

EXECUTIVE SUMMARY

In the attached document we present the description of a “Theoretical model for the Employability of the youth” that responds to the social challenge of boosting a sustainable competitiveness, produces quality employment, and sets the theoretical foundations that favours a better balance between the educational system and the labour market.

When speaking about youth employability, we must bear in mind that it should be contextualised within a certain model of business culture, and in the frame of the predominant values of a certain society. This multi-level focus develops the thesis that in order to improve the employability of young people, we must develop social innovation: a particular business model and a particular set of competences in the youth.

What is our social environment? What underlying aspects can be found in an innovative organisational culture? And most importantly, what individual competences would make youth more employable in these contexts?

After thorough analysis of the theoretical fundamentals of each different level, we will discover the main social challenges in the Basque Country; we will go over the aspects that define an organisational culture based on social innovation brought about by the latest research, and we will establish the main organisational dynamics that support these cultures. Finally, we will draw a portrait of the current youth unemployment situation in the Autonomous Region, answering the question of how employment is evolving from the point of view of the type of employment obtained, the required competences, and the changes in the business culture.

Later on, we will ponder on the organisational, contextual, and competence elements to shape the theoretical model and present hypotheses, variables and measuring tools. Empirical research will focus on analysing the relationship between a more or less innovative organisational culture, and its bigger or smaller contribution to the development of competences that improve youth employability.

An Experimental Design of the paper will also be provided, focused on the pilot scheme stage that we carried on throughout 2017 to test its reliability and internal validity of the measuring tools. The design details, variable operationalisation, and methodology will be detailed in the attached document, and the analyses done provided.

We will observe, furthermore, the most relevant results from the perspective of statistics, and describe the main conclusions, identifying the incidences during the pilot scheme stage, which will help to make a breakthrough for the following steps to be taken in 2018.

Hereafter, we present the most remarkable conclusions of the paper:

- Basque youth have an appropriate level of professional competence development, as required for individual and team work. However, there is room for improvement with regards to those competences relating innovation, entrepreneurship, and leadership.
- The motivation and work values that move youth, preceding competence acquisition, are related to vocational orientation, social service, and the will to reach high quality

standards, together with a wish to achieve a good level of professional development that may enable them to learn and explore autonomously in the field of decision-making and organisation of the activity in itself.

- One of the key agents when conditioning competences in the youth is the educational system, what shows that it should be orientated towards the development of competences related to the new labour market.
- The degree of satisfaction of the youth with the practicum on business premises, and their perception on the improvement of their employability, is caused by the transparency, the capacity to obtain feedback from the task done itself, and the motivation received from the mentor, making the figure of the mentor a key factor for the development of the employability of the youth.