worker, trainer etc. and thus focusing on the skills needed, the benefits it brings to the job as well as the benefits to the target group
- b) peer-to-peer mentoring: young people sharing past and present experiences with others, creating in this way also a new network of peers within the CCIs, not dependent on the usual 'contacts' and nepotism very widespread in Spain.

## 5. The view from the Stakeholders

### **(a) 'System' issues in terms of the organisation of services for talent matching**

The total of 15 interviewees, 5 of them vocational mentors, 5 of them VET, 3 policies makers and one young person show a strong interest in the idea of talent matching as a tool to fill the gap between the training organization and the labour market. This need is particularly related to the deficiency of the educational system towards the new challenge of the CCIs sector that would call for a continuous update. With the young people in mind what has emerged is the lack in self-confidence and as a consequence of a capacity for networking and building a personal brand. The idea of a talent mentoring seemed the solution to mitigate such problems.

In parallel, from those that already have been excising mentoring tasks within different kinds of organization that work with young people, a claim emerged, for having their actions recognized and standardized. In that regard such professionals ask for a certification of their competencies recognized by the companies that employ young people.

Mentors and trainers for the CCIs emphasize the difference with regard to training and aspirations between a technician and artist in the CCIs. Many times young people that have some artistic curiosity don't really think about this difference.

It is important to develop instead separate and complementary provisions in order to deal with the different expertise that young people need to have when they address each path. With regard to the sub-sectors, the formal education provides vocational training for specific sector within Art and design such as and Multimedia and Sound (see below). Vocational training outside the formal education such as the ones provided by the Cases d'Ofici (Profession Houses: temporary projects, in which learning and qualification are alternated with practical work experience in relevant related activities) foresees training in 3D printing and App developer within the digital sector.



From the findings of the interviews, it has turned out that there is a clear gap between the education system and the specific needs of CCIs. With regard to VET provisions inside the formal education system what is missing is an adequate update towards the new sectors in the CCIs. As a matter of fact the Formación Profesional (VET) only provides few training specialization that encompass the CCI sector, namely in art and graphic design and just three in multimedia sector, such as the image laboratory assistant, disc-jockey and sound technician.

Outside the formal education a good assessment has been given to the “Cases d’Oficis” (see **case study: Cases d’ofici Live Show**) for the number of specializations at disposal and for their degree of adequacy with the needs of CCIs. Yet in this case the negative factor is the lack of direct contact to the private sector as the internships offered by the program has to be performed in public services.

To meet the needs of the CCIs and in particular for the new sector related to the new technologies, a significant presence of private academies has been noticed, that eventually can be accessed by young people without higher education. In that case the negative aspect is the high cost of the fee and thus exclusivity.

### **Good practices**

Beside the good practices mentioned in the section dedicated to the case studies (see below), we have found the following specific programs and services for youth people “Jo Mentor” (Me couch)<sup>13</sup>. The service, promoted by the Badalona Municipality, consists in a coaching run by university students to younger acquaintances. The goal is create a trust environment among young people and help the ones with fewer possibilities to clarify their information and expectation in the job seeking.

“Video CV”. The already mentioned tool (see above), through a collective mentoring services, empower young people with less possibilities with new soft skill from the performing arts in better present themselves to potential recruiters. By traing the self-presentation through various technics from performing arts the young people learn to better recognize their soft and creative skills and be more self-confidente, beside basic knowledges such as CV, cover letter, and digital skills.

In conclusion, during the event with the stakeholders, most of them VET organizations, mentors and trainers, several practical ideas emerged on how to develop creative talents and help them to overcome barriers towards the employment in the CCIs. The following proposals are the most relevant for the topic of the project:

- To create a digital certification for tracking all the young people's abilities and experiences learnt outside the formal education

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<sup>13</sup> Jo Mentor initiative seen in <http://www.badiujove.cat/?page=jo-mentor&PHPSESSID=0ka1h24drr0obje9qqu9sh0un7>

- To create an accreditation for the trainers as a guarantee for the young people once when they meet the sector
- To promote alternative and multidisciplinary training spaces when young people can be trained and connect among them at the same time.
- To train young people in the “decoding” of the administrative tasks needed to run a new project
- To subsidize creative projects of individuals instead of give fund to companies for employing staff.
- The young people can be mentors for other young people relying upon the trust and the capacity to connect among acquaintances
- Replace human resource consultants and employment agencies such Manpower with professional mentors for recruiting new aspirants
- To booster new model of creative enterprises that encourage the cooperation with young people
- To booster the implementation of a new network for the professionals in mentoring and professional training in CCIs.

## **(b) The young people’s perspective**

Both from the interview with the young persons and from the information received from the other sources, young people seem hungry for work in the CCIs both as self-employed and as employee in a company. In their view the sector represents a way out of unemployment since it seems to foresee a more flexible way to work.

In particularly young people seem to be very attracted by the opportunities offered by new technologies to the sector, as in this field they feel they have a solid basic knowledge that comes from the daily practice with their digital devices.

Talking about their concerns talented young people feel that they never know what kind of skills employers seek until they have the chance to enter the sector either with an internship or job.

One of the young people interviewed confessed that it was not easy to understand the information provided from the Municipal agency for the employment and in that regard the support offered by the Youth Information Centre was crucial.

Faced with the possibility of being provided with a mentoring for the CCIs they express their interest and in particular highlight that the mentoring should directly mediate with the professionals in the CCIs in order to get them in direct contact with the sector.

The main doubt arouse in regard to the possibility to skip the high education system to enter the sector. The recent experience of both young people and trainers notice that the CCIs often require university degrees and higher. Actually public and private universities and

academies offer a vast range of provision and also the possibility to do internships, even if it is still not likely to have a contract after that.

Young people show a genuine interest in the artistic sector and the aspiration to “be an artist” or carry on their own business in the sector, nevertheless they also are very aware of the difficulties encrusted in the both paths.

The point of accessibility of the sector in the view of the young person interviewed comes from the idea that the CCI sector employs mostly young people, and that “talent” still counts as main criteria.

According to the interviewed youth practitioners, those young people that have a more generic interest in culture and creativity appreciate the vast range of roles that the sector provides, especially thanks to its permeability to the new technologies for which they feel they are well prepared due to the continued practice with digital tools and programs in their daily life. They also see the possibility to perform in the creative and cultural sector shorter and seasonal jobs in comparison to other sectors that look like more rigid.

Young people also appreciate the apparent “horizontality” of the CCIs or in other words the absence of well-marked hierarchies and as a consequence the possibility of form of collaboration among peers. As a negative aspect they have the feeling that they won’t obtain adequate high wages whilst working in the CCIs but they report this as secondary aspect.

The young person interviewed showed satisfaction with the mentoring services provided by the vast network of public services and agencies focused on the youth employability. Particularly effective has been considered the general mentoring action run by the different PIJ (Youth Information Points), offices and information points that provides guidance and advice on all aspects that matter most to young people: housing, labour, academic, non-formal training, culture, tourism, international mobility, health, leisure, etc.

They emphasized the opportunity to promote by the public administration physical spaces and online platforms when they can meet and exchange experiences to overcome the feeling of isolation they have with regard to the CCIs sector.

### **Most accessible CCIs sub-sectors of the CCIs**

There is the widespread feeling that young people have good expertise in digital culture and new technologies due to the fact they are digital natives. But the idea that new sector in CCIs linked to the new technologies is more accessible for non-graduate does not correspond to the reality. The findings from the interviews show that non-graduate in digital sub-sector have not a critic vision of the devices that they use everyday and for that are not good at creating and proposing cultural and creative innovation in that field. They often lack some of the social skills and knowledge to gauge what content or tone is appropriate for different contexts. As a consequence the non-graduate candidacies are often refused by the sector.

On the other hand the most accessible sub-sector, at least in Barcelona, is the live show contest especially for seasonal jobs in festival and fairs. In this case the companies need labour force not qualified to take care of the externalities of these kinds of the events.

### **Skills requested**

The finding from the interviews show that young people think the recruiters require a long track experience in the sector and for that reason they are concern about the real chance they have to be employed. Another requirement mentioned is to have a high qualification or a master's degree and as a consequence to be empowered with both the technical skills and the theoretical framework. The value of all these is determining for entering the sector. They don't mention skills or abilities such as the responsibility and the "discipline" that instead are crucial in the view of the mentors and trainers.

## **(c)Creative employers perspective**

### **Disadvantaged groups**

First of all given the consequences of the economic crisis, stakeholders tend to consider the category "disadvantaged group" in a wide sense. For them young people in a vulnerable state in the labour market are those ones that lack the skills, work experience, job-search abilities and financial resources to find employment. In comparison with the statistical data about employment in CCI's per gender, racial, ethnic or migrant background and poverty, we have noticed from the interviews some positive experiences of young people from marginalized neighbourhoods that succeeded to create and produce their own artistic project, such as a documentary and sell them in niche markets. Nevertheless it was not certain that projects like those lead to long-term employment.

Professionals working in day-centres for NEETs young people, placed in marginalized districts of the city, related that it is more likely that users go back to the education system or find a generic employment then are recruited by CCI's.

From the side of the creative employers, they affirm that they might employ youngsters from disadvantaged groups if they have a specific support network for them. The director from a private company that runs a number of Centros Civicos (cultural civic centres) on behalf of the City Council, explained that it would be important to

- a) provide support to the staff at the centre to define the role an intern from a NEET situation could have within the team, what skills had to be expected but also what mentoring had to be provided by the team and/or an external person or service (from the city council or expert service). The support could be in the form (or combination of) an external person, service or guidance notes.
- b)

b) have an external expert guidance and follow-up at micro and macro level. Meaning a person or service that follows up on what works and what doesn't and provides expert advice to the team as well as to the trainee. This would ensure a better experience for staff and trainee, and a higher success rate of internship termination and work placement afterwards.

The director remarked that at present most internships/trainees come from high qualification backgrounds, with low practical skills, and problems arise due to the team expecting a 'cheap labour' helping hand, but find they are required to provide mentoring skills they feel they do not have or have no time for.

In addition it was mentioned that a financial help for trainees from a disadvantaged background is crucial. Otherwise it is difficult even to get "disadvantaged groups" in contact with the sector due to various layers of barriers, such as lack of money to travel to work, pressures from home to contribute to the home economy, lack of money to pay for necessary tools or even clothes for certain jobs. We have to consider that for different circumstances, "disadvantaged" and "marginalized" young people can't afford to have precarious jobs such as many are in the creative sector.

### **How employers recruit young people**

The creative employers affirm that the easiest way for them to recruit people is through internships, as they represent opportunities to have people working and learning skills in a previous step. VET provisions in the education system offer the opportunity to do internship and they have labour bank services where students can match their profiles with the vacant places offered by companies.

Programs such as Cases d'Oficis (Profession Homes) organize marketplaces initiatives where companies meet the young talents and interview them on spot. For seasonal job in the CCIs, especial music festival as a increasing labour market in Barcelona, the vacant places are widespread in preferential channels such as the Youth Information Point website in order to recruit young people.

Beside those experiences, the main catalan cultural institutions such as museums, heritage sites, theaters, cultural centers, and art galleries recruit and contract through external temporary employment agencies. Their requirements for accessing outsourced posts, such as guided tours and education services, are high and most of the time a university degree is mandatory, as well as proficiency in at least three languages: catalán, spanish and english. This practice contributes to increased labour precarity as in most of the cases young people who perform a job within cultural institutions through the temporary agencies don't have access to any permanent job with the organization. The permanent positions are generally part of local or regional council staff (as most médium and large insitutions are council run) employed through a tough process of open calls with difficult exams run by the city or the regional government. The open calls tend to be very limited in terms of candidates accepted

and require high qualifications, as well as solid universal knowledge in the cultural field, to be successful.

Some relevant examples of agencies specialized in providing staff to cultural organizations in the Barcelona's metropolitan area are the following:

- Icono Serveis Culturals. (<http://www.iconoserveis.com/index.php?lang=english>)
- ICONO offers a wide range of tours and cultural visits and employs museum, theatre and heritage site staff (e.g. Teatre Liceu, Museu de Sant cugat, Barcelona city guides).
- Magma Serveis Culturals (<http://www.magmacultura.es/en>) (e.g. Picasso Museum staff)
- Museological projects; museographic projects; educational programmes events
- Àgora Serveis Culturals (<http://www.agoraserveis.com/>)
- Services for museums (e.g. MNAC, Caixa Forum, Museu etnològic Montjiuc).

### **Positive and negative sides of having young people in the company**

Having young people without experience in the company allows remunerating them less than experienced employers and at the same time to expect more flexibility in comparison to long-term (and often older) employees with family commitments.

Furthermore there is a general agreement about the fact that young people contribute with fresh ideas that can inject creativity and bring enthusiasm. This applies mostly for the ones that have just finalized an education cycle are also “fresh” and with a strong willing to start work and well prepared unless that deficit of the education system that we have already remarked.

More problematic is the approach with young people than have been unemployed for a long time and they have lost expectation and enthusiasms and just want to work in order to be remunerated.

The most highlighted negative side are the lack of experience and the discipline and work responsibility. One way to mitigate such risks is to ensure that new recruiter have a supervisor and that this supervisor is trained in their responsibilities.

The general consideration that arose from the interviews is that positive and negative experiences very depend both on the prior backgrounds of young people and the attributes and the contexts of their employment. In this discussion it emerged also the importance of the role of a counsellor that can help young people to take responsibilities in its first job experience

Talking about the expectations of the creative employers, VET organizations and trainers observed that they await good skills and abilities in the use of new technologies due to the fact they are candidate are likely native digital. These expectations are often revealed not to

be true since young people once employed show that they have not a critical view of the content in the digital world especially in their relation with art and culture.

Instead, with respect to the abilities learnt during the educational cycles employers are not optimistic. They are aware of the gaps between school and labour market and for that the eligibility criteria for aspirants depend on their previous experience as employers or interns in the sector.

Furthermore employers claim for a better connection between education and employment, especially for the new sub sectors, related to the new technologies and digital culture. They also noticed the need for the learning of creative attitudes since the primary and secondary schools for instance in the problem solving so to booster the development of creative thinking in young people. They see the benefits from the accompanying of a mentor also in these primary cycles of the education system so to drive the natural attitude of children and prepare them to artistic and creative professions.

They also highlight the importance of a long-learning training for themselves in order to be constantly updated and by doing so better prepare young people when they perform as trainers.

Event though we haven't found any proper support or training available to supervisors or online managers so far, we can at least the following initiatives:

Besides the standard online training for improve the CV presentation, Barcelona Activa also offer a tailored activity programs to meet the specific professional reorientation of certain professional groups. Depending on the demand, routes are designed which often take a specific economic sector or professional environment as a reference.

From its side, Catalonia Regional Government organizes online trainers in order to improve knowledges and competencies in the use of new technologies.

Public and private universities offer post-graduate degrees in management of Human Resources in which attendees learn how to prepare and select new recruiters.

## **(d) The vocational mentors' perspective**

### **Skills, knowledge and attitudes**

Generally speaking, trainers and the professionals agree on a series of skills and attitudes that mentors need to have to perform effectively. In particularly they have emphasized on the difficulties faced during and after the crisis by the young people within their familiar and acquaintances context with respect to employment. Most of them have affirmed that the young people's expectations and aspiration are more and more frustrated, especially for those that don't have the possibility to attend university and higher qualifications.

For this reason one of the first attitudes mentors need to have is empathy and tact in order to build confidence in distrustful young people.

Then knowledge in psychology, pedagogy, social work and marketing are also appreciated, depending on the centre/ institution they belong to and the type of users they attend.

As specific abilities they might have knowledge in communication, marketing and social media. They also need to have specific experience and expertise in the arts and cultural sector and personal contacts in the sector are still much needed.

One important suggestion from an operator interviewed is the capacity when needed to use the same languages and code that young people use in order to gain trust and connect with them. In that regard a good advice is to create groups in social media and communities, such as Facebook or WhatsApp, in order to provide information in a most accessible way, about cultural events and initiatives. This also works in the training, for generating a sense of cooperation among young people that share interests and expectations.

### **Gaps and supports**

The main finding from the interviews on the role of the professional mentor for the CCIs is that this task is barely recognized in Catalonia. Most of the trainers and educators are actually mentors but they perform this task as an extra in addition to the general other responsibilities that they have.

For this reason they ask for more staff or for more time to dedicated to the mentoring. They also strive for a certification of their skills as mentors and in that regard they show interest in the idea of a standardized CV. In case of trainers that work outside the formal system education they regret the lack of recognition of their advising and training. The personal contact with the sector helps them to have an influence on the potential recruiting of the young people they have trained.

## **5. Case Studies**

### **1) Laboratorio de Innovación Digital y Inserción Laboral**

( Digital Innovation and Employment service Laboratory). Acronyms: LAB DIG

Name of organisation: Tantagora

Webiste: <http://tantagora.net/>

#### **Description of the organisation**

Tantagora is a non-profit association, dedicated on creation, development, and production projects concerning children's literature, including publishing activity.

The main activity of the association is to design and produce projects in literary mediation with the aim to foster the reading activity.

Tantagora has a 20 years long track activity and has produces the following festivals and events dedicated to children literature:

Flic, festival de literatures i arts infantil i juvenil



Creadors sense vacancies

Tantagora is run by three permanent members and count with the collaboration of a variable number of collaborators. Eventually collaborate with the public administration in the development of different kinds of projects related to children's literature.

### **Services**

It provides vocational training for the children literature and literary mediation sector and at the same time it employs young people for working in the different projects run by the association. In that regard, it can be considered both VET organization and CCI company.

The target of the association as CCI company are mostly children, families, schools.

It starts its activity 12 years ago. Before the economical crisis it counted with a team of 12 people employed. They employers were mostly young people, eventually with with basic education; there were no any special educational requirement or advanced degrees. They were also provided of 15 hours of training for week in order to be continuously updated about the project developed by the association.

The focus on permanent training was very important as the employers should have the following skills to developed in a proper way the project run by the association:

- Graphics competencies
- Performing arts abilities
- Vast knowledge in children's literature
- Knowledge in publishing sector

Another employment option after the job experience with Tantagora might be as educator in children's literature and so develop autonomous projects in the field in collaboration with the Public Administration and participate in festivals and fairs dedicated to the sector.

Coinciding with the economical crisis the number of employed was reduced and the association starts to plan and launch new activities due the restriction of the public subvenciones.

### **Specific initiative or service of interest to the Talent Matching Project**

LAB DIG (Digital Innovation and Employment service Laboratory) has been launched in January 2016. It is included into the program Garantia Juvenil, the European Initiative for the reduction of the unemployment; it is run in Catalonia by the SOC (Catalan Employment Service)

Lab Dig is a project that promotes the encounter between the companies specialized in creative and digital sector and the young people by offering them paid internships to develop projects in digital contents creation for a childhood and young public.

The requirements to join the program are to be between 16 and 15 years old and neither being studying nor working in the moment of the registration to the program.

Tantagora selected 45 young people in NET situation and create heterogeneous and multidisciplinary working groups. It thus selects young people with some affinities or initial specialization in the field of the Laboratory, such web developers, app developers, audiovisual, communication and education "experts".

The participants attend a two months training project in Digital contents that includes 10 Master class and the participation to different creative course. This first step is both training and orientation, this last part consists in three job interviews simulation.

The second step is a proper employment service. 5 companies have the commitment to select and contract for 6 months 3 participant each. The selection process consists in a hackathon format. The Lab Dig participants will develop and present in front of the companies a project accordingly to a starting point challenge and the creators of the projects selected will be employed with an internship contract.

## **2) Casa d'Oficis "Espectacular en Viu"**

(Profession-House "Live show")

Name of organisation: Barcelona Activa

Website: <http://w27.bcn.cat/porta22/cat/assetsocupacio/programes/pagina22646/cases-doficis--programa-treball-als-barris.do>

### **Description of the organisation**

Casa d'Ofici "Espectacle en viu" (Profession House "Live show") is run by Barcelona Activa, the agency responsible responsible for promoting the economic development of the city, designing and implementing employment policies for citizens, and encouraging the development of a diversified local economy. Barcelona Activa is integrated in the Area of Employment, Enterprise and Tourism at Barcelona City Council. It is subsidised by SOC (Catalonia Employment Service) and co-financed by European Social Fund.

Casa d'Ofici is driven by the program "Treball als Barris" ("Job at Districts") and it is the specific service that addresses the young people and helps them to learn a professional specialization and to find a job.

Cases d'Ofici are employability schemes for under 25 years old individuals that have the possibility to learn a job in a real productive context. Thus the program - 12 months lasting- addresses young people and offers them both vocational trainings and a contracted temporary job in projects and initiatives of public utility run by Barcelona Municipality and by doing so facilitates the incorporation of the attendees in the employ market.

The program is structured in two stages. The first 6 months is training focused and the participants are granted with an internship. In the second stage the participants are employed and receive a salary.

A part the specific technical abilities of the job position, the young people are provided with other skills that help them to better organize their future job career, such as responsibility, self demanding, assertiveness, occupational risk prevention.

## **Services**

The requirements to join the program are: to be registered in the official list of the Unemployment with an age included between 18 and 24 years old with a degree in secondary school or initial vocational education.

The number of the “students” is limited and they are chosen after a selection process.

Cases d’Ofici, initially conceived as a tool to learn traditionally professions such as carpenter, have recently readapted to teach and facilitate the employment in new sectors.

Therefore since the beginning of the 2016, the program has launched three sub-programs in Live Show, Environment and Digital sector with the aim to face the high rate of unemployment and the new needs of the creative sector and the opportunities offered by the new technologies.

Among the new Cases d’Ofici programs, there are two that especially address the creative and cultural sector, namely Live show and “Digital district” (App developer; Digital trainer)

## **Specific initiative or service of interest to the Talent Matching project**

They were launched some years ago and during recent years, they have been particular focusing on new and emergent professional sectors.

**Casa d’Ofici de l’Espectacle in Viu** (Live Show Profession House) is aimed to the development of services and products in the frame of the Cultural live shows that take place in the city of Barcelona.

The programme foresees four specializations, each of one for a total of 8 participants:

### Production assistant.

Job description: to plan, overlook and supervise the financial management, the materials and human resources need to produce a live show.

### Sound technician

Job description: to manage and control all the technic resources related to a live show. To record and track all the sound facilities of a public act. Recording and post-production of Radio productions.

### Lighting technician

Job description: to set up and operate lighting equipment in live show and cultural acts; to assemble all the lighting and filter equipment needed in a cultural event.

### Audiovisual technician

Job description: to set up, operate, maintain and repair equipment used to enhance live events, such as microphones, video recorders, projectors, lighting and sound mixing equipment. To record meetings and presentations with video cameras, operate spotlights, adjust amplifiers, coordinate graphics used in displays and provide technical support for teleconferences, webinars and distance-learning classes. Technicians may also edit, copy and store videotapes and DVDs, track inventory of equipment and order supplies

Results

**Casa d'Ofici "Espectacle en Viu"** is involved in cultural and artistic agenda of the city of Barcelona as it provides specialized young human resources that are going to work as assistants in the shows depending on their specialities.

Among others they participants in the programme Casa d'Ofici have been worked in:

- Festa Mayo de la Mercè,
- Barcelona Civic Center network,
- Can Batlló,
- Performing Art Prize Escena Nord,
- Circ show "Circ d'Hivern" hosted by Ateneu Nou Barris public equipment,
- Fura dels Baus pilot show.

More information in [http://www.barcelonactiva.cat/barcelonactiva/images/es/061130-FURA-CasaOficis\\_tcm85-22457.pdf](http://www.barcelonactiva.cat/barcelonactiva/images/es/061130-FURA-CasaOficis_tcm85-22457.pdf)

In the last two years the Casa d'ofici Espectacle en viu has organized the "Market Place", a networking event in which local CCIs searching for new talents meet and interview the participants. The results of the Market Place have been positive in terms of new employment so as the event will be repeated with the presence of more CCIs for next year.

### **3) Badiu Jove**

Name of organisation: Badalona Municipality

Website: <http://www.badiujove.cat/>

#### **Description of the organisation**

The Youth Information Centre Badiu Jove is active since 2014 and it counts with 12 employees. It promotes activities and opportunities aimed at young people. It gives information about local services, local entertainment, cultural and leisure activities, accommodation, but also it gives access to specialist information services such as youth rights, health and sexuality, youth initiative and youth exchange programmes.

Apart from the generalistic information about youth, Badiu Jove is specialized in services and support for youth employment in CCIs.

The focus on the creative sector relies upon specific public policies promoted by the Badalona Municipality for boosting the creative sector and promoting art festivals and fairs. With this goal in mind the Badiu Jove promotes, within its range of activities, a special mentoring service for creative entrepreneurship.

The activation of this service arises from the consideration that the cultural consumption is still weak, hence the young people that want to start up and activity or being self-employed in the sector should create a need that does not necessarily exist yet for gaining a niche in the market.

### **Specific initiative or service of interest to the Talent Matching**

The mentoring for creative sector is a service provided by the subcontractor Artticco, a service pyme run by two members and several external collaborators. It is specialized in knowledge transfer for companies, public administrations, informal groups that want to start a business in the cultural and artistic sector. They offer a integral approach to the sector with a special emphasis on the opportunities offered by new technologies and social media.

### **Results**

The service is relevant for the project since within the programming of the Badiu Jove it works as a vocational mentoring for those young that want to start their own creative business. The service addresses particularly young people without a high qualification in vocational training or university degree in the sector and that are looking for an entry in the sector.

The main problem that this kind of users are facing is the requirement of a high degree by many professionals in turn have a master or any kind of higher qualification. Another important barrier is the lack of personal contacts in the sector.

To palliate both aspects Artticco provide on one hand a series of technical tools, such as the training in specialized programs and applications that aspirant have to know to present themselves in the creative and artistic market and on the other hand a series of tips on how promote themselves through social media and network with the employers.

This second function lies in the idea that the sector is not so open to unknowns new talents and practices such as the personal entrustment is still one of the main entry route in the sector. By both helping young people to build up their own horizontal network with peers and by entering them the existing ones within the sector, Artticco prepares them to create and sell a personal brand and to sustain it as well.

The rate of young people that succeed in starting a business after having attended the training is quite satisfactory even though improvements and collateral actions are still needed.

A good example is to help young people to participate in festivals and art market, such the Connect'Art, the young creators fair promoted by the Badalona City Council and present their prototypes, idea, products.

As next steps Badiu Jove is working for launch a permanent laboratory for cultural entrepreneurship in Badalona that works and business incubators.

## 6. Conclusions

The findings from the primary and secondary research show a real need in the context of Barcelona metropolitan – which is still characterized a high rate in young unemployment – for a vocational mentor that help young people to enter the CCIs. Hence, despite the relevance of the new and booming sub sectors linked with digital real and new technologies in Barcelona' s area, we have observed that formal VET organizations seem not to cover the needs of the new subsectors.

In such scenario, the role of the vocational mentoring is performed by many different professionals that in an “informal” way mentor young people and for this reason claim for an official recognition and training support as mentors in order to lobby. This might also help to create new opportunities for the same young people that could perform as mentor of other young people as well.

The common “reaction” to the presentation of the Talent Matching project also proves that there is an urgencies for make a shift for strengthening the relation and the connection among the parties involved: VET system, vocational mentors and the creative sector. Hence the interviewees and the professionals involved noticed a certain difficulte to fully understand and translate in the local context the terminology and methodology adopted by the project. This proves that a there is a lack of common labour and education policies in the European Union and the gap should be filled by new common initiatives.

In relation to this issue, we also noticed a gap between the official definition of the CCIs definition that circulates at European level and the local interpretations. For instance there is a common tendency share either by employers and candidates in the Barcelona local

contest to not include sectors related to the new technologies and tourism into the frame of the CCIIs.

The case of tourism is particularly significative in Barcelona that counts with a continue growth in the numbers of visitors per years that for sure are users of cultural activities that are not considered in the frame of the CCIIs. In order to fill the gap and create connections among the sectors, Barcelona's municipality has just proposed to reinvest a portion of the tourist rate in the cultural sector. This initiative would aim to create a venture capital fund to support artistic entrepreneurship, change the current management of public calls and by doing so ensure better work conditions to employed in the CCIIs and create new positions.

In our path towards a more participate Occupational Profile for the Vocational Mentor we aim at involving in next steps local agents that from their side have showed a real interest in share experiences and learn from good practices in Europe. A problem to mitigate in that sense is the lack of time regretted by participants that are "forced" to a continue multitasking attitudes needed by the labour market. A future Occupational Profile should take into account this national priority.

As a final point, in order to work more effectively with creative Employers exchange opportunities should be created by the Talent Matching in which all the actors involved could bring together and on place open up the barriers that separate the sectors and in particular keep young people with few possibilities away from the opportunities.

## 7. Acknowledgements and references

We would like to thank the following organizations who agreed to be interviewed for this study:

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