



**Innovative Social Policies for Inclusive and
Resilient Labour Markets in Europe**



D7.2

Policy report presenting outcomes of a virtual Policy Delphi

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Summary

The Policy Delphi within the INSPIRES project was built around the basic concepts of the project and asked an international group of experts to discuss policy implications of these. The survey was organized around three main themes: the perception of labour market resilience, the perception of policy innovations in the period of 2000-2012 and the role of the European Union in facilitating potential policy solutions until 2030.

Labour market resilience and its determinants

Experts' opinions on labour market resilience, defined as the inclusive capacity of the system to resist, withstand or quickly recover from negative exogenous shocks and disturbances and to renew, adjust or re-orientate in order to benefit from these shocks, were rather divided. Nevertheless, perceived resilience at the country level became each time more positive across the three rounds of the survey (with an increasing variance of opinions as well), while perception of resilience at the EU level did not change.

Labour market resilience was also seen as depending on more general but country-specific economic and social conditions and the legal environment rather than labour market policies, while the European Union was seen to represent an opportunity for higher resilience. Factors with a negative influence are often cultural factors, the lack of trust, the lack of entrepreneurial spirit or lack of innovations. Interestingly, however, economic factors are not seen to be the most important ones; quality of labour force (skills and education) and activation measures are seen as more important determinants.

At the European Union level key factors of influence are related to social dialogue and social participation, a deeper integration and the free movement of labour.

As a rule the list of factors influencing labour market resilience negatively was longer than the list of positive factors, both on national and supranational level. On the EU-level among the most important negative factors experts mentioned structural unemployment, austerity measures, limited attention on social exclusion and limited participation of stakeholders in policy formation.

Successful policy innovations

In terms of the innovation triangle, experts perceived that policies influencing actors or the institutional structure characterized more the period of 2000-2012 than policies aiming to increase interaction of networks. However, in terms of their effectiveness in increasing labour market participation, there was no significant difference between these approaches. Nevertheless, experts remained divided in this regard.

Within the INSPIRES project four main trends of policy innovations on the labour markets were identified in the given period: risk prevention and early intervention, activation, flexibilisation/ flexicurity and new governance structures and mechanisms.

Flexibilisation measures were the most perceived to be present by the experts, however, this did not mean flexicurity measures as these latter were perceived to be the least characterizing the period. Activation measures such as work incentive reinforcement and employment assistance were also seen among the most present measures. In terms of their effectiveness, there was no significant difference between these measures, while introducing new governance structures and mechanisms was seen as being the least effective in increasing labour market participation.

In the given period unemployed and young people were the main targets of policy innovations according to experts' evaluation also being perceived as the most effective policies.

Generally in the experts' opinion there was a gap between vision and practice, between importance and feasibility of innovative policy measures: importance was always more accentuated than feasibility looked like.

In terms of what makes a policy innovation successful experts rather mentioned criteria related to a wide policy scope with the involvement of different policy areas, levels and actors and the proper cooperation between them. The integration of labour market policies into the general economic policy was also a sign of an integrated approach of the subject, just as a wider understanding of the policy results proposing rights, security and human dignity.

Nevertheless, a discrepancy between the importance of a certain policy characteristic and its feasibility often came up especially in terms of the social aspects of policy measures regarded as important but less implementable. These policy characteristics, representing a primary area for improvement and elaboration of new methodologies, included an understanding of social inclusion beyond the labour market, the protection of the workforce at risk of exclusion, social dialogue and the involvement of stakeholders. Experts also provided potential solutions as to how improvements could be implemented in these areas.

The role of the EU in dealing with future challenges

According to experts, the EU's involvement would be the most important in policy issues dealing problems of a cross-border character such as immigration or environmental issues. However, favourable opinions on the inclusion of the European level (besides regional or national competences) in dealing with unemployment issues increased somewhat from the first to the second round of the survey similarly to the domain of education, training and lifelong learning. While preferences for the EU's inclusion in social protection did not change, and the EU's involvement in labour market regulation diminished somewhat.

Furthermore, experts' preferences for tax redistribution between the regional, national and EU governance levels were much exceeding the current situation with a 16-22% to be distributed at the EU level.

Evaluation of labour market resilience until 2030 was rather divided. About half of the experts were positive about their country's future resilience, while less than half of them were positive regarding the EU. However, this latter increased in the third round of the survey.

In terms of the policies considered to be best suited to deal with the main challenges of the labour market in the EU until 2030 the most important policies according to the experts are education, investment in human and social capital and improvement of social policies and protection, including migration policy.

Introduction

A three-round Policy Delphi took place within WP7 in order to help formulating lessons on the basis of the projects' outcomes between November 2015 and January 2016. This project phase was built on previous results of the project regarding policy innovations and tendencies related to labour market resilience. The Delphi survey covered three main themes: the perception of labour market resilience, the perception of policy innovations in the period of 2000-2012 and the future role of the European Union in these processes.

Delphi, as a method, was designed to provide the benefits of a pooling and exchange of opinions, so that respondents (experts) can learn from each other's views, without the influence likely in conventional face-to-face settings. Delphi, as it originally was introduced and practised, tended to deal with technical topics and seek a consensus among a homogeneous group of experts. In contrast, the policy Delphi is employed to generate the strongest possible opposing views on the potential resolutions of a major policy issue.

One of the main challenges of the application of this type of technique was that it tried to deal with policy issues asking experts from many countries referring to many countries: Belgium, Germany, Greece, Hungary, Italy, the Netherlands, Slovenia, Spain, Sweden, the United Kingdom and Switzerland. As the synthetic report of WP 4 within the INSPIRES project states, national context and peculiarities matters when one analyses factors influencing the effective implementation of different policies. According to the report different politics and political contexts, different financial and institutional constraints, different time-frames, and different administrative capacities and techniques are all decisive factors of influence. Therefore, one of the main challenges of this Policy Delphi survey was to remain general enough to be relevant in all country context, but to avoid being too general at the same time so as to be able to have relevant outcomes.

About the Policy Delphi method

Being increasingly used since the 1960s, the Delphi technique can be defined as „a method for structuring a group communication process so that the process is effective in allowing a group of individuals, as a whole, to deal with a complex problem” (Linstone and Turoff 2002:3). Delphi is one of the participative methods aiming at to ensure that all relevant possible options have been put on the table for consideration, to estimate the impact, consequences and acceptability of any particular option. Besides the face-to-face version, the online Delphi is a convenient and efficient method which doesn't need too much time from the participants. Delphi involves an iterative survey of experts. Each participant completes a questionnaire and is then given feedback on the whole set of responses. With this information in hand, (s)he then fills in the questionnaire again, this time providing explanations for any views they hold that were significantly divergent from the viewpoints of the others participants. This feedback from other stakeholders provides additional insight and the participant can potentially revise his or her opinion on the policy strategy, instrument or initiative. The selection of the participating experts is one of the key points of a successful Delphi exercise: informed people, representative of the many sides of the issues under examination need to be chosen.

First introduced in 1969, a Policy Delphi usually includes ten to fifty experts and its main objective is to expose differing positions with the respective pro and con arguments. Policy Delphi, unlike the traditional one, doesn't need consensus at the end (Slocum 2005); it may even seek to generate the strongest possible opposing views on the potential resolutions of a certain policy issue (Turoff 2002). As opposed to the traditional Delphi method, the Policy Delphi is rather an analytical tool for policy issues and not a mechanism for making a decision. However, it is not a substitute for studies or analyses, but „an organized method for correlating views and information pertaining to a specific policy area and for allowing the respondents representing such views and information the opportunity to react to and assess differing viewpoints” (Turoff 2002:83).

The Policy Delphi is a special usage of the Delphi method for the purpose of learning more about policy alternatives, their acceptability and possible consequences (Slocum 2005, Turoff 2002:83).

In order to measure the evaluation of the ideas expressed by the respondents, the Policy Delphi surveys usually use rating scales regarding relative importance, desirability, confidence, and feasibility of various policies and issues. In these scales usually the neutral answer is not allowed in order to foster the debate. However, a 'No Judgment' option is always proposed to participants (Turoff 2002).

In the case of the online Policy Delphi held within the INSPIRES project we have tried to comply with the previously mentioned goals as the main objective was to formulate lessons on the basis of the projects' outcomes, i.e. results of the analysis of previous policy innovations and tendencies related to labour market resilience. However, the evaluation of the performance of past policy actions remains a relatively unexplored use of the Policy Delphi (Turoff 2002). In this sense, the application of this technique to the purpose of the INSPIRES project can be considered as a novelty and an innovative approach.

Implementation

Successful policy characteristics and factors affecting labour market resilience positively and negatively in the country of respondents' residence and in the EU have been examined and elaborated on through the three rounds of the present online policy Delphi survey. The questionnaires of the three rounds were conceived taking into account the results of the previous rounds.

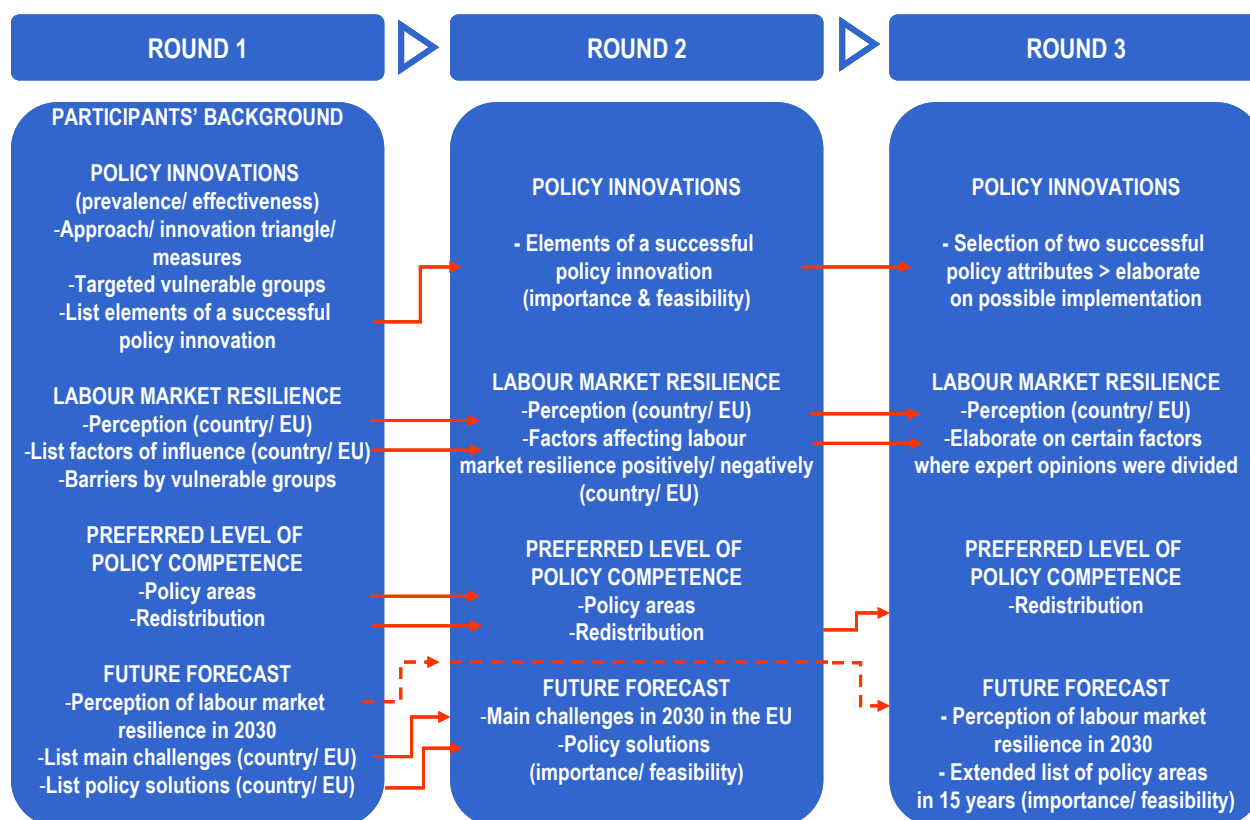
The first round explored what experts thought about the main concepts of the INPIRES project and its main findings. Experts were asked how much certain policy innovations (including the innovation triangle and the main labour market policy tendencies identified in WP3) characterized the 2000-2012 period and how much they considered these effective, and (in an open-ended question) to identify elements of a successful policy innovation. They were also asked to evaluate how much the different vulnerable groups of INPIRES (unemployed, young people, older people, immigrants, disabled people or people with health conditions) were targeted by policy innovations in the given period. In terms of the other key concept of the project, labour market resilience, expert had to evaluate their country of residence and Europe and identify positive and negative factors of influence. Different obstacles of the improvement of the labour market chances of the different vulnerable groups were then evaluated. In order to place labour market policies in the European Union context, experts were asked to identify the ideal level (regional, national or European) of policy competence for a set of labour market issues, together with their preference for tax redistribution at the regional, national or European levels. Finally, in line with the logic of the 'backcasting' technique, experts were asked to evaluate labour market resilience, and the main challenges and their effective policy solutions in the future, 2030. The 'backcasting' technique is based on a backward approach which starts with defining a (desirable) future and then works backwards to identify policies and programs that will connect the future to the present. Its advantage is to enable participants to think beyond present cognitive frames. These questions were all open-ended (Köves et al. 2013).

In the second round of the survey, answers given to open-ended questions were all analyzed and summarized, and all experts were asked to evaluate all pieces of this 'common knowledge', i.e. the elements of a successful policy innovation, positive and negative factors affecting labour market resilience in the country of residence and the European Union and the main challenges on the labour market of the European Union in the future together with their possible solutions. Successful policy elements and possible policy solutions were both evaluated in terms of their perceived importance and their feasibility. Experts were also asked to re-evaluate their positions on the preferred level of policy competence and tax redistribution in light of the overall results of the first round.

The third round of the questionnaire tried to refine the results of the previous waves. Elements of a successful policy innovations, factors affecting labour market resilience and future policy solutions with a polarized expert opinions or with an important gap between importance and feasibility were selected and proposed for re-evaluation asking for more detailed comments. The question on the preferred share of tax redistribution

was asked again this time providing information about actual proportions. And finally, the possible involvement of the European Union was evaluated on a set of policy issues.

Figure 1. Survey design



(questionnaires are included in the Annex)

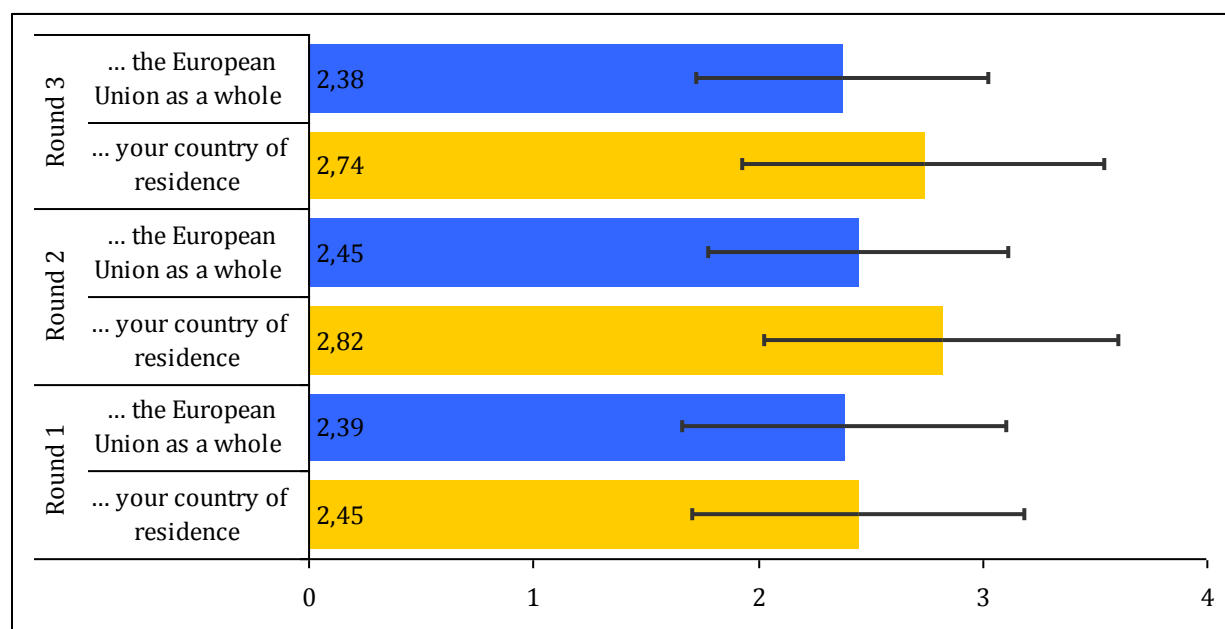
The first round of the virtual Policy Delphi took place between the 10th of November and 7th of December 2015. Overall 31 experts filled in the questionnaire. They were stakeholders at regional, national and European level involved in processes of policy making and policy learning in the areas of labour market, employment and social policies. Participating experts came from government agencies, the academia, from NGOs, from research institutes, were independent consultants, and there was one entrepreneur and a representative of a trade union confederation as well. Experts came from a wide variety of European countries – all INSPIRES countries were represented (see Table 1 in the Annex). The second round of the survey took place between the 1st of December and the 20th of December 2015, where the respondents of the previous round were invited out of which 27 answered. The third and last round of the survey took place between the 3rd of January and the 27th of January 2016 and 24 (out of the former 31) experts answered the questionnaire. Some people answered right away, some were sent up to 6 reminders.

Results

Perception of labour market resilience

Labour market resilience was defined as the inclusive capacity of the system to resist, withstand or quickly recover from negative exogenous shocks and disturbances and to renew, adjust or re-orientate in order to benefit from these shocks. Expert opinions were rather divided on the issue in the first round of the survey: equal share of experts perceived their country to be resilient or not resilient (50-50%) while the European Union was seen slightly less resilient than the country average by 43% perceiving it as resilient vs. 57% saying it is not. In the subsequent rounds of the survey, after providing experts with the answers of the other experts, the perception of the labour market resilience of the EU did not change significantly, however, perceptions of the resilience of the country of residence changed somewhat with perceptions becoming increasingly positive. In terms of the perception of the resilience of their country of residence, German, Belgian, Swedish and Swiss experts were rather positive, Greek, Italian, Slovenian and Spanish experts rather negative, while British, Dutch and Hungarian experts rather divided. Sometimes the resilience of the European Union as a whole was seen as the opposite of the country of residence: the EU had a negative perception in the case of positive country evaluation (e.g. Belgium, Germany and Switzerland), or the EU had a positive perception in the case of negative country evaluation (e.g. Slovenia).

Figure 2. The perceived labour market resilience in the country of residence and in the EU (mean 1-4, \pm standard deviation)



Note: the exact wording of the question was:

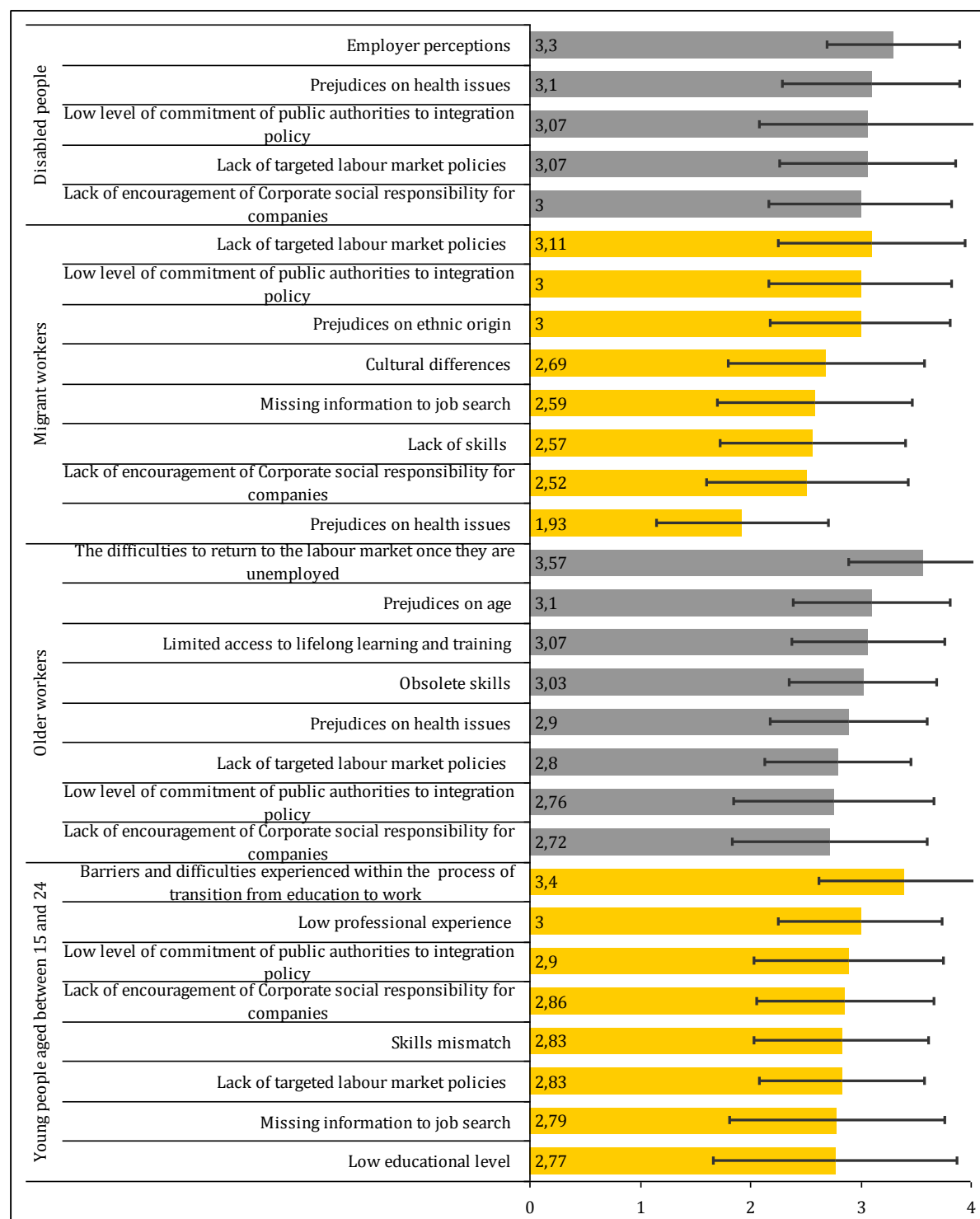
'How would you rate the labour market resilience of ...? '

See Table 2 in Annex for further details

Experts were also asked to evaluate several barriers respective to the labour market integration of the vulnerable groups in the focus. In the case of young people the difficult transition from education to work, low professional experience and low level of commitment of public authorities to integration policy were perceived to be the main barriers. Older workers faced were perceived to be facing difficulties to return to the labour market once they are unemployed, prejudices on age, limited access to lifelong learning and training and obsolete skills. In the case of immigrants the lack of targeted labour market policies and prejudices on ethnic origin were the most important barriers. Disabled people faced employers' prejudices, especially on health issues.

The lack of targeted labour market policies and the low level of commitment of public authorities to integration of the specific vulnerable groups were affirmed by two thirds of the experts in the case of all vulnerable groups – with the exception of older workers where the perception of the commitment of public authorities is rated a little higher.

Figure 3. Perceived barriers of labour market participation of different vulnerable groups (mean 1-4, \pm standard deviation)



Note: the exact wording of the question was:

'And more specifically, thinking about ..., to what extent were the following factors important obstacles of the improvement of their labour market chances?'

See Table 3 in Annex for further details

Factors affecting labour market resilience

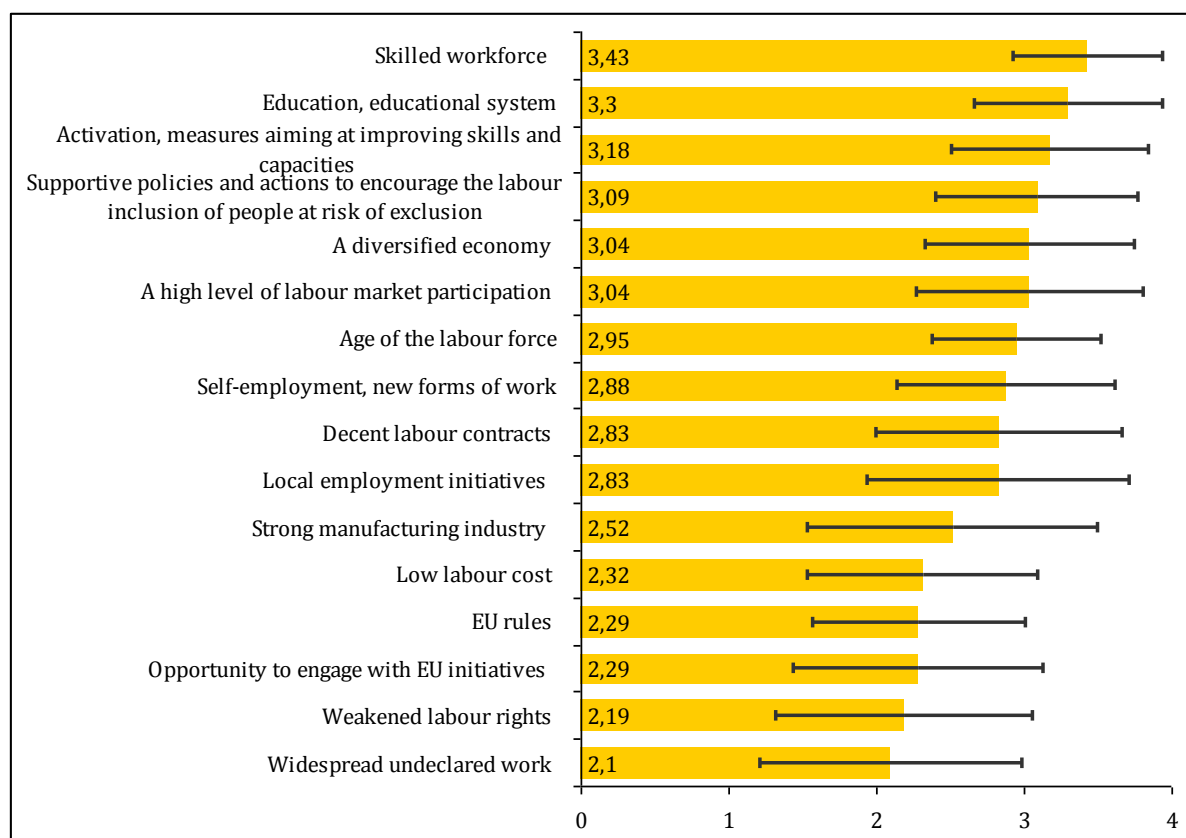
During the first round a set of open questions was posed to learn about experts' perception on factors affecting labour market resilience positively and negatively. They were asked about their country of residence and about the EU also. In the second round they were asked to assess the importance of the collected factors.

Factors affecting labour market resilience in the country of respondents' residence

The original list (*See Table 5 in Annex for further details*) of negative factors was much longer (45 items) than the list of the positive factors (24 items) which is in accordance with social-psychological observation, it is called the negativity bias – people usually are more prone to notice, recognize and recall negative information and experts are not exceptions to that rule. In order to get a concise and manageable list the similar items were subsumed. It can be seen from the tables (tables A4 and A5 in Annexes) that the background conditions which are given in a certain country, social or economic, were often mentioned as positive factors. Judged by the experts' answers labour market resilience depends more on given conditions than specific labour market policies. Besides economic and social conditions, legal environment seem to be decisive affecting labour market resilience. The EU was also mentioned as positive opportunity for resilience, and the characteristics of labour force; the age and skills also. However the quality of labour force is connected with social and economic background and tradition, e.g. the educational system in a given country is always depends on these factors. The widespread undeclared work as a positive factor is interesting, it can be assumed that the flexible adjustment of labour force to the change of demand can happen that way.

The figure below shows the importance attributed to the factors by the experts. Skilled workforce and educational system are interrelated and together with activation and supportive measures and policies are rather the social background or prerequisite of labour market resilience. Apparently the most important factors in resilience are not directly economic.

Figure 4. The importance of various factors affecting labour market resilience positively in the country of respondents' residence (mean 1-4, \pm standard deviation)



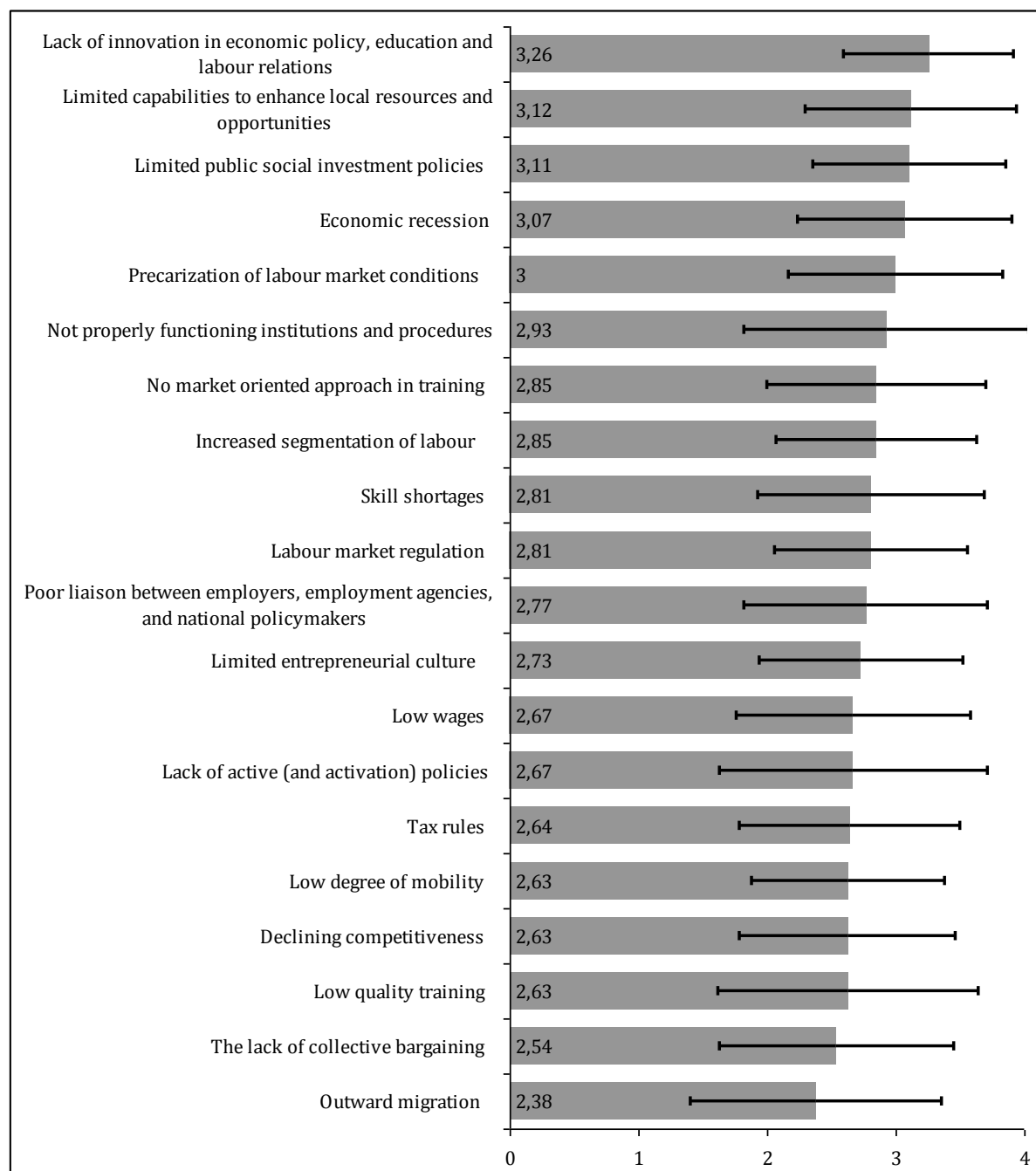
Note: the exact wording of the question was:

'In general, what factors are affecting labour market resilience in your country of residence? Positively'

See Table 4 in Annex for further details

Factors affecting labour market resilience in the country of respondents' residence negatively are often cultural ones: lack of innovation, or entrepreneurial spirit, poor functioning of institutions all affect negatively the labour market resilience. Limited resources for social and local investments, economic recession are of high importance as well according to the experts. Precarization and segmentation of the labour market, lack of skills and mobility, declining competitiveness are emphasized by those who focus on labour force issues. Policy related problems were mentioned also several times but the general picture depict a situation where resilience seems to be mainly non-policy determined phenomenon. Outward migration seems to be the particular problem of countries of below-average economic and social conditions within the EU.

Figure 5. The importance of various factors affecting labour market resilience negatively in the country of respondents' residence (mean 1-4, \pm standard deviation)



Note: the exact wording of the question was:

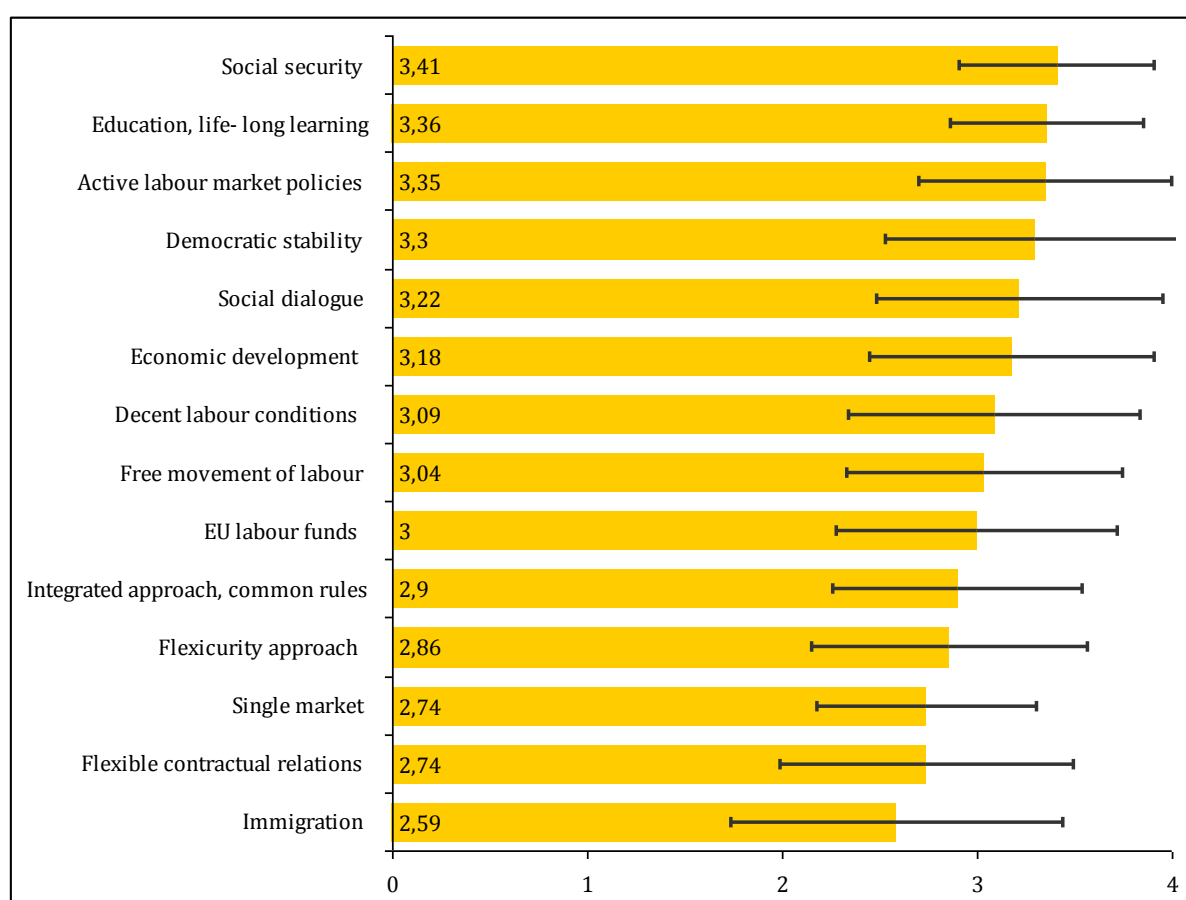
'In general, what factors are affecting labour market resilience in your country of residence? Negatively '

See Table 5 in Annex for further details

Factors affecting labour market resilience in the EU

Regarding EU labour market, the list of factors affecting resilience positively, similarly to the previous lists, is shorter than the list of negative factors. The list of factors affecting resilience is longer in the case of country of residence than in EU. Experts seem to have more detailed information on their own country than on the EU in general. The legal security and regulation ensured by the EU and the financial support from it are important in enhancing resilience. Economic conditions and cultural, social and political background are also often mentioned. Direct policy measures as positive factors also appear on the list.

Figure 6. The importance of various factors affecting labour market resilience positively in the EU (mean 1-4, \pm standard deviation)



Note: the exact wording of the question was:

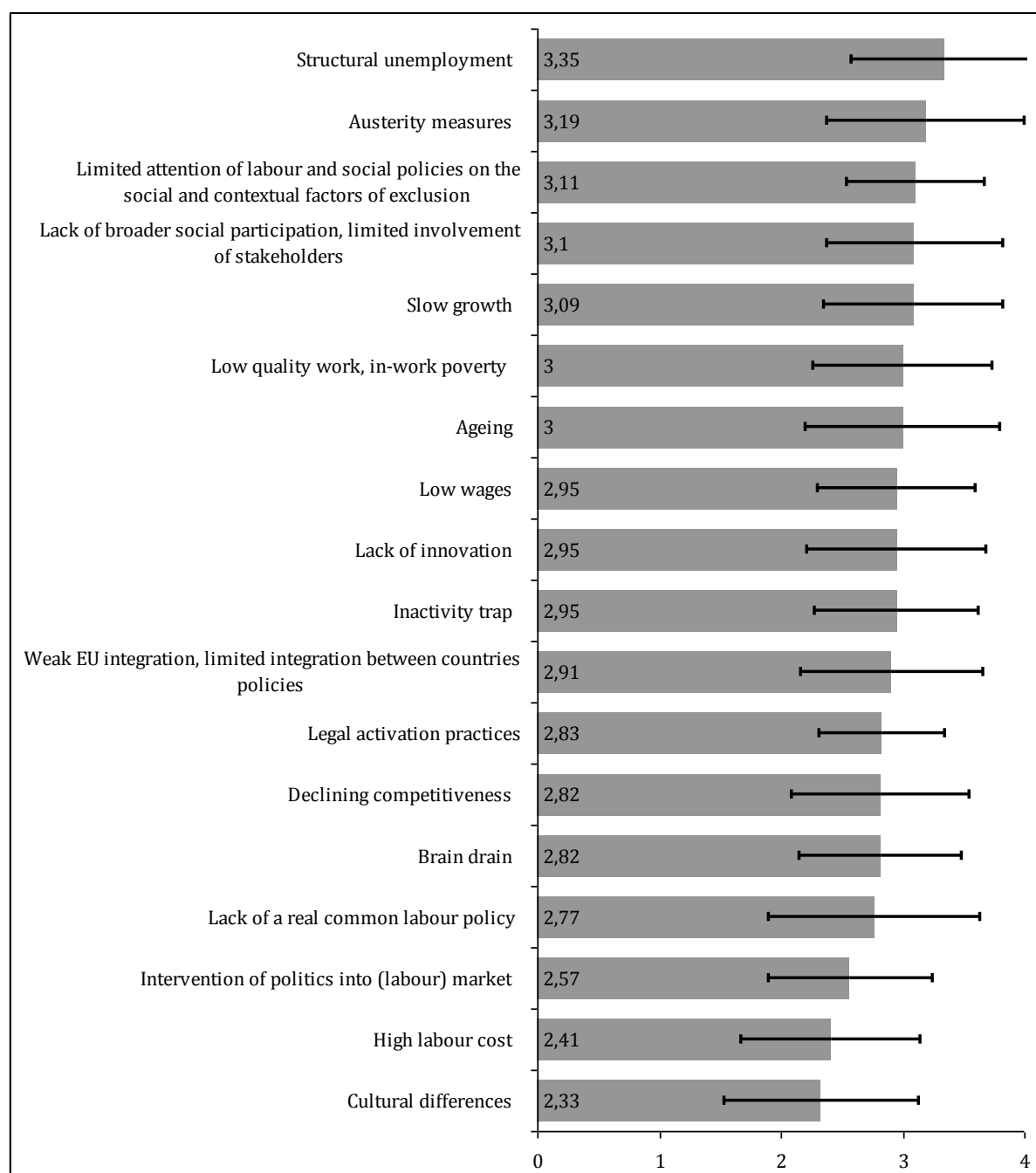
'Now thinking of the European Union, in general, what factors are affecting labour market resilience in the European Union as a whole? Positively '

See Table 6 in Annex for further details

The most important positive factors (where the mean is well above 2,5) are those of social security and education, policies, democratic stability and social dialogue. These are followed by economic factors namely economic development, decent labour conditions, labour funds and free movement of labour. Single market, common rules, as well as flexibility and flexicurity are also mentioned in positive context. Even

immigration is mentioned among the factors positively influencing labour market resilience, although in this case the over-average polarization of opinions was visible.

Figure 7. The importance of various factors affecting labour market resilience negatively in the EU (mean 1-4, \pm standard deviation)



Note: the exact wording of the question was:

'Now thinking of the European Union, in general, what factors are affecting labour market resilience in the European Union as a whole? Negatively '

See Table 7 in Annex for further details

On the negative list, the problems related to the EU operation appear; the weak integration, the lack of common policies are lost opportunities and reduce labour market resilience. Migration is a double-edged phenomenon, when it takes the form of free movement of labour, or mobility in general, it is on the positive list, when outward migration or brain drain is the point it will belong to the negative list. (Low degree of mobility was also on the negative list regarding the country of residence.) Also, cultural diversity is positive, while cultural differences appeared on the negative list. Economic conditions, such as high, labour cost, slow growth, declining competitiveness together with specific labour market characteristics; inactivity trap, structural unemployment, low quality work, in-work poverty, low wages are the further elements of the negative list. Intervention of politics into the market generally and into the labour market specifically was also regarded negative to resilience. Policies like austerity measures and the use of negative incentives to activate unemployed also are regarded as negative factor. Ageing societies, lacking young labour force can also reduce resilience according to the expert panel (see common factors in Table 8 in the Annex).

The attributed importance of factors affecting negatively the labour market resilience in the EU can be interpreted as consequences of problems in economy. Structural unemployment is the most important negative factor – it can be interpreted as unavoidable compared to the other factors which are rather based on (wrong) human/political decision and choice.

Several factors seem to be double edged, depending on the context they were both on the positive and on the negative list. They can be compared regarding their classification (negative or positive) and the common factor can be depicted.

The negative or positive classification of the factors may reflect the context of the respondents' country and when it is about the EU it might be also assumed that positions of the experts are determined by their country of residence. Nevertheless the common factors, listed above worth being examined since they indicate the fields which are important either way, it can be a source of positive and also negative effects on labour market resilience.

EU initiatives as important factor in labour market resilience

In the second round of the questionnaire opinions were asked about factors affecting labour market resilience in the country of residence positively and negatively. In the third round we focused on certain factors where experts' opinion were divided.

The distribution of answers regarding the importance of "Opportunity to engage with EU initiatives" shows that more than two third of the respondents think that EU initiatives are important factors in labour market resilience.

In the following section we summarize the answers when experts were asked to introduce their point of view, to explain why they assessed the importance of EU initiatives as they had. (*See Table 6 in Annex for further details*).

The three-quarter majority of experts *regarded EU Initiatives as very important or important*. Their explanation contains arguments concerning the risk free testing of policies (policy transfer), the funding, financial support from the EU, and creating common goals. It was pointed out that these can offer an opportunity to test things that

run counter to accepted policy and practice or overcome inertia that can develop within governmental or non-governmental structures. The EU plays a positive role in terms of enhancing legitimacy as well.

However it was also emphasized that policies implemented at national level should be aligned with EU initiatives in order to be effective in long-term. *“If EU countries do not take advantage of other countries’ experiences they are clearly losing opportunities and doubling efforts”* - said one of the experts, and others also mentioned the advantages of implementing good practices. EU initiatives were regarded furthermore important because most economic and employment policies are influenced by or decided at European level. There were also arguments on the necessity of EU initiatives grounded on the fact that EU workforce is mobile and ensuring of equal opportunity can be solved only at EU level. And finally it allows the development of wider networks and relationships that can be used to share expertise and good practice, or build new mutually productive relationships. The role of euro-bureaucrats was also mentioned in positive context, since most of them have undergone serious policy debates in different forums, they more or less represent a good compromise between different interests. The European initiatives are mainly represent better (or higher) standards than the domestic ones (e.g. in the field of labour standards, welfare policy, environmental issues etc.).

One-fifth of the respondents claimed that *the “Opportunity to engage with EU initiatives” is rather not important*. It can be traced back to the special position of a given country (e.g. Switzerland) because it can restrict the participation. Others expressed that effective welfare and labour market policies are designed at local level not at EU level. This point of view was justified by describing the EU as weak “toothless tiger”.

Important factors in labour market resilience - Surmounting “Limited entrepreneurial culture” and “Declining competitiveness”

During the third round in this section there were explorative questions posed regarding factors affecting labour market resilience negatively. Experts were asked to share their thoughts about how to overcome “Limited entrepreneurial culture” and “Declining competitiveness”.

Surmounting “Limited entrepreneurial culture”

Nine main lines of thought could be discerned:

1. According to the experts’ answers *“Limited entrepreneurial culture”* could be surmountable partly by the entrepreneurs themselves, they have to understand the limits of their traditional approach and should develop a new one, suited better to a long-term social and economic development. Civil society organizations and institutional pressure groups also have to play a role in that process.
2. Reducing entrepreneurs’ strong dependence from the central and local power, increasing their experience on how can an enterprise exist under market economy,

changing unpredictable economic policies, which involve tensions and uncertainty can also help to cope with that problem.

3. Other opinions express the same view; the general economic policy in a country is the best solution: "that allows for structural changes (no excessive employment protection, no big subsidized industries, social safety net with activation principles, certain acceptance for wage inequalities) have more "entrepreneurial culture" in the broad population." Changes in the economic policy towards a more liberal path and "flexicurity" is a way to achieve more "entrepreneurial culture", "planned economies" are against entrepreneurial culture.
4. In a country where the entrepreneurial culture is relatively good in private sector, the expert elaborated on how this culture can be spread in the national public sector; learning from other countries, empowerment of the local level; adult education and the support of "policy entrepreneurs" are the main ideas.
5. It was often mentioned in various form that it is not a matter of entrepreneurial culture per se but of the stability of the context where people are assumed to create enterprises. Part of that approach is about the financial background: expanding lending opportunities, with (local) governments bearing (some) credit risks. Creating the (stable) legal environment, the regulation of enterprises, tax policies are the other main means to facilitate the process of creation of companies.
6. Others seem to believe in entrepreneurial education and emphasize the entrepreneurial training, the financial support for programmes aiming to improve entrepreneurial culture and presentation of best practices.
7. Social enterprises are one of the possible solution: *"...to provide training and support for enterprises based on a social context equally to commercial profit. This way participants can work in teams, share skills and knowledge, and provide a social outcome that also provides personal worth and community inclusion."*
8. The role of rewards was also mentioned: *"Enhancing (limited) entrepreneurial culture can be achieved by (public but also private) initiatives to reward (financially as well through publicity)."*
9. Social policy can also have a part in promoting entrepreneurial culture: Strengthening social protection for the self-employed (esp. social security) was suggested together with mutual solidarity of the self-employed.

We quote the most elaborated answer, which describes a complete programme and confirms many above mentioned elements: *"1. Building in opportunities to explore individual creativity in schools from an early age. 2. Promotion of self-employment as a viable option equal to being employed in a company. 3. Equality in the welfare safety net for the employed or self-employed. 4. Business Start-up support including information, loans, or grants. 5. Better structures and supports within companies to harness the creativity of all their employees to improve and innovate ... or support employees to and spin out new product ideas on a gain share basis. 6. Minimising the bureaucracy on business start-ups. 7. Designing procurement processes and provide supports to open up contract opportunities to small and micro businesses."*

Surmounting “Declining competitiveness”

Six main lines of thought could be discerned:

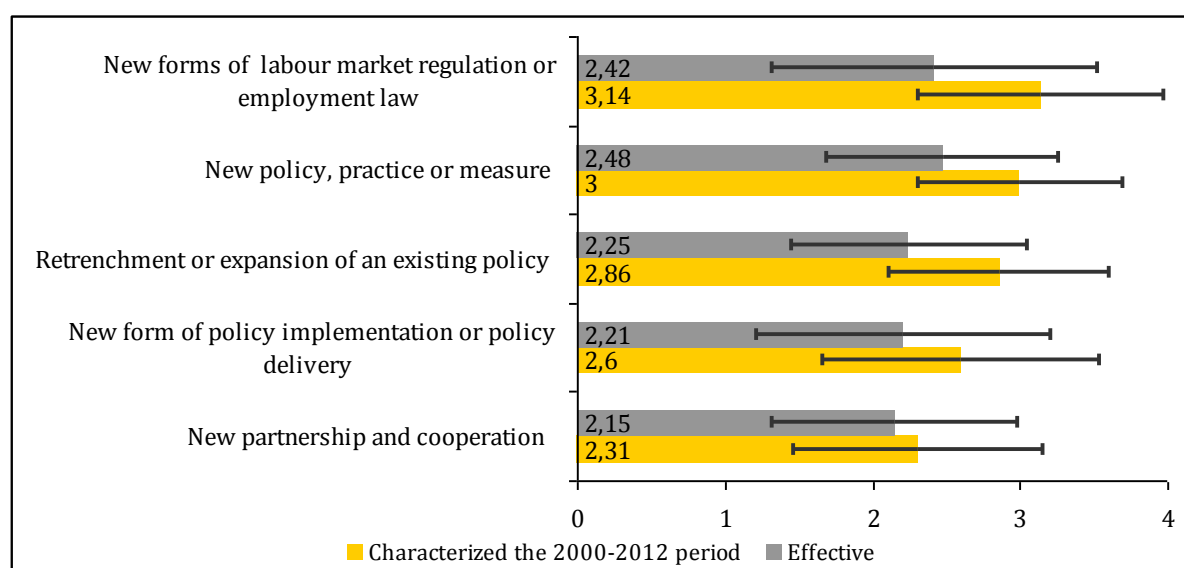
1. Many experts pointed out *the role of governments*, by market friendly economic policy, tax policy, economic and financial incentives for companies; fostering and facilitating the creation of new companies, governments could promote significant progress regarding competitiveness. As an especially promising opportunity, the promotion of Social Enterprise and Co-operative business models to stimulate productivity and help individuals having a stake in the business, was mentioned.
2. Other experts described government actions as necessary but not sufficient condition and emphasized the role of *human capital and its development in the system of education*; stronger investments in education; improving creativity in the education; adult education; support to the individuals to make it possible for them to complete an education or to re-educate themselves; to make it possible for individuals to change careers; social entrepreneurship education; better qualification schemes; training of workforce; strengthening general competences; life-long learning.
3. *Innovation* in general were also amongst the suggested solutions, in specific form (the new technologies which can have beneficial effects in increasing competitiveness) and in abstract form as well: better governmental industrial policies - innovation policy - to promote R&D; seeking competitive advantage in other areas/products, or by seeking innovations in traditional areas/production by promoting best practices: by identifying and importing best foreign practices; promoting innovation within companies as a whole staff responsibility not just an R&D function.
4. *Cooperation and collaboration* between economic actors and all the stakeholders were the other group of suggestions: cooperation between governments, employers interest groups, trade unions and other interest groups; increased collaboration between workers and management on ensuring long term business health, profitability, productivity, sustainability, ethics and innovation; partnerships between public, private and educational institutions to commercialise or socialise research and developments; close cooperation with the developed countries, especially with the EU and the USA.
5. Supportive *legislative framework and an efficient bureaucracy* was also mentioned as a means in determining the competitiveness of a country.
6. There was a certain division within the panel *regarding the relation between competitiveness and wage cost*: on the one hand there were experts claiming, that with a single currency the competitiveness has to be achieved by wage restraint in the short term. In the mid- and long term competitiveness has to be achieved with structural adaptations and reforms. On the other hand more experts emphasized factors connected with human capital. According to them declining competitiveness has more to do with the development of human capital than with a race to the bottom of wages and employment relations. Healthy competitiveness can be achieved through concerted efforts to exploit the human capital of the labour force in innovative productive activities and significant public intervention. Competitiveness is not any longer a problem of wage cost (except in some branches), which means

that the new priorities have to be: reducing material and energy costs, innovation, lifelong training and management skills.

Perception of policy innovations in the period 2000-2012

Policy innovations that affect labour market participation can take place in different policy fields – i.e. labour market regulation, activating policies, income policies etc. In the area of labour market and social policies policy innovations can still take various forms. According to experts' perception, new forms of labour market regulation or employment laws were the ones most prevalent in the given period (81% of them saying that it characterized the period) followed by new policies, practices or measures (74%). New partnerships and cooperation were innovation measures least taken. The first two measures were also perceived as being the most effective by the experts amongst the ones tested.

Figure 8. Perceived prevalence and effectiveness of innovation approaches in the period of 2000-2012 (mean 1-4, \pm standard deviation)



Note: the exact wording of the questions were:

'How much do you think the following approaches characterized the 2000-2012 period?'

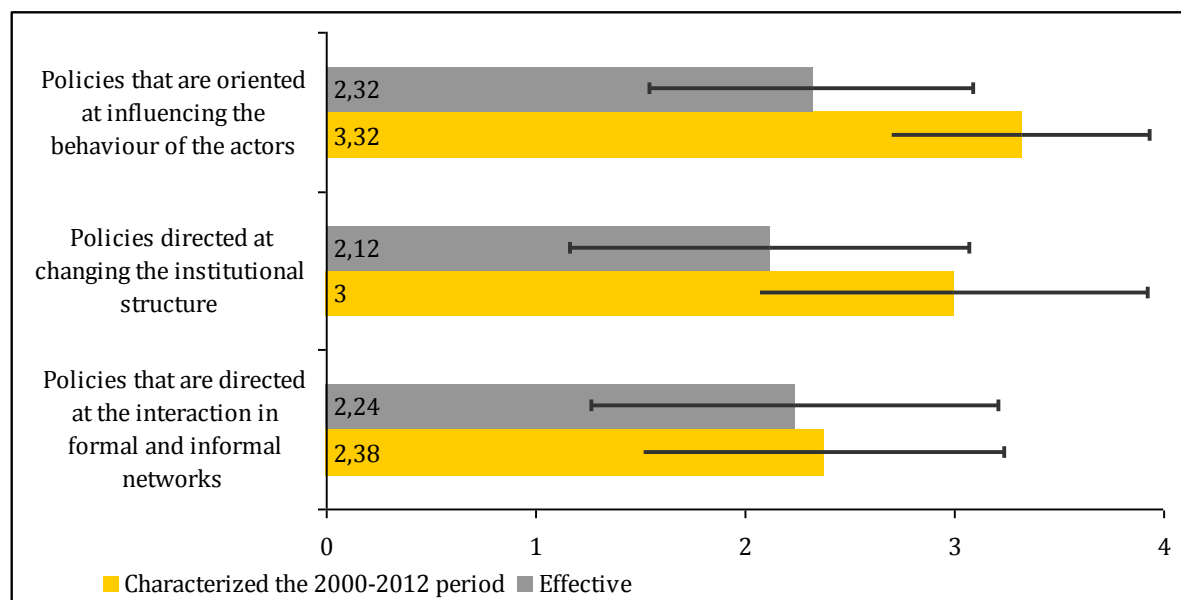
'And how much these were effective in increasing labour market participation?'

See Table 9 in Annex for further details

One of the theoretical foundations of the INSPIRES project is to take into account the *innovation triangle* of actors, institutions and networks. Policies oriented at influencing the behaviour of the actors on the labour market were the part of the triangle that was most characterizing the 2000-2012 period according to experts' perception (84%), followed by policies directed at changing the institutional structure (61%). The third element of the triangle, policies directed at the interaction in formal and informal networks was perceived as much less characterizing this period (39%). In terms of the

perception of their effectiveness, however, not much difference existed among the different elements of the triangle: around one third of the experts perceived them to be effective in increasing labour market participation.

Figure 9. Perceived prevalence and effectiveness of different elements of the innovation triangle in the period of 2000-2012 (mean 1-4, \pm standard deviation)



Note: the exact wording of the questions were:

'How much do you think the following orientations characterized the 2000-2012 period?'

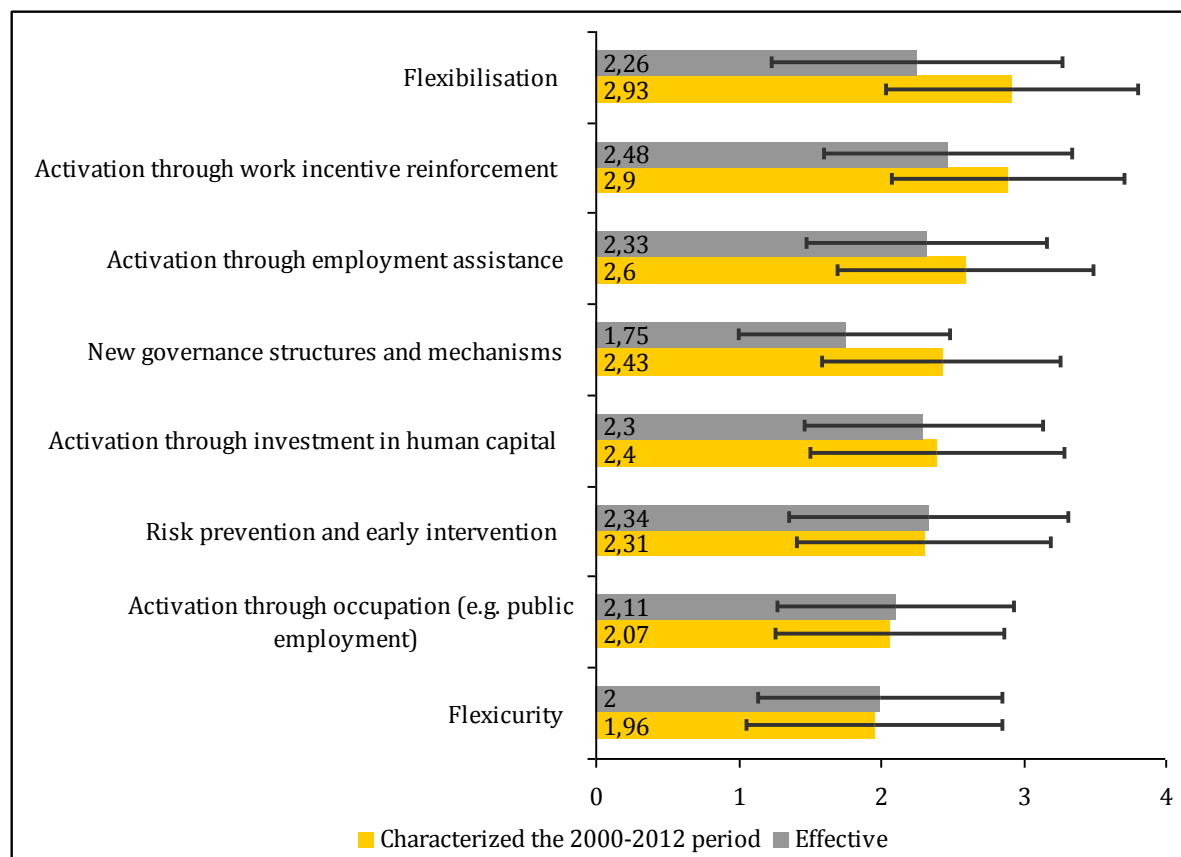
'And how much these were effective in increasing labour market participation?'

See Table 10 in Annex for further details

The INSPIRES project previously identified four main trends of policy innovations on the labour markets of European countries over the given period (Otto – Taylor-Gooby 2014): risk prevention and early intervention, activation, flexibilisation/ flexicurity and new governance structures and mechanisms. Experts were asked to evaluate these trends according to their prevalence and effectiveness. Flexibilisation measures were the most perceived to be prevalent, however, this did not mean flexicurity measures as these latter were perceived to be the least characterizing the period. Flexibilisation measures were followed by activation measures such as work incentive reinforcement and employment assistance. Other activation measures (investment in human capital or public employment) less characterized the period as well as new governance structures or early intervention measures.

If one looks at not only the averages, but (in Table 11) the proportion of those experts who thought that the given policies were effective or very effective, the picture becomes more exact. It turns out that almost half of the experts thought that flexicurity was effective or very effective, together with activation through employment assistance.

Figure 10. Perceived prevalence and effectiveness of the main trends of the policy innovations in the period of 2000-2012 (mean 1-4, \pm standard deviation)



Note: the exact wording of the questions were:

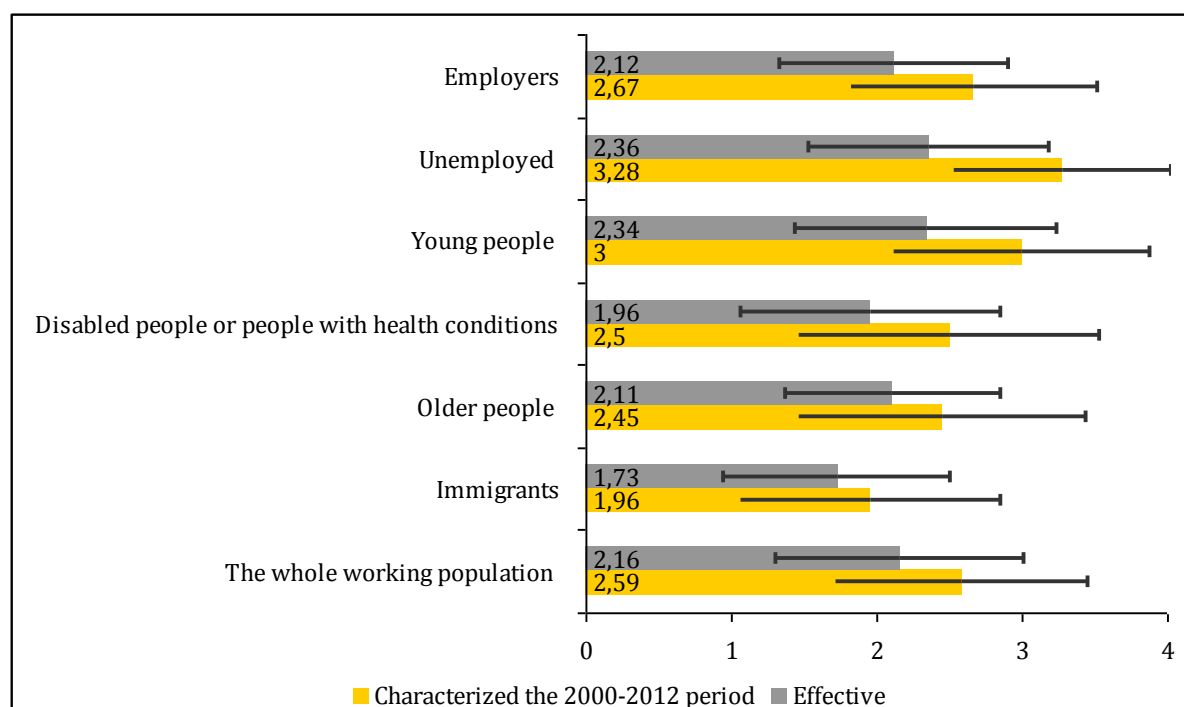
'How much do you think the following measures characterized the 2000-2012 period?'

'And how much these were effective in increasing labour market participation?'

See Table 11 in Annex for further details

The INSPIRES project also focuses on several vulnerable groups. According to experts' perception unemployed and young people were the main targets of policy innovations over the given time period while immigrants were the least targeted vulnerable population. On the other hand, policies targeting employers and older people were seen as being the most effective in increasing labour market participation.

Figure 11. Perceived prevalence and effectiveness of policies with different target groups in the period of 2000-2012 (mean 1-4, \pm standard deviation)



Note: the exact wording of the questions were:

'How much do you think policy innovations targeting the following populations characterized the 2000-2012 period? '

'And how much policy innovations with the following target groups were effective in increasing labour market participation?'

See Table 12 in Annex for further details

Attributes of a successful policy innovation

Regarding successful policy characteristics and factors affecting labour market resilience positively and negatively in the country of respondents' residence and in the EU have been examined and elaborated through the three rounds of the present online policy Delphi survey.

Characteristics of a successful policy innovations

The perception of policy innovation and the image of various policies depend on the viewers' pre-conception on success regarding labour market policies. Therefore experts were asked to list the characteristics of a successful policy.

The wording of the question went as follows:

Overall, what would you say are the characteristics of a successful policy innovation? By 'successful' we mean that it increases labour market participation and resilience of labour markets.

This question was one of the several open questions of the questionnaire. The length of the answer was not limited and the result was a thematically wide list with several condensation points. The originally 68 characteristics fell into 18 main categories. (*See Table 13 in Annex for further details on categorization.*)

The 18 umbrella categories of the elements of successful policy innovations were as follows:

1. It involves interaction of different policy areas (economy, social politics, employment, environmental or urban policies etc)
2. It involves cooperation of different actors (government, social partners, NGOs, employers, companies, interest groups, strong local partnership of supporting actors)
3. It involves cooperation across public, private and third sector
4. It is an integrated part of an overall economic policy
5. It takes into account and addresses labour market demand (real and potential)
6. It means new institutional settings and policy paradigms
7. Understands social inclusion/social integration beyond the labour market
8. It has clear goals/clear vision of future - targets are clear and measurable
9. It involves employers /liaison with employers or training for employers
10. Social dialogue and involvement of stakeholders (including beneficiaries) in design and /or implementation
11. Proposes rights, security and human dignity
12. Favours specific/individual/tailor made solutions; design and services
13. Avoids instruments with risk of lock-in (i.e. intensive training and public employment)
14. Integration, generalization of pilot experiences
15. Increased monitoring, clear feedback
16. It uses taxation as active labour market measure
17. Protects the workforce where it is most, or usually, at risk of exclusion
18. Emphasises qualitative aspects of the labour market solutions.

It can be said that interaction of different policy areas, cooperation of different actors and sectors as well as being integrated part of the economic policy or implementing new institutional setting have a common umbrella category: they all describe *the scope of policies and the connection between policy fields*. In the same manner, under *the social aspects* umbrella category can be listed the consideration of labour market demand, the general issue of social integration and social inclusion, the liaison with employers and the involvement of stakeholders together with human rights attitudes and social sensitivity. Under *the vision and practice* topic can be collected the rest items of the list: clear goals and visions, serving individual needs, policy design and monitoring.

There were experts who emphasised the scope of policies (the wider the better) and the cooperation between policy fields and actors. Others highlighted the importance of social aspects – the consequences and results of the successful policies (e.g. social inclusion or human dignity). And the last group of successful policy characteristics describes specific policy measures and instruments and vision of the future.

The most frequently repeated characteristics of a successful policy are the first three from the list, originally, on the first narrowed list, it was a “super item”, claiming the importance and the necessity of coordination, cooperation and interaction between various policy fields, actors and sectors regardless of the specific content of a policy. That view expresses the hopelessness of any single, isolated policy action and emphasises concerted policies where all the possible conditions and consequences are taken into considerations. Because of its dense content it is connected also with the political culture (how things are usually done) and the institutional arrangement, the administrative layers. Furthermore it tells a lot about the involvement and commitment of stakeholders, and influences the administrative methods and techniques and can be an indicator of the quality of inter-organizational communication and level of coordination.

Another emphasized element of a successful policy is that it proposes rights, security and human dignity. This group of views approaches the issue of innovation from the expected policy results. It attributes significant importance to dignity and security amongst social effects to reach.

In that case the policies aim an abstract, elevated state of human beings where the human rights, the (social) security and dignity of people have the priority. Social inclusion is somehow part of that approach – the labour market integration is only a mean towards social inclusion.

Success of a policy is also connected with the institutional arrangements: new institutional solutions and new policy paradigms are successful, and cooperation between policy fields and their integration are also important. There was not any layer of policy administration attributed to success but their coordination and integration was regarded vital to success.

There were also characteristics connected with setting of policy standards and objectives, according to these answers: new institutional settings and policy paradigms, aiming the target group well-being (rights, security and human dignity) and the social inclusion, integration in general, together with more specific policy feature: taking into

account labour market demand and avoiding instrument with risk of lock-in –are all policy success feature.

Building consensus on the goals between stakeholders according to the answers is also success attribute and the means of that are: social dialogue and involvement of stakeholders in policy design and implementation. Involvement and commitment of stakeholders when it reached with successful policies can happen by cooperation and integration between policy fields, actors and sectors, by employers' involvement /liaison with employers or training for employers. Trust is connected with the answers emphasizing rights, security and dignity. Social dialogue and consultation also has been mentioned as success feature. Integration, generalization of pilot experiences, the use of previous policy experiences also are part of the policy success.

There were many features attributed to successful policies in the dimensions of administrative methods and techniques. This level is less abstract than the earlier categories. There were many specific ideas related to success: emphasising qualitative aspects of the labour market solutions; protecting the workforce where it is most, or usually, at risk of exclusion; using taxation as active labour market measure; increasing monitoring, clear feedback; integration, generalization of pilot experiences; avoiding instruments with risk of lock-in; specific/individualised/tailor made solutions – design and service; involvement of employers; clear goal setting – clear and measurable targets; addressing labour market demand; interaction and cooperation between various policy fields, actors and sectors.

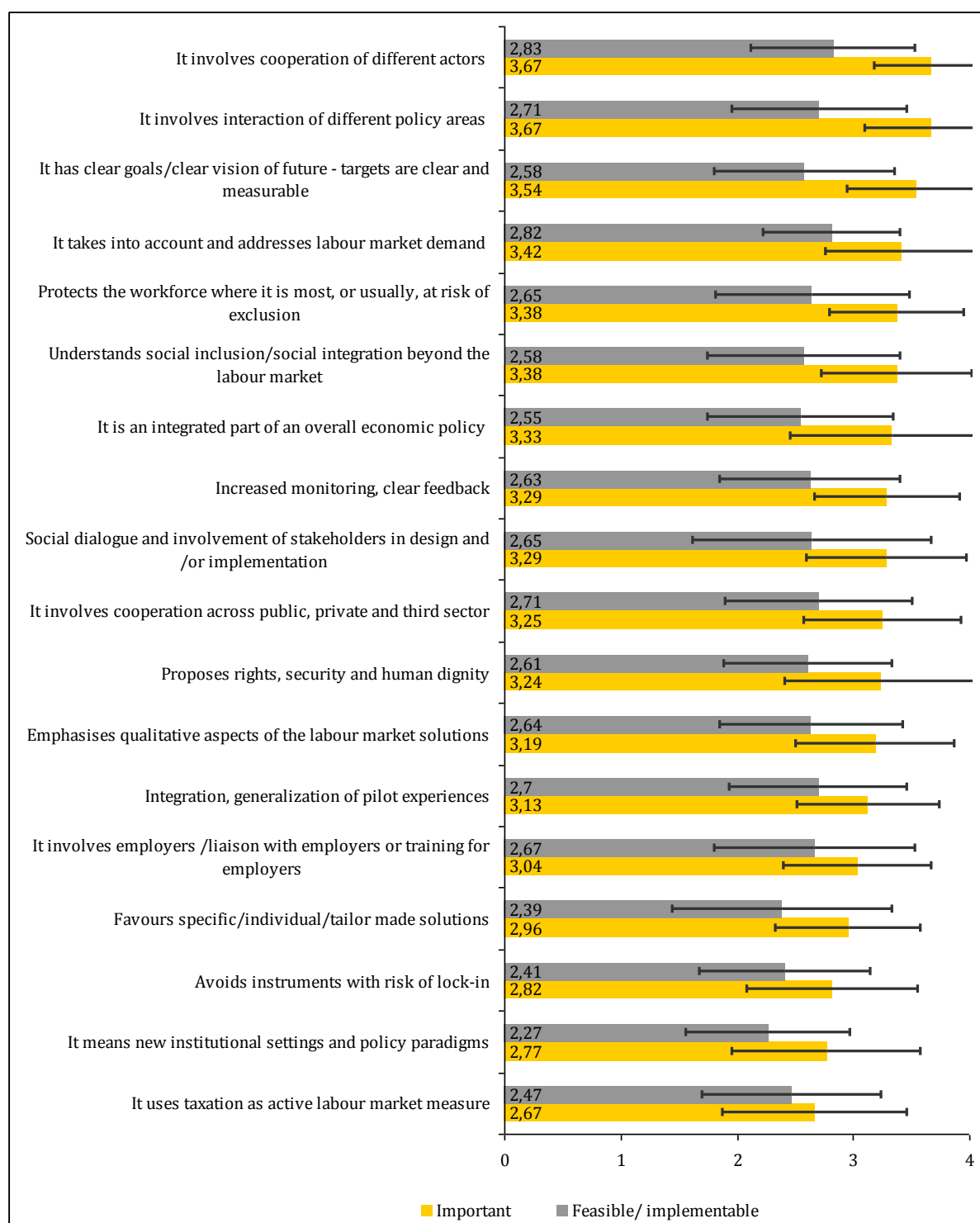
The already mentioned “super item” is connected with quality of inter-organizational communication and level of coordination , the successful policy also needs the involvement of employers and the interaction and cooperation between actors, policy fields and sectors.

Characteristics connected to party system, veto point and veto players, agencies and the actors' (target groups and policy officials) actions adjustment to policy decisions were not attributed to successful policies.

The importance and the feasibility of characteristics of successful policy innovations

Based on the answers given to the open question in the first round, in the second round we asked the expert panel to examine the attributes of policy success regarding their importance and feasibility one by one.

Figure 12. The perceived importance and feasibility of various successful policy elements (mean 1-4, \pm standard deviation)



Note: the exact wording of the questions were:

‘Overall, what would you say how much the followings are important elements of a successful policy innovation?’

‘And how much do you think the followings are feasible/ implementable in your country in the case of a labour market policy?’

See Table 14 in Annex for further details

Most of the experts put the items of the original list into the “rather important” or “very important” categories. All the aspects, previously appeared as a result of free association, were regarded as important by the experts. When answers are arranged by their importance attributed them by the expert panel, at the beginning of the list are the items expressing the scope of policies. According to this list, from successful policy attributes are the most important those which express wide policy scope, the involvement of many policy fields, levels and actors and also proper interaction and cooperation between them. When the important policy attributes describe the consequences and results of successful policies the aspects of social inclusion seem to be relevant; social inclusion, social integration, besides that the integration of labour market policies into the general economic policy was mentioned as the most important aspects of successful labour market policies. This holistic, inclusive, integrative approach appeared also when respondents emphasized the expected policy results, namely that it proposes rights, security and human dignity.

The attributed importance of successful policy elements were higher in every single case than the attributed feasibility. It reflects the tension between opportunities and desirable aims in the field of labour market policies. An importance-feasibility matrix can be constructed (with the threshold values of 3 and 2,7 respectively), where the various policy elements can be placed into the cells of that matrix.

Figure 13. The importance and feasibility matrix of successful policy characteristics

	Importance higher	Importance lower
Feasibility higher	implement (cooperation of actors, publ.-private-3rd sector, integration of policy areas, takes into account labour market demand, pilot experiences,)	ignore
Feasibility lower	explore methods (clear goals and measures, integrated part of economic policy, takes into account social inclusion problems, protect those at risk, qualitative aspects, monitoring, rights, dignity, dialogue, involvement of employers,)	ignore (tax as active labour market measure, avoidance of lock-in, new inst., specific solutions)

The first cell, where both implementation and feasibility of policies are above the average includes policies relying upon interaction of different policy areas (economy, social policy, employment, environmental or urban policies etc.). It does involve cooperation of different actors (government, social partners, NGOs, employers, companies, interest groups, strong local partnership of supporting actors) as well. It takes into account and addresses (real and potential) labour market demand. In sum, the issues of interaction and cooperation of various policy fields, sectors and actors and the vivid reflection on labour market issues belong here.

The block of high feasibility and lower importance is empty. Characteristics belonging to the cell of important but less feasible policies are connected with the vision and practice and the social aspects of policy measures. Policies having to do with these characteristics are the primary area for exploration of new methodology, practical processes and measures. Policies in that block need innovation in order to get implemented efficiently. Such policies have clear goals/clear vision of future, their targets are also clear and measurable. They understand problems of social inclusion/social integration beyond the labour market, protect the workforce where it is most, or usually, at risk of exclusion, propose rights, security and human dignity. Social dialogue and involvement of stakeholders and employers in design and /or implementation belong to this group. They frequently appear as integrated parts of an overall economic policy. Increased monitoring, clear feedback belong to practical measures of these group of characteristics.

The lower feasibility and lower importance block contains policies favouring new or specific, tailor made solutions, which use taxation as active labour market measure or try to avoid instruments with risk of lock-in.

While the feasibility-importance matrix does help to provide an overview of successful policy characteristics, one has to keep in mind that the dividing lines between the blocks – especially between implementable and explorable policies - are rather weak. It is also useful to remind that what we see here is the opinion of experts all over from Europe. It may happen that some specific policy characteristics could be very important in a country or group of countries and less acknowledged by the majority.

Policy implementation

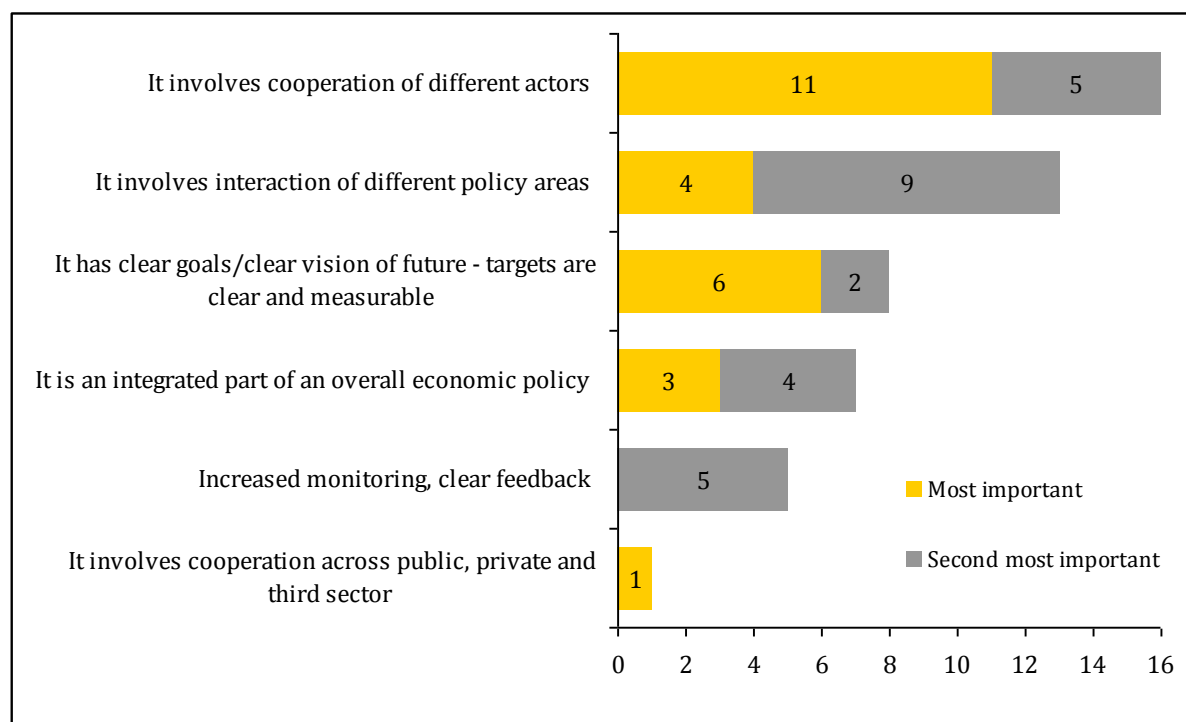
In the third round of our Delphi survey experts were asked to further elaborate their opinion on certain characteristics of a successful policy innovation thinking about the period of 2000-2012. We presented a list of characteristics that were considered important by the experts, but opinions were divided with regards to their feasibility, or were not considered very feasible.

Participants were asked to choose from this list; first the most important, and in the next question the second most important characteristic of a successful policy innovation.

The items involved cooperation of different actors, public, private and third sector, interaction of different policy areas, clear goals/clear vision of future, increased monitoring, clear feedback, that it is an integrated part of an overall economic policy and that it means new institutional settings and policy paradigms.

The most often chosen policy element to be implemented in the country of residence is the one which involves cooperation of different actors, the second most frequent was which emphasized the interaction of different policy areas. These policy elements were also the most often mentioned ones in the previous round when experts were asked to list the characteristics of a successful policy. The holistic view of policies, the wide scope of policies is reflected in these choices. The third most important policy attributes to be implemented is connected with the vision of policies and the clear feedback on the target, it is followed by the integration of the labour market policies into the overall economic policy and by the increased monitoring. Cooperation between sectors (public, private) was chosen only once and the new institutional settings and policy paradigms successful policy element, which was regarded as the least feasible was not chosen at all to be implemented.

Figure 14. Most important characteristics of policy innovations to be implemented in the country of respondents' residence



Note: the exact wording of the questions were:

'Please look at the following list of characteristics of a successful policy innovation and select the two that you consider most important to be implemented in your country of residence'

See Table 15 in Annex for further details

After having chosen the policy, experts were asked to elaborate on how the policy could be implemented in the country of their residence.

The implementation of "Cooperation of different actors" according to the experts can be done by establishing various consultation bodies, committees, commissions and councils. These forums should involve as many stakeholders as possible and originally

weak stakeholders should be strengthened, there was also suggested to have representatives from the directly exposed groups (eg. unemployed or the poor).

„Interaction of different policy areas (economic and social policy, employment, environmental or urban policies etc.)” can be implemented by integration of different policy departments and inter-ministerial coordination. Increased responsibility at middle departmental management was also suggested, while another idea was (where all major parties are part of the government) legislature programmes, which also can be a good instruments to promote interaction across different policy areas. Fostering the development of crosscutting innovation might also help according to other experts. New culture which is backed by social actors and especially by the public authorities can change the policy paradigm and the establishment of institutional settings in which are represented people working in different policy areas can definitely encourage the interaction of different policy areas. Another approach pointed out the importance of a stronger multilevel approach, or even more, an "inter level" approach, based on cooperation between the different policy levels, especially federal and regional policies. Avoiding "pillarization of policy" - that means autonomous policy fields, without strong coordination and mainstreaming of basic elements such as sustainable development and social justice – generally the right way of implementing this type of policy.

The policies which have “...clear goals/clear vision of future - targets are clear and measurable” according to the expert panel can be implemented by cooperation between different stakeholders, regarding the negotiation of the vision of the future and the implementation too. The joint work of the responsible institutions; government, employers’ associations, trade unions and academia should define clear common targets. Since problems regarding clear goals – according other experts – are due to lack of practical policy knowledge and experience of people preparing the policy measures, lack of policy learning (connected to lack of assessment and evaluation of previous measures and practices) and sometimes also lack of commitment, implementation should start with coping with deficits. The other suggestion was to start with setting clear overall development goals at the level of government.

Among the means of “Increased monitoring, clear feedback” implementation, the problem of data collection and correct analysis of data were mentioned most often; the direct reporting of statistics in order to be able to track down labour market histories of individuals (eg. formerly unemployed workers), which can shed light on the effectiveness of given policies; establishment of a system, that collects, analyses and distributes information (on the past to); methodology for data collection and how to analyse data; the systematic way of data review and evaluation and regular feedback were the ideas listed regarding this policy. Strengthening the culture of evaluation and transparency of the outcomes were mentioned also. Local agreements between municipalities and the PES that include local goals were also regarded as one possible way to increase monitoring and give clear feedback.

As for the involvement of “cooperation across public, private and third sector” it was only once chosen to be implemented. The description of the way it can be implemented includes changes in legislation concerning procurement, and in other areas, and a cross sector discussion and agreement on objectives. An obligatory membership in the unemployment insurance for everyone in the labour market could be one way with the long-time agreements of the public sector with the other sectors.

Policies which are characterized by being „an integrated part of an overall economic policy” in one of the countries can be implemented via political decision of a parliament but in that case the solutions have to be understood as an integrative part or an extension to existing and well accepted economic policies. Others said that it can be realized through a well-designed development policy, including industrial, fiscal, employment and regional policies. The necessity of the co-operations of government bodies, ministries was mentioned here also. One practical level idea was to introduce the examination of employment consequences of each submitted and draft law.

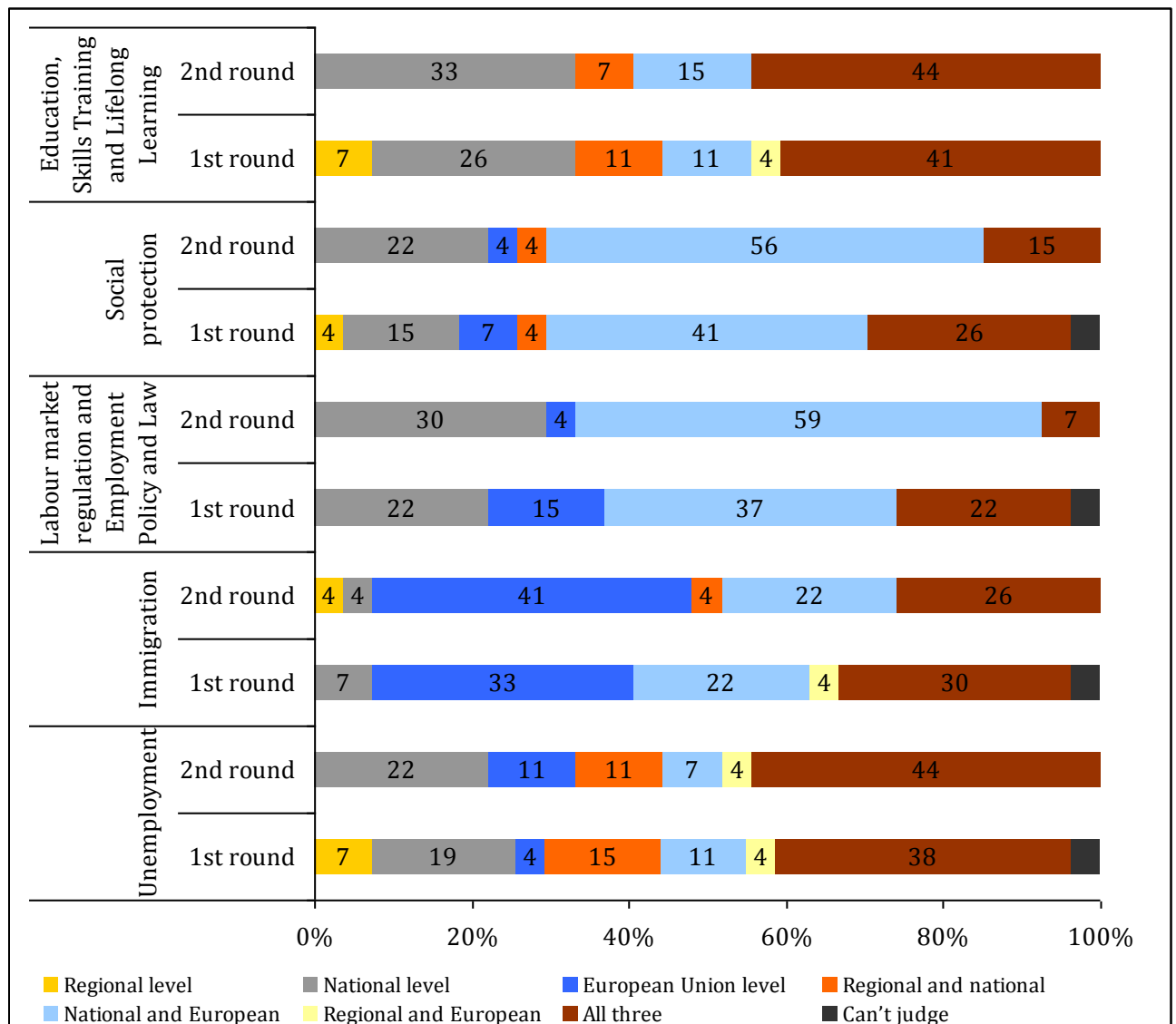
The role of the EU - Preferred policy competence

In terms of the role the national and regional authorities or the European Union could play, experts were asked on a set of policy domains – like unemployment, immigration, labour market regulation, social protection, education - at which level it should be dealt with (Table A15). Taking into account the character of the issue as well, the most supranational field was immigration where nearly all experts would involve the EU. In the field of labour market regulation and employment policy and law the EU should also be involved according to three quarters of the experts whereas one quarter would keep it in national competence. The treatment of unemployment and education, training, lifelong learning showed similar tendencies, the relative majority would deal with these issues at all three (regional, national and European) levels, many involving European competence, however, the regional character of these issues is also salient.

In the 2nd round of the survey we mentioned the three most frequently given answers in the 1st round concerning the five policy fields respectively. We asked the experts to evaluate again the options in the light of this information. As a general tendency the experts further strengthened the relevance of the options which had been already emphasized. It was especially true in the case of single-options (national, regional, or European level). In the case of combined options there were policy fields – like unemployment and education – where the originally high popularity of the answer has been increased further. In other policy fields – migration, labour market regulation, social protection, where they were the second most frequently chosen solutions – the original popularity decreased. As a consequence the experts' opinion became more focussed. They emphasized the role of national government in the case of unemployment, labour market policy, social protection and education. Among the single answers European Union got more emphasis not only in the case of immigration, but also in the case of unemployment (while its' proportion decreased in labour market regulation and social protection). Regional level as a single option as well as in combination with the national government or the EU was less popular, except for the handling of unemployment and education. Combined national and EU solutions grew in popularity on the field of labour market regulation and social protection, where they were originally the most supported solutions.

In the third round of the survey we asked on an extended list of policy areas (including the previous ones) how important and how feasible the involvement of the EU would be in the next 15 years. The policy domains where the long term involvement of the EU seems to be the most important are the problems of immigration, environment, unemployment and regulation of the financial sector. The feasibility of the involvement of the EU into these policies is also above the average according to the experts. In the case of immigration and unemployment there is a significant connection between importance and feasibility, this is not the case in environmental and banking policies. Generally feasibility lags behind importance. The importance of education, economic policy, labour market regulation, social protection and fighting against crime are evaluated as „rather important“ on the average and their feasibility is between rather feasible and not feasible. Involvement of the EU into health care policy is evaluated as relatively less important and less feasible.

Figure 15. Preferred level to deal with policy areas (%)



Note: the exact wording of the question was:

'How do you think it would be most appropriate to deal with each of the following policy areas? Do you think that ... should be mainly dealt with at regional level, at national level, at European Union level?'

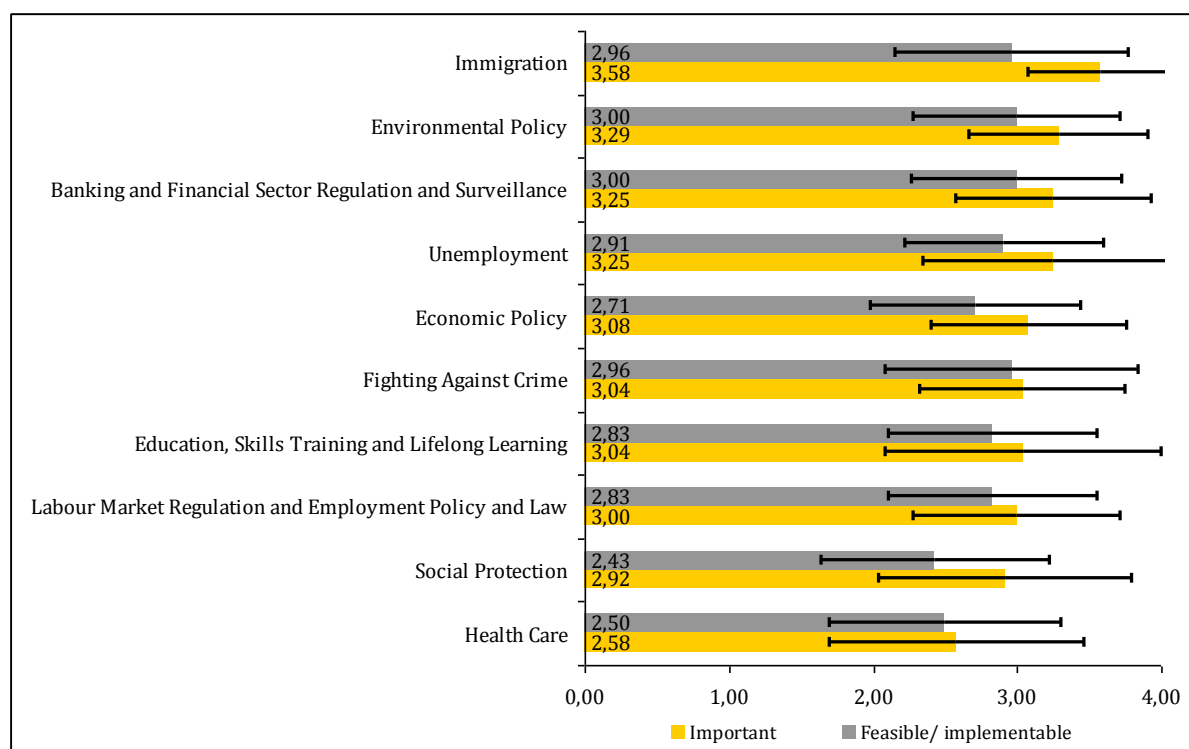
See Table 16 in Annex for further details

As it turns out the EU's involvement would be most important in policy issues dealing with a problem crossing borders such as environmental issues and immigration which is in line with the globalization of problems hypothesis of Wessels and Kielhorn (1999, 177). According to them, the level of Europeanization of a policy area depends on the cross-border character of the problem it addresses. Wessels and Kielhorn also expected that a convergence of problems between countries (what they term problem 'load') (1999, 177-178) would lead to a stronger desire for higher Europeanization, although to a lesser extent than in the case of cross-border problems. Experts' evaluation of the

involvement of EU in unemployment issues (evaluated as third most important after the previous issues) may reflect this logic. These are followed by more economic kind of issues which reflects the traditional functional approach of European integration where Europeanization of policy-making can be explained as a result of functional needs: according to an instrumental argument policy-making should be transferred to the European Union in the hope that it contributes to better problem solving or that the subsequent economy of scale produces more efficient results (Gabel and Anderson 2002, Gabel 1998) while more expensive policies would be kept in national competence (Hooghe 2003). On the other hand, the involvement of the EU in issues directly related to welfare or of social character, also being considered as involving more budget (such as social protection and health care) together with their regulation, would be less important according to experts. These latter issues, where the EU role was seen as less important, are also the issues where the EU involvement is seen as the less feasible.

It has to be mentioned, however, according to previous studies it seems that policy preferences are influenced by national context or different country contexts. In their article Hooghe and Marks (2005) found the mediating effect of the character of welfare state of a country, or elsewhere the mediating effect of the national labour market is emphasized (Brinegar and Jolly 2005).

Figure 16. Importance and feasibility: long term involvement of the EU (mean 1-4, \pm standard deviation)



Note: the exact wording of the question was:

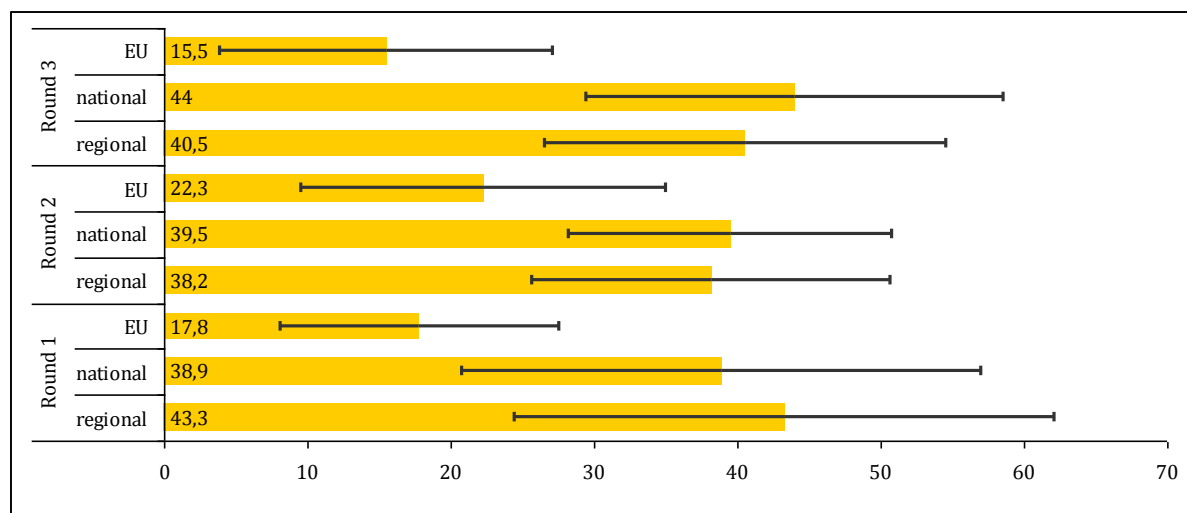
'How important or not important/feasible or not feasible the greater involvement of the EU in the following policy fields would be in the next 15 years according to your opinion? '

See Table 17 in Annex for further details

The role of the EU - On proper level of redistribution

As to the proper - regional, national or EU - level of redistribution of collected taxes the experts agreed upon originally that slightly more than two-fifth should be distributed on national and an equal proportion on regional level. The acceptable proportion of EU-level redistribution was therefore around one-sixth. A similar proportion was measured among European national political elites (Real-Dato et al. 2012).

Figure 17. Experts' opinion about the proper level of redistribution in the three rounds of virtual policy Delphi (mean 0-100, \pm standard deviation)



Note: the exact wording of the questions were:

Round 1: 'Out of one hundred Euro [or national currency when relevant] of tax money a citizen pays, how much should be allocated on the regional, national and European level?'

Round 2: 'We wrote the averages of the first round in the questionnaire. We would like to know what you think in the light of this information: out of one hundred Euros [national currency when relevant] of tax money a citizen pays, how much should be allocated on the regional, national and European level?'

Round 3: 'In our days most of the collected taxes are distributed on national, a smaller part on regional level and about 2 % on the EU-level. We would like to know what you think in the light of this information: out of one hundred Euro [national currency when relevant] of tax money a citizen pays, how much should be allocated on the regional, national and European level?'

See Table 18 in Annex for further details

In the second round of the survey the experts learned the average results of the first round and they were supposed to answer the same questions in the light of this information. They kept the national level distribution on the same level and slightly reduced (from 43 to 38 %) the proportion of the subnational regional level. At the same time the EU-level grew proportionally, from 18 to 22 %. In the 3rd round we provided the information that "in our days most of the collected taxes are distributed on national, a smaller part on regional level and about 2 % on the EU-level" and we asked the experts' opinion about redistribution in the light of this information. The proportion of national redistribution slightly grew above the original level, and the regional level also grew back to the two-fifth proportion. The proportion of the tax distributed on the EU

level did drop significantly, but still remained more than six times higher than the actual supranational redistribution in the European Union. The original level suggested by experts was more than eight times higher (and the slightly, although insignificantly growing ratio in the 2nd round even more).

Backcasting, importance and feasibility

In the 2nd round we have summarised in 12 items the different answers experts given in the 1st round about the policies considered to be best suited to deal with the main challenges of the labour market in the EU until 2030. These umbrella categories included items like strengthening EU-policies and institution, sustainable methods, improvement of social policy, etc. In the next wave we asked them to indicate how important and to what extent feasible/implementable they consider these solutions in the long run. Table below includes the mean values of importance and feasibility of the given policy fields as well as the indices of connection between feasibility and importance.

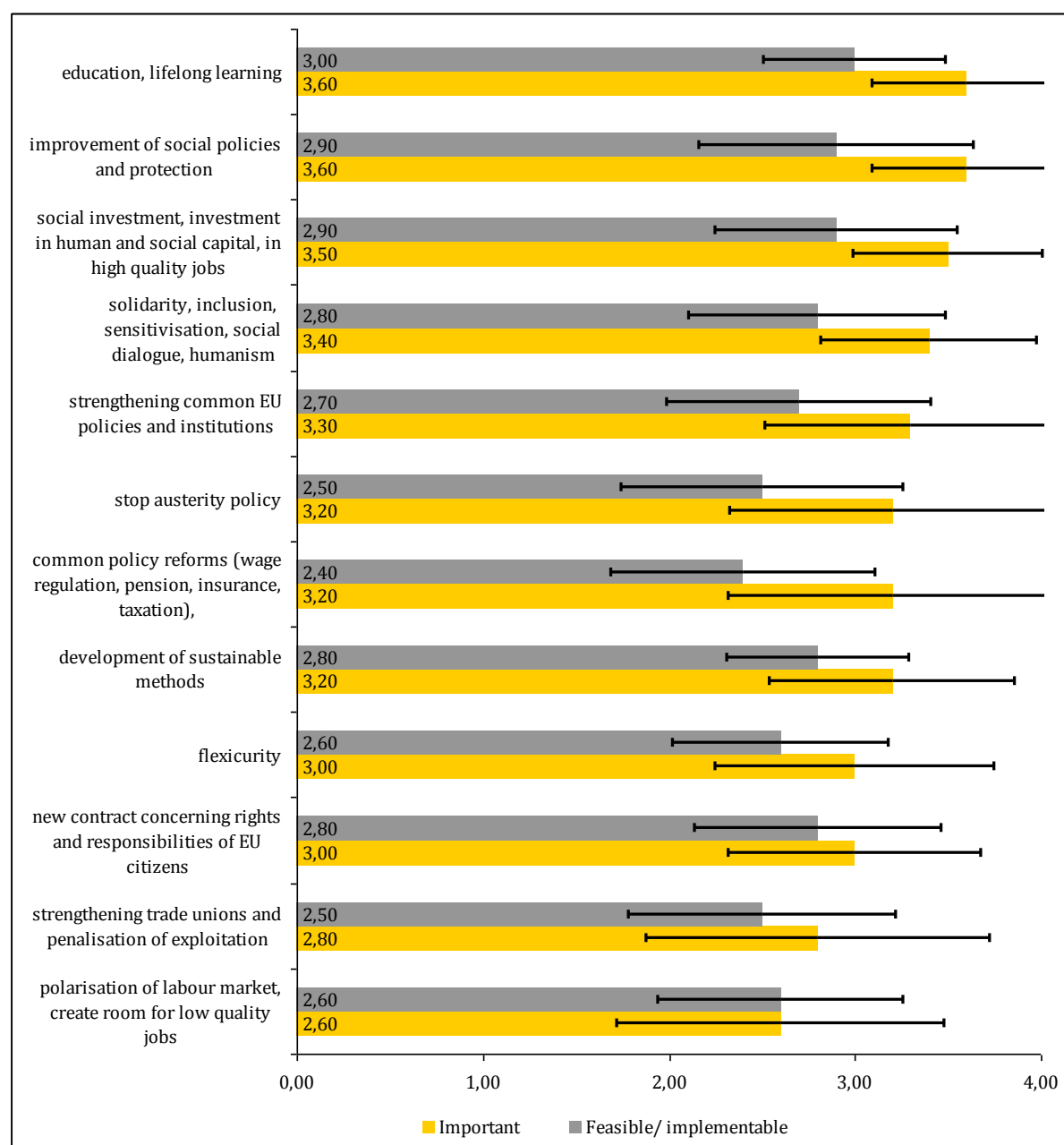
As it turns out from this, in the long run the most important policies according to the experts are education, investment in human and social capital and improvement of social policies and protection, including migration policy. This is followed by – somewhere between the very important and rather important categories – the need of social inclusion, strengthening EU-policies and common policy reforms, stopping austerity policy. Flexicurity and a new contract concerning rights and responsibilities of citizens considered as being rather important as well on the average. Strengthening trade unions and creating low quality jobs via polarization of the labour market are placed somewhere between the rather important and rather not important options, which was due to the divided opinion of experts. The experts considered most of these policies rather feasible as well, but averages of feasibility were always lower than importance. Common policy reforms and stopping austerity policy were between the rather not feasible and rather feasible options.

When there is no significant connection between importance and feasibility of a policy - and this is a frequent case in this set of questions - it means that there is incongruence between vision and practice of policy making. In principle it could happen due to very different reasons (there could be unimportant and at the same time implementable solutions among others), but the results show that in most of the cases it refers to a situation where importance of policy changes is highly, while feasibility is not so highly evaluated by the experts. Why this gap occurs frequently - it deserves further investigation. The reasons might be manifold again, low level of adaptability of national policy makers being but one of them. However looking at the results more closely it occurs that in many cases statistical insignificance is due to difference of intensity and not difference of direction. It is a frequent reason that a policy is evaluated as very important and not very much feasible, just "rather feasible". In the cases of the most important policies in experts' mind – education, social policy and protection, including migration policy and investment in human and social capital – the feasibility is among the highest as well and there is a significant connection between importance and feasibility.

In the 2nd round of the survey the three-quarter majority of experts agreed upon that common policy reforms (wage regulation, pension, insurance, taxation) might be an important potential solution for the challenges of the labour market in the EU until 2030. However, only one-third thought that it is feasible as well. In the 3rd round we asked experts to spell out how it could be implemented in spite of eventual constraints. The majority remained sceptical about the feasibility of such policy reforms for several

reasons. One point was that the EU is too much an elitist project (Haller 2008) and there is distrust on behalf of electors toward this. Other point was the heterogeneity of the countries and historical differences in regulation practices. Some concluded that the current regulation shouldn't be changed, since common regulation often leads to administrative 'overkill'.

Figure 18. Expected importance and feasibility of long term future policies (mean 1-4, \pm standard deviation)



Note: the exact wording of the questions were:

'For each item please indicate how important you consider them as a potential solution for the challenges on the labour market in the EU in 2030.'

'And how much do you think these potential policy solutions are feasible/ implementable?'

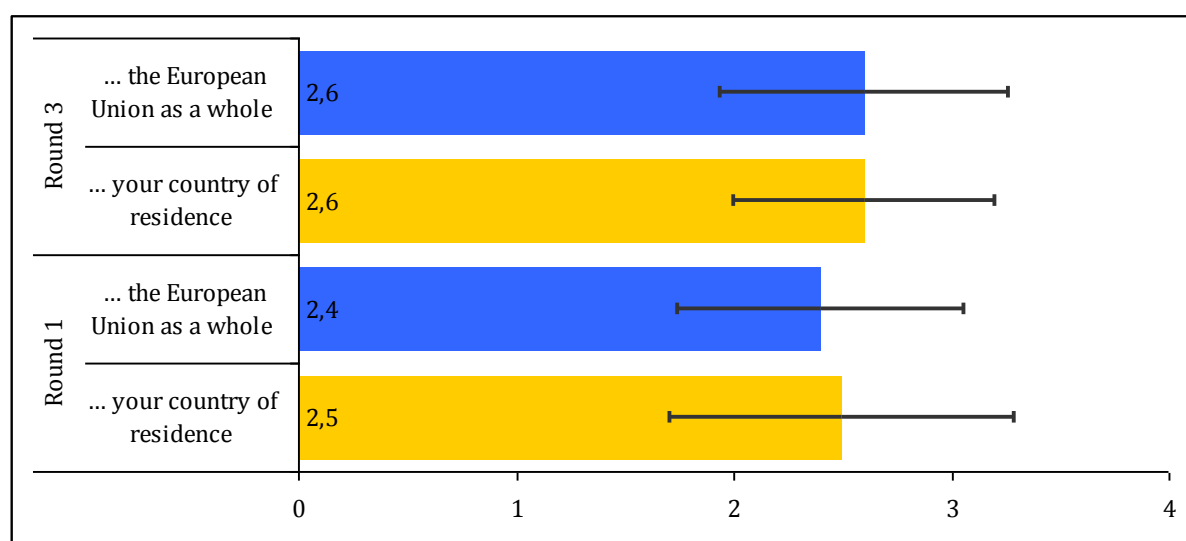
See Table 19 in Annex for further details

The majority however stressed the importance of common policy reforms, although remained divided in terms of how to do and what to do. As for *how to do* the reforms a slight majority argued for graduality and convergence, agreeing upon in guiding principles first, followed by a slower fine tuning process, dividing the complex problems into steps with clear priorities. Others argued that only a crisis-driven shock, of „hard time effect” (Gourevitch 1986) is able to change the dominant political pact, or persuade national governments to adjust their policies especially in highly protective countries.

As far as *what to do* is concerned, for successful common policy reforms, substantive changes in politics were emphasized. The EU government should be directly elected, with a common budget policy and with the cancellation of the consent-based decision making system of the European Council. Shifting toward higher level of supranational redistribution, moving toward a federalist solution instead of an intergovernmentalist one seem to be inevitable preconditions of successful policy reforms in labour market, pension, taxation and wage regulation according to these opinions. Others mentioned the equalizing impact of promoted mobility and improved incentives including housing support, child care and training programs. A third group of suggestions - which could be called process-based views - emphasized the technicalities of analysis and monitoring in the implementation of successful common policy reforms.

Experts were asked to forecast the future of the labour market until 2030. Evaluations of labour market resilience in the future, just as in the case of opinions on the present resilience, were rather divided. Slightly more than half of the experts foresaw a more resilient labour market in their country and less than half in the EU (see Table A19). Individual countries were better perceived than the European Union as a whole. Overall, German, Hungarian, British and Swiss experts were rather positive in terms of their country’s labour market resilience in the future, Greek experts were rather negative.

Figure 19. Expected labour market resilience until 2030 (mean 1-4, \pm standard deviation)



Note: the exact wording of the question was:

‘How would you think the labour market resilience of ...will change until 2030?’

See Table 20 in Annex for further details

In the 3rd round we asked the question again and the answers were partly different. As to the labour market resilience of their own country, the opinion hasn't been changed significantly. However the former pessimism turned to optimism concerning the EU's long term labour market perspectives: three out of five experts think that in the long run the resilience will improve. The most likely reason is that there is a greater uncertainty concerning the evaluation of supranational developments than national ones. Another factor is that in the second round experts were supposed to spell out important policies which could lead to the long term improvement of EU's labour market resilience. Thinking over the alternative solutions and measures - even if there were doubts about the feasibility of some of them - might have had an unintended side effect, namely that experts started to develop a less gloomy vision of long term supranational future.

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ANNEXES

Tables

Table 1. Composition of the sample

	Round 1	Round 2	Round 3
Government Agency	9	9	8
University	7	5	6
Research Institute	4	4	3
Independent Consultant	4	4	4
Non Government Organization, national or subnational scope	3	2	1
Non Government Organization, international scope	2	2	2
Representative of a trade union confederation	1	1	
Entrepreneur	1		
Total	31	26	24

	Round 1	Round 2	Round 3
Belgium	2	2	2
Germany	3	3	2
Greece	4	4	3
Hungary	5	5	5
Italy	4	2	1
Netherlands	3	3	2
Slovenia	1	1	1
Spain	2	1	2
Sweden	2	1	1
United Kingdom	2	2	2
Switzerland	3	3	3
Total	31	27	24

Table 2. The perceived labour market resilience in the country of residence and in the EU

How would you rate the labour market resilience of ...?

		N	Mean (1-4)	Std. Deviation	Very much/ rather resilient (%)	Rather not/ not at all resilient (%)
Round 1	... your country of residence	22	2.45	0.74	50.0	50.0
	... the European Union as a whole	23	2.39	0.72	43.4	56.6
Round 2	... your country of residence	22	2.82	0.79	63.0	31.8
	... the European Union as a whole	22	2.45	0.67	45.5	54.5
Round 3	... your country of residence	23	2.74	0.81	78.3	21.7
	... the European Union as a whole	24	2.38	0.65	45.8	54.2

Table 3. Perceived barriers of labour market participation of different vulnerable groups

And more specifically, thinking about ..., to what extent were the following factors important obstacles of the improvement of their labour market chances? (Round 1)					
Young people aged between 15 and 24	N	Mean (1-4)	Std. Deviation	Very much/ rather important (%)	Rather not/ not at all important (%)
Barriers and difficulties experienced within the process of transition from education to work	30	3.40	0.77	87.1	9.7
Low professional experience	30	3.00	0.74	71.0	25.8
Low level of commitment of public authorities to integration policy	29	2.90	0.86	67.7	25.8
Lack of encouragement of Corporate social responsibility for companies	28	2.86	0.80	61.3	29.0
Lack of targeted labour market policies	30	2.83	0.75	67.7	29.0
Skills mismatch	30	2.83	0.79	58.1	38.7
Missing information to job search	29	2.79	0.98	51.6	41.9
Low educational level	30	2.77	1.10	58.1	38.7
Older workers					
The difficulties to return to the labour market once they are unemployed	30	3.57	0.68	93.6	3.2
Prejudices on age	30	3.10	0.71	83.9	12.9
Limited access to lifelong learning and training	30	3.07	0.69	77.4	19.4
Obsolete skills	30	3.03	0.67	77.4	19.4
Prejudices on health issues	30	2.90	0.71	67.7	29.0
Lack of targeted labour market policies	30	2.80	0.66	64.5	32.3
Low level of commitment of public authorities to integration policy	29	2.76	0.91	54.8	38.7
Lack of encouragement of Corporate social responsibility for companies	29	2.72	0.88	54.8	38.7
Migrant workers					
Lack of targeted labour market policies	27	3.11	0.85	67.7	19.4
Prejudices on ethnic origin	28	3.00	0.82	67.7	22.6
Low level of commitment of public authorities to integration policy	27	3.00	0.83	64.5	22.6
Cultural differences	29	2.69	0.89	58.1	35.5
Missing information to job search	27	2.59	0.89	48.4	38.7
Lack of skills	28	2.57	0.84	45.2	45.2
Lack of encouragement of Corporate social responsibility for companies	25	2.52	0.92	38.7	41.9
Prejudices on health issues	27	1.93	0.78	22.6	64.5
Disabled people					
Employer perceptions	30	3.30	0.60	90.3	6.5
Prejudices on health issues	30	3.10	0.80	77.4	19.4
Lack of targeted labour market policies	29	3.07	0.80	67.7	25.8
Low level of commitment of public authorities to integration policy	30	3.07	0.98	67.7	29.0
Lack of encouragement of Corporate social responsibility for companies	30	3.00	0.83	71.0	25.8

Table 4. The importance of various factors affecting labour market resilience positively in the country of respondents' residence

We have summarised the answers of the first round in terms of the factors affecting labour market resilience in the country of residence in the following list. Please indicate for each factor how important you consider them. (Round 2)						
Factors affecting labour market resilience in your country of residence positively:						
Answers	Umbrella categories	N	Mean (1-4)	Std. Deviation	Very much/ rather important (%)	Rather not/ not at all important (%)
Skilled workforce	<i>labour force characteristics</i>	23	3,43	0,51	88,5	0
Education, educational system	<i>social/cultural background</i>	23	3,30	0,64	80,8	7,7
Activation, measures aiming at improving skills and capacities	<i>policies</i>	22	3,18	0,66	73,1	11,5
Supportive policies and actions to encourage the labour inclusion of people at risk of exclusion	<i>policies</i>	22	3,09	0,68	69,2	15,4
A diversified economy	<i>economic conditions</i>	23	3,04	0,71	69,2	19,2
A high level of labour market participation	<i>economic conditions</i>	23	3,04	0,77	73,1	15,4
Age of the labour force	<i>labour force characteristics</i>	22	2,95	0,58	69,2	15,4
Self-employment, new forms of work	<i>legal environment/economic conditions</i>	24	2,88	0,74	61,5	30,8
Decent labour contracts	<i>legal environment</i>	23	2,83	0,83	57,7	30,8
Local employment initiatives	<i>stakeholders' initiatives</i>	23	2,83	0,89	53,8	34,6
Strong manufacturing industry	<i>economic conditions</i>	21	2,52	0,98	38,5	42,3
Low labour cost	<i>economic conditions /legal environment</i>	22	2,32	0,78	42,3	42,3
EU rules	<i>EU as opportunity</i>	21	2,29	0,72	26,9	53,8
Opportunity to engage with EU initiatives	<i>EU as opportunity</i>	21	2,29	0,85	34,6	46,2
Weakened labour rights	<i>legal environment</i>	21	2,19	0,87	30,8	50
Widespread undeclared work	<i>deviant solution for survival</i>	21	2,10	0,89	26,9	53,8

Table 5. The importance of various factors affecting labour market resilience negatively in the country of respondents' residence

We have summarised the answers of the first round in terms of the factors affecting labour market resilience in the country of residence in the following list. Please indicate for each factor how important you consider them. (Round 2) Factors affecting labour market resilience in <u>your country</u> of residence <u>negatively</u>:						
Answers	<i>Umbrella categories</i>	N	Mean (1-4)	Std. Deviation	Very much/ rather important (%)	Rather not/ not at all important (%)
Lack of innovation in economic policy, education and labour relations	<i>cultural background (lack of innovation)</i>	24	3.26	0.66	80.8	11.5
Limited capabilities to enhance local resources and opportunities	<i>lack of local resources and opportunities</i>	23	3.12	0.82	61.6	26.9
Limited public social investment policies	<i>policy related problem</i>	24	3.11	0.75	73.1	19.2
Economic recession	<i>economic conditions</i>	24	3.07	0.83	61.5	38.5
Precarization of labour market conditions	<i>labour market conditions</i>	24	3	0.83	65.4	26.9
Not properly functioning institutions and procedures	<i>dysfunctional institutions and practice</i>	24	2.93	1.11	57.7	34.6
Increased segmentation of labour	<i>labour market conditions</i>	23	2.85	0.78	57.7	30.7
No market oriented approach in training	<i>educational problem</i>	23	2.85	0.85	65.4	34.6
Labour market regulation	<i>legal environment</i>	23	2.81	0.75	57.7	38.5
Skill shortages	<i>labour force characteristic</i>	24	2.81	0.88	57.7	34.6
Poor liaison between employers, employment agencies, and national policymakers	<i>coordination problem</i>	23	2.77	0.95	50	30.8
Limited entrepreneurial culture	<i>cultural background (lack of entrepreneurial culture)</i>	24	2.73	0.79	42.3	50
Lack of active (and activation) policies	<i>policy related problem</i>	24	2.67	1.04	53.8	38.5
Low wages	<i>labour market conditions</i>	22	2.67	0.91	46.2	38.5
Tax rules	<i>legal environment</i>	22	2.64	0.86	50	34.6
Low quality training	<i>educational problem</i>	24	2.63	1.01	46.2	46.2
Declining competitiveness	<i>economic condition</i>	24	2.63	0.84	50	42.3
Low degree of mobility	<i>social background</i>	24	2.63	0.75	53.8	23.1
The lack of collective bargaining	<i>dysfunctional institutions and practice/legal environment</i>	23	2.54	0.91	38.5	50
Outward migration	<i>social background (outward migration)</i>	23	2.38	0.98	42.3	46.2

Table 6. The importance of various factors affecting labour market resilience in the EU positively

We have summarised the answers of the first round in terms of the factors affecting labour market resilience in the European Union as a whole. Please indicate for each factor how important you consider them. (Round 2)						
Factors affecting labour market resilience in the <u>European Union</u> as a whole <u>positively</u> :						
Answers	<i>Umbrella categories</i>	N	Mean (1-4)	Std. Deviation	Very much/ rather important (%)	Rather not/ not at all important (%)
Social security	<i>social/cultural background</i>	22	3.41	0.50	84.6	0
Education, life- long learning	<i>social/cultural background</i>	22	3.36	0.49	84.6	0
Active labour market policies	<i>policies</i>	23	3.35	0.65	80.8	7.7
Democratic stability	<i>political background</i>	23	3.30	0.77	80.8	7.7
Social dialogue	<i>legal environment/ cultural background/ political background</i>	23	3.22	0.74	80.8	7.7
Economic development	<i>economic conditions</i>	22	3.18	0.73	69.2	15.4
Decent labour conditions	<i>legal environment</i>	22	3.09	0.75	73.1	11.5
Free movement of labour	<i>legal environment/ social background</i>	23	3.04	0.71	69.2	19.2
EU labour funds	<i>EU as opportunity (financial)</i>	20	3.00	0.73	57.7	19.1
Integrated approach, common rules	<i>legal environment</i>	20	2.90	0.64	57.7	19.2
Flexicurity approach	<i>social/cultural background</i>	22	2.86	0.71	65.4	19.2
Flexible contractual relations	<i>legal environment</i>	23	2.74	0.75	65.4	23.1
Single market	<i>economic conditions</i>	19	2.74	0.56	50	23.1
Immigration	<i>social/cultural background</i>	22	2.59	0.85	46.2	38.5

Table 7. The importance of various factors affecting labour market resilience in the EU negatively

We have summarised the answers of the first round in terms of the factors affecting labour market resilience in the European Union as a whole. Please indicate for each factor how important you consider them. (Round 2)						
Factors affecting labour market resilience in the <u>European Union</u> as a whole <u>negatively</u> :						
Answers	Umbrella categories	N	Mean (1-4)	Std. Deviation	Very much/ rather important (%)	Rather not/ not at all important (%)
Structural unemployment	<i>labour market condition</i>	23	3.35	0.78	80.8	7.7
Austerity measures	<i>policies</i>	21	3.19	0.81	61.5	19.2
Limited attention of labour and social policies on the social and contextual factors of exclusion	<i>labour market condition/ social background</i>	19	3.11	0.57	65.4	7.7
Lack of broader social participation, limited involvement of stakeholders	<i>coordination problem/cultural background/legal environment</i>	20	3.10	0.72	61.5	15.4
Slow growth	<i>economic condition</i>	23	3.09	0.73	69.2	19.2
Ageing	<i>social background/ labour force characteristic</i>	23	3.00	0.80	61.5	26.9
Low quality work, in-work poverty	<i>labour market condition/ social background</i>	23	3.00	0.74	65.4	23.1
Inactivity trap	<i>labour market condition</i>	21	2.95	0.67	61.5	19.2
Lack of innovation	<i>cultural background</i>	21	2.95	0.74	65.4	15.4
Low wages	<i>policies</i>	22	2.95	0.65	65.4	19.2
Weak EU integration, limited integration between countries policies	<i>EU as lost opportunity</i>	22	2.91	0.75	57.7	26.9
Legal activation practices	<i>coordination problem</i>	18	2.83	0.51	53.8	15.4
Brain drain	<i>labour market condition/ social background</i>	22	2.82	0.66	57.7	26.9
Declining competitiveness	<i>economic condition</i>	22	2.82	0.73	53.8	30.8
Lack of a real common labour policy	<i>EU as lost opportunity</i>	22	2.77	0.87	57.7	26.9
Intervention of politics into (labour) market	<i>legal environment/ cultural background/ political background</i>	21	2.57	0.68	38.5	42.3
High labour cost	<i>economic condition/ legal environment/ social background</i>	22	2.41	0.73	38.5	46.2
Cultural differences	<i>cultural background</i>	21	2.33	0.80	26.9	53.8

Table 8. The common factors affecting labour market resilience

	The original wording	The common factor
Country of residence positively	1.Skilled workforce 2. Education, educational system 3. Activation measures 4. Decent labour contracts 5. Local employment initiatives	1. SKILLS 2. EDUCATION 3. ACTIVATION POLICIES 4. THE REGULATION AND MARKET POSITION OF LABOUR 5. LOCAL INITIATIVES
Country of residence negatively	1. Skill shortages 2. Low quality training 3. Lack of active (and activation) policies 4. Low wages 5. Limited capabilities to enhance local resources and opportunities	
The EU positively	1. Social dialogue 2. Decent labour market conditions 3. Free movement of labour 4. Integrated approach, common rules 5. Immigration	1. SOCIAL DIALOGUE, SOCIAL PARTICIPATION 2. LABOUR MARKET CONDITIONS 3. FREE MOVEMENT OF LABOUR 4. INTEGRATION – COMMON RULES, COMMON POLICIES
The EU negatively	1. Lack of broader social participation, limited involvement of stakeholders 2. Low wages 3. Brain drain 4. Lack of real common labour policy 5. Brain drain	

Table 9. Perceived prevalence and effectiveness of innovation approaches in the period of 2000-2012

	How much do you think the following approaches characterized the 2000-2012 period? (Round 1)					And how much these were effective in increasing labour market participation? (Round 1)				
	N	Mean (1-4)	Std. Deviation	Very much/ rather characterized (%)	Rather not/ not at all characterized (%)	N	Mean (1-4)	Std. Deviation	Very much/ rather effective (%)	Rather not/ not at all effective (%)
New forms of labour market regulation or employment law	29	3.14	0.83	80.7	12.9	26	2.42	1.10	41.9	41.9
New policy, practice or measure	30	3.00	0.70	74.2	22.6	29	2.48	0.79	48.4	45.2
Retrenchment or expansion of an existing policy	29	2.86	0.74	67.7	25.8	28	2.25	0.80	35.5	54.8
New form of policy implementation or policy delivery	30	2.60	0.93	54.8	41.9	28	2.21	1.00	29.0	61.3
New partnership and cooperation	29	2.31	0.85	38.7	54.8	26	2.15	0.83	29.0	54.8

Table 10. Perceived prevalence and effectiveness of different elements of the innovation triangle in the period of 2000-2012

	How much do you think the following orientations characterized the 2000-2012 period? (Round 1)					And how much these were effective in increasing labour market participation? (Round 1)				
	N	Mean (1-4)	Std, Deviation	Very much/ rather characterized (%)	Rather not/ not at all characterized (%)	N	Mean (1-4)	Std, Deviation	Very much/ rather effective (%)	Rather not/ not at all effective (%)
Policies that are oriented at influencing the behaviour of the actors on the labour market, such as workers, employers, unemployed, etc.	28	3.32	0.61	83.9	6.5	28	2.32	0.77	38.7	51.6
Policies directed at changing the institutional structure of labour markets, more exactly in the field of labour contracts, employment protection, working time, social protection and labour costs	29	3.00	0.93	61.3	32.3	26	2.12	0.95	29.0	54.8
New Forms of social investment including Education or Skills Training and policies orientated towards Lifelong Learning at local and national level particularly with regard to Education, Skills Training and Matching	29	2.45	0.95	45.2	48.4	28	2.07	0.98	32.3	58.1
Policies that are directed at the interaction in formal and informal networks between the state, social partners (trade unions and employers associations), non-governmental organisations, etc.	29	2.38	0.86	38.7	54.8	25	2.24	0.97	35.5	45.2

Table 11. Perceived prevalence and effectiveness of the main trends of the policy innovations in the period of 2000-2012

	How much do you think the following measures characterized the 2000-2012 period? (Round 1)					And how much these were effective in increasing labour market participation? (Round 1)				
	N	Mean (1-4)	Std. Deviation	Very much/ rather characterized (%)	Rather not/ not at all characterized (%)	N	Mean (1-4)	Std. Deviation	Very much/ rather effective (%)	Rather not/ not at all effective (%)
Flexibilisation	29	2.93	0.88	67.7	25.8	27	2.26	1.02	38.7	48.4
Activation through work incentive reinforcement	29	2.90	0.82	64.5	29.0	29	2.48	0.87	41.9	51.6
Activation through employment assistance	30	2.60	0.89	58.1	38.7	30	2.33	0.84	48.4	48.4
New governance structures and mechanisms	28	2.43	0.84	38.7	51.6	24	1.75	0.74	45.2	32.3
Activation through investment in human capital	30	2.40	0.89	38.7	58.1	30	2.30	0.84	32.3	64.5
Risk prevention and early intervention	29	2.31	0.89	35.5	58.1	29	2.34	0.97	38.7	54.8
Activation through occupation (e.g. public employment)	29	2.07	0.80	32.3	61.3	28	2.11	0.83	29.0	61.3
Flexicurity	27	1.96	0.90	25.8	61.3	23	2.00	0.85	48.4	25.8

Table 12. Perceived prevalence and effectiveness of policies with different target groups in the period of 2000-2012

	How much do you think policy innovations targeting the following populations characterized the 2000-2012 period? (Round 1)					And how much policy innovations with the following target groups were effective in increasing labour market participation? (Round 1)				
	N	Mean (1-4)	Std. Deviation	Very much/ rather characterized (%)	Rather not/ not at all characterized (%)	N	Mean (1-4)	Std. Deviation	Very much/ rather effective (%)	Rather not/ not at all effective (%)
Unemployed	29	3.28	0.75	83.9	9.7	28	2.36	0.83	38.7	51.6
Young people	29	3.00	0.89	71.0	22.6	29	2.34	0.90	38.7	54.8
Employers	30	2.67	0.84	54.8	41.9	25	2.12	0.78	61.3	19.4
The whole working population	29	2.59	0.87	45.2	48.4	25	2.16	0.85	29.0	51.6
Disabled people or people with health conditions	28	2.50	1.04	41.9	48.4	27	1.96	0.90	25.8	61.3
Older people	29	2.45	0.99	41.9	51.6	28	2.11	0.74	71.0	19.4
Immigrants	27	1.96	0.90	25.8	61.3	26	1.73	0.78	45.2	38.7

Table 13. Successful policy attributes – original answers and categorization

	Original answers	Categorization
1	Using taxation as active labour market measure	Using taxation as active labour market measure
2	Development in dual training system	Training
3	More focus on activation capacity building: public employment services	Activation/self-activation, empowerment
4	Comprehensive and dynamic approach-defines the most appropriate fields and measures for achieving an increase in participation rate	Selects fields and measures, aims increase in participation rate
5	Sets measureable targets	Targets are clear and measurable
6	Ensures the positive interaction of economic, employment and social policies	Cooperation/interaction/holistic view
7	Joint government/social partners/NGO initiatives and actions-aims to provide balance between flexibility and security in contractual relationships	Cooperation/interaction/holistic view
8	Tailor-made solutions	Specific/individual design
9	Support in schools to make career planning effective.	Support in schools
10	Support in schools to help students in the transition from student (being talked AT) and adult (being responsible).	Support in schools
11	Practical application of work experience in liaison with local employers that match career goals to skills and availability of work.	Liaison with local employers
12	Participation initiatives that united employers, schools, education policymakers, and employment agencies.	Cooperation/interaction/holistic view
13	It should come after social dialogue so that broad segments of the population, if not all, see the potential benefits.	Social dialogue/social participation
14	Employment rate, Unemployment rate, NEET rate, long term unemployment	Does not matter, but basic indicators need to get better
15	Providing opportunities and focussing on self-acting	Activation/self-activation, empowerment
16	Increased search obligations	Activation/self-activation, empowerment
17	Increased monitoring	Monitoring, feedback
18	Less emphasis on instruments with risk of lock-in, such as intensive training and public employment	Avoiding instruments with risk of lock-in (ie. Intensive training and public employment)
19	Increased incentives for municipalities to reduce welfare loads	Activation/self-activation, empowerment
20	Should provide new capabilities to influence developments and consequences of social and economic trends and flows	Influences social and economic trends and flows
21	Should be able to change the regulatory, governance, implementation and delivery designs and approaches that failed in the past, or that are no longer appropriate to face the current and future contextual transformations	Changes customary governance, implementation and delivery designs
22	To change the modes and forms of social integrations (even by local-based experiments)	Changes the modes and forms of social integration
23	Innovations can only be successful with affecting these systemic factors: the interiorized habits and the forms of sense making, the customary modes of problem-solving of institutions and actors, the dissipative structures and procedures that make ineffective any specific reform attempt.	Changes attitudes, habits and customary modes of problem solving of institutions and actors
24	Opens new rooms for sustainable development and	Sustainable development + employment

	employment	
25	Protects the workforce most, or usually, at risk of exclusion (outsiders, low-employable workers, stigmatized categories),	Protects the workforce most, or usually, at risk of exclusion
26	Appropriately invests in the human capital of next generations of workers and employers	Training / education
27	Invests in innovative fields of production by integrating previously separated policy fields and industries (e.g. Social, economic, labour and environmental or urban policies)	Cooperation/interaction/holistic view, integration of policy fields and actors
28	Gives the administration, the employers, insurances and other partners the possibility and incentives to establish an early contact to the employed person at risk of an disability, and to establish low level measures, before the employed person loses his job	Oriented towards risk prevention and early intervention
29	Cultural change among the partners (employer, employed person, disability insurance, involved physicians) is necessary	Cultural/attitudinal changes
30	Generalization of practices such as pilot experiences	Generalization of practices (eg. Pilot experiences)
31	Aim to change the institutional structures of the labour market, as they create new conditions for participating in the labour market	New institutional settings and policy paradigms
32	Those that are oriented towards risk prevention and early intervention. The latter type of policy is one that requires less effort (higher potential of return on investment), and those where employers are more likely and willing to cooperate.	Oriented towards risk prevention and early intervention
33	A closer involvement of employers could also be a characteristic of a successful policy innovation	Employers' involvement
34	Clear goals	Clear goals/clear vision of future
35	Innovative approach (not bureaucratic)	Changes customary governance, implementation and delivery designs
36	A strong local partnership of supporting actors (agreement about the importance of action among actors)	Cooperation/interaction/holistic view
37	Good PR - good image of policy innovation in media and public (appealing image)	Good communication/PR/policy image in media
38	Far too often there is a lack of coherence between different policy areas, a successful policy combines several areas relevant for people. So shortly policies that are more holistic and cross sectorial, sustainable, and result oriented more than oriented towards Control of individuals. Also focus needs to be on quality development in the measures and programs used.	Cooperation/interaction/holistic view
39	The social partners' willingness to cooperate	Cooperation/interaction/holistic view
40	Training, not only for workers but to employers too. It is absolutely necessary to develop the training policies in order to promote workers capability to adapt to the labour market needs. On the other hand there is the need to improve entrepreneurship and management culture.	Training for employers
41	Education for low educated people, esp. Dropouts and neets and life-long learning for people losing job because of restructuring	Training/education
42	One that starts from a hopeful and positive vision of society and human nature, from the assumption that	Human relations attitudes/ trust and goodwill

	people do want to work and feel useful, and that financial incentives are not the only motivation to make people work	
43	. One that prioritises the person, their particular circumstances, their aspirations, and puts forward supportive, personalised, pathway approaches.	Specific/individual/tailor made design
44	One that does not treat people as a numbers' game, getting as many as possible into the labour market with no consideration to qualitative aspects.	Qualitative aspects
45	One that involves the beneficiary from the very beginning in the design and implementation of the activation scheme, to ensure empowerment and ownership, as well as accuracy and effectiveness of the response.	Social dialogue/social participation/ involvement of stakeholders in design, implementation
46	One that understands that circumstances change in a person's life, so approaches need to be flexible and take account of these changes.	Specific/individual/tailor made/flexible design
47	One that looks at aspects of social integration beyond the labour market, acknowledges that not everyone is work-ready from day one, and offers a comprehensive package of services, including flanking and social services, beyond employment services.	Emphasises social inclusion/social integration beyond the labour market
48	One that proposes quality, sustainable jobs, with adequate remuneration, decent social security, appropriate employment rights etc.	Proposes rights, security and human dignity
49	One that is rooted in comprehensive, integrated Active Inclusion approaches, combining adequate income support with access to quality, affordable services and support towards inclusive labour markets.	Emphasises social inclusion/social integration beyond the labour market
50	A policy intervention that establishes the structural conditions for increasing labour market participation and resilience of labour markets. These conditions include new institutional settings and policy paradigms that would have a long-term impact on current structure of labour markets.	New institutional settings and policy paradigms
51	Transparent government policy.	Transparent government policy
52	Employment policy should be priority inside government policy.	Priority of employment policy
53	Social dialogue. To understand: to find a successful policy is common responsibility and target. Cooperation is needed.	Social dialogue/social participation/ involvement of stakeholders in design, implementation
54	The changes were those provided by increasing flexibility at the margins, with a rise in temporary (and to some extent overall) employment until the crisis erupted.	Flexibility
55	Has a clear vision of the future	Clear goals/clear vision of future
56	Strong connection with employers, companies and interest groups.	Cooperation/interaction/holistic view
57	Personal relations with jobseekers by the labour institutions. I mean: to know their personal character, aspirations, ability.	Specific/individual/tailor made/flexible design and services
58	Is strongly led by the key stakeholders	Stakeholders
59	It is collaborative and partnership focused involving the Public, Private and Third Sectors	Cooperation/interaction/holistic view
60	To support training, retraining	Training
61	Education is a basic precondition of the successful	Education

	integration in the labour market.	
62	Interventions are guided by employment demand (real and potential) and individual needs	Addresses the labour market demand (real and potential) also
63	Flexicurity	Flexicurity
64	With interventions tailored appropriately to achieve a suitable match	Specific/individual/tailor made/flexible design
65	A successful policy must be part of overall economic policy (not restrictive policy because restrictive economic policies have the opposite results, reducing labour market participation.	Integrated part of an overall economic policy
66	Interventions are ideally co-produced with Service users and experts to ensure the right things are done in the right way.	Social dialogue/social participation/ involvement of stakeholders (including beneficiaries) in design and /or implementation
67	A policy innovation can only be successful if it address not only the offer but also the demand.	Addresses the labour market demand also
68	Policy that takes into account the particular characteristics of countries, areas or population groups	Specific/individual/tailor made/flexible design

Note: The wording of the question went as follows: "Overall, what would you say are the characteristics of a successful policy innovation? By 'successful' we mean that it increases labour market participation and resilience of labour markets." (Round 1)

Table 14. The perceived importance and feasibility of various successful policy elements

	Overall, what would you say how much the followings are important elements of a successful policy innovation? (Round 2)					And how much do you think the followings are feasible/ implementable in your country in the case of a labour market policy? (Round 2)				
	N	Mean (1-4)	Std. Deviation	Very / rather important (%)	Rather not/ not at all important (%)	N	Mean (1-4)	Std. Deviation	Totally/ rather feasible (%)	Rather not/ not at all feasible (%)
It involves interaction of different policy areas	24	3.67	0.57	88.3	3.8	24	2.71	0.75	57.7	34.6
It involves cooperation of different actors	24	3.67	0.48	92.3	0	24	2.83	0.70	61.5	30.8
It has clear goals/clear vision of future - targets are clear and measurable	24	3.54	0.59	88.4	3.8	24	2.58	0.78	46.2	46.1
It takes into account and addresses labour market demand	24	3.42	0.65	84.7	7.7	22	2.82	0.59	61.5	23.1
Understands social inclusion/social integration beyond the labour market	24	3.38	0.65	84.6	7.7	24	2.58	0.83	57.7	34.6
Protects the workforce where it is most, or usually, at risk of exclusion	24	3.38	0.58	53.9	3.8	23	2.65	0.83	61.5	26.9
It is an integrated part of an overall economic policy	24	3.33	0.87	76.9	15.3	22	2.55	0.80	38.5	46.2
Social dialogue and involvement of stakeholders in design and /or implementation	24	3.29	0.69	80.8	11.5	23	2.65	1.03	53.8	34.6
Increased monitoring, clear feedback	24	3.29	0.62	84.6	7.7	24	2.63	0.77	57.7	34.6
It involves cooperation across public, private and third sector	24	3.25	0.68	81.8	11.5	24	2.71	0.81	53.8	38.5
Proposes rights, security and human dignity	21	3.24	0.83	61.6	19.2	23	2.61	0.72	50	38.4
Emphasises qualitative aspects of the labour market solutions	21	3.19	0.68	69.2	11.5	22	2.64	0.79	46.1	38.4
Integration, generalization of pilot experiences	24	3.13	0.61	80.8	11.5	23	2.70	0.77	61.5	26.9
It involves employers /liaison with employers or training for employers	23	3.04	0.64	83	15.4	24	2.67	0.87	53.8	38.5
Favours specific/individual/tailor made solutions	24	2.96	0.62	73.1	19.2	23	2.39	0.94	38.5	50

Avoids instruments with risk of lock-in	22	2.82	0.73	53.9	30.8	22	2.41	0.73	38.4	46.2
It means new institutional settings and policy paradigms	22	2.77	0.81	61.5	23.1	22	2.27	0.70	26.9	57.7
It uses taxation as active labour market measure	21	2.67	0.80	53.9	26.9	19	2.47	0.77	38.4	34.6

Table 15. Most important characteristics of policy innovations to be implemented in the country of respondents' residence

Please look at the following list of characteristics of a successful policy innovation and select the two that you consider most important to be implemented in your country of residence (we have indicated the share of experts who considered that characteristics very or rather important for a successful policy innovation and the share of experts who thought that it was totally or rather feasible). (Round 3)				
	The most important to be implemented:		The second most important to be implemented:	
	Frequency	Percent	Frequency	Percent
It involves cooperation of different actors (government, social partners, NGOs, employers, companies, interest groups, strong local partnership of supporting actors) (100% said important – 67% said feasible)	11	44.0	5	20.0
It has clear goals/clear vision of future - targets are clear and measurable (96% said important – 56% said feasible)	6	24.0	2	8.0
It involves interaction of different policy areas (economic and social policy, employment, environmental or urban policies etc) (96% said important – 67% said feasible)	4	16.0	9	36.0
It is an integrated part of an overall economic policy (85% said important – 44% said feasible)	3	12.0	4	16.0
It involves cooperation across public, private and third sector (89% said important – 59% said feasible)	1	4.0	0	0.0
Increased monitoring, clear feedback (93% said important – 63% said feasible)	0	0.0	5	20.0
<i>Total</i>	<i>25</i>	<i>100</i>	<i>25</i>	<i>100</i>

Table 16. Preferred level to deal with policy areas

**How do you think it would be most appropriate to deal with each of the following policy areas?
Do you think that ... should be mainly dealt with at regional level, at national level, at European
Union level? (%)**

	Unemployment		Immigration		Labour market regulation and Employment Policy and Law		Social protection		Education, Skills Training and Lifelong Learning	
	1 st round	2 nd round	1 st round	2 nd round	1 st round	2 nd round	1 st round	2 nd round	1 st round	2 nd round
Regional level	7.4			3.7			3.7		7.4	
National level	18.5	22.2	7.4	3.7	22.2	29.6	14.8	22.2	25.9	33.3
European Union level	3.7	11.1	33.3	40.7	14.8	3.7	7.4	3.7		
Regional and national	14.8	11.1		3.7	-	-	3.7	3.7	11.1	7.4
National and European	11.1	7.4	22.2	22.2	37	59.3	40.7	55.6	11.1	14.8
Regional and European	3.7	3.7	3.7						3.7	
All three	38	44.4	29.6	25.9	22.2	7.4	25.9	14.8	40.7	44.4
Can't judge	3.7		3.7		3.7		3.7			
N	27	27	27	27	27	27	27	27	27	27

Table 17. Importance and feasibility: long term involvement of the EU

Importance and feasibility: long term involvement of the EU							
(How important or not important/feasible or not feasible the greater involvement of the EU in the following policy fields would be in the next 15 years according to your opinion?)							
	Importance		Feasibility		t	Sign,	N
	Mean (1-4)	Std, Deviation	Mean (1-4)	Std, Deviation		(2- tailed)	
Immigration	3.58	0.50	2.96	0.81	3.498	0.002	23
Environmental Policy	3.29	0.62	3.00	0.72	1.904	0.07	23
Unemployment	3.25	0.90	2.91	0.69	3.536	0.002	22
Banking and Financial Sector Regulation and Surveillance	3.25	0.68	3.00	0.73	1.543	0.137	23
Economic Policy	3.08	0.68	2.71	0.73	1.895	0.071	23
Education, Skills Training and Lifelong Learning	3.04	0.96	2.83	0.72	2.077	0.05	22
Fighting Against Crime	3.04	0.71	2.96	0.88	0.492	0.628	22
Labour Market Regulation and Employment Policy and Law	3.00	0.72	2.83	0.72	1.817	0.083	22
Social Protection	2.92	0.88	2.43	0.79	3.725	0.001	22
Health Care	2.58	0.88	2.50	0.80	0.901	0.378	21

Table 18. Experts' opinion about the proper level of redistribution in the three rounds of virtual policy Delphi

Experts' opinion about the proper level of redistribution in the three rounds of virtual policy Delphi									
	Round 1 Out of one hundred Euro [or national currency when relevant] of tax money a citizen pays, how much should be allocated on the regional, national and European level?			Round 2 We wrote the averages of the first round in the questionnaire. We would like to know what you think in the light of this information: out of one hundred Euros [national currency when relevant] of tax money a citizen pays, how much should be allocated on the regional, national and European level?			Round 3 In our days most of the collected taxes are distributed on national, a smaller part on regional level and about 2 % on the EU-level. We would like to know what you think in the light of this information: out of one hundred Euro [national currency when relevant] of tax money a citizen pays, how much should be allocated on the regional, national and European level?		
	reg.	nat.	EU	reg.	nat.	EU	reg.	nat.	EU
mean	43.30	38.90	17.80	38.20	39.50	22.30	40.50	44.00	43.30
st. deviation	18.80	18.10	9.70	12.50	11.30	12.70	14.00	14.60	18.80
N	24			23			24		

Table 19. Expected importance and feasibility of long term future policies

Importance and feasibility of long term future policies							
	Importance		Feasibility		t	Sign. (2-tailed)	N
	Mean (1-4)	Std, Deviation	Mean (1-4)	Std, Deviation			
improvement of social policies and protection	3.60	0.51	2.90	0.74	3.94	0.001	26
education, lifelong learning	3.60	0.51	3.00	0.49	4.244	0	26
social investment, investment in human and social capital, in high quality jobs	3.50	0.51	2.90	0.65	4.924	0	23
solidarity, inclusion, sensitivisation, social dialogue, humanism	3.40	0.58	2.80	0.69	2.993	0.004	24
strengthening common EU policies and institutions	3.30	0.78	2.70	0.71	1.69	0.103	26
development of sustainable methods	3.20	0.66	2.80	0.49	3.166	0.004	23
common policy reforms (wage regulation, pension, insurance, taxation),	3.20	0.88	2.40	0.71	4.239	0	24
stop austerity policy	3.20	0.87	2.50	0.76	3.243	0.004	24
new contract concerning rights and responsibilities of EU citizens	3.00	0.68	2.80	0.66	0.826	0.432	25
flexicurity	3.00	0.75	2.60	0.58	0.765	0.059	26
strengthening trade unions and penalisation of exploitation	2.80	0.92	2.50	0.72	3.102	0.005	22
polarisation of labour market, create room for low quality jobs	2.60	0.88	2.60	0.66	-0.514	0.612	25

Table 20. Expected labour market resilience until 2030

		How would you think the labour market resilience of ...will change until 2030?				
		N	Mean (1-4)	Std. Deviation	Much/ rather more resilient (%)	Much/ rather less resilient (%)
Round 1	country of residence the European Union as a whole	23	2.50	0.79	53.3	46.7
		23	2.40	0.66	43.3	56.7
Round 3	country of residence the European Union as a whole	20	2.60	0.60	55.0	45.0
		22	2.60	0.67	59.0	41.0

Questionnaire - Round 1

Introduction

Thank you for agreeing to participate in this Policy Delphi survey on labour market resilience. This survey is part of the INSPIRES FP7 research project (<http://www.inspires-research.eu>), which aims to identify and analyse innovations in social and employment policies in Europe in relation to the development of inclusive and resilient labour markets.

This questionnaire round is the first of up to three rounds of the survey. Please try to answer all questions, even though we do not expect you to have in depth knowledge of all of them. You will have the opportunity to revise your answers with subsequent rounds of the survey.

In these surveys, you will be asked to formulate lessons for policy innovation and labour market resilience.

Most of the questions can be answered with only a single selection. Where appropriate, a space is also provided for you to comment on the underlying reasons for your responses. Please provide short and specific comments.

Once we have received responses from all panellists, we will collate and summarise the findings and formulate the second questionnaire.

We assure you that your individual responses will be strictly confidential to the research team and will not be divulged to any outside party, including other panellists.

For more information contact:

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PARTICIPANT'S BACKGROUND

No attributions will be made, but in order to be able to re-contact you with the subsequent rounds of questionnaire and to be able to provide you with your previous answers, please answer the following questions.

Name:

E-mail address:

Area of expertise:

Your primary employment is/was in:

University

Research Institute

Government Agency

European Union institutions and agencies

Non Government Organization, international scope

Non Government Organization, national or subnational scope

Independent Consultant

Other:

Which was the field of your highest degree of education?

1. Law	1
2. Business	2
3. Economics	3
4. Engineering	4
5. Social sciences	5
6. Humanities	6
7. Other:	7

Unless otherwise mentioned in the followings most of the questions have to do with your country of residence, that is:

POLICY INNOVATIONS

Policy innovations that affect labour market participation can take place in different policy fields – i.e. labour market regulation, activating policies, income policies etc. Please think of policy innovations in the period of 2000-2012 in the area of labour market and social policies.

1a. How much do you think the following approaches characterized the 2000-2012 period?

	Very much characterized	Rather characterized	Rather not characterized	Not characterized at all	Can't judge
New policy, practice or measure	4	3	2	1	99
Retrenchment or expansion of an existing policy	4	3	2	1	99
New form of policy implementation or policy delivery	4	3	2	1	99
New partnership and cooperation	4	3	2	1	99
New Forms of labour market Regulation or Employment Law	4	3	2	1	99

1ab. Is there any further policy innovation approach that you consider important and would like it to be included in the former list? Yes/ no

1ac. Name it, please:

1b. And how much these were effective in increasing labour market participation?

	Very effective	Rather effective	Rather not effective	Not effective at all	Can't judge
New policy, practice or	4	3	2	1	99

measure					
Retrenchment or expansion of an existing policy	4	3	2	1	99
New form of policy implementation or policy delivery	4	3	2	1	99
New partnership and cooperation	4	3	2	1	99
New Forms of labour market Regulation or Employment Law	4	3	2	1	99
The approach you named above (OPTIONAL, if you didn't name one, write X)	4	3	2	1	99

2a. Policy innovations may be of various orientations. How much do you think the following orientations characterized the 2000-2012 period?

	Very much characterized	Rather characterized	Rather not characterized	Not characterized at all	Can't judge
Policies that are oriented at influencing the behaviour of the actors on the labour market, such as workers, employers, unemployed, etc.	4	3	2	1	99
Policies that are directed at the interaction in formal and informal networks between the state, social partners (trade unions and employers associations), non-governmental organisations, etc.	4	3	2	1	99
Policies directed at changing the institutional structure of labour markets, more exactly in the field of labour contracts, employment protection, working time, social protection	4	3	2	1	99

and labour costs					
New Forms of social investment including Education or Skills Training and policies orientated towards Lifelong Learning at local and national level particularly with regard to Education, Skills Training and Matching	4	3	2	1	99

2ab. Is there any further policy innovation orientation that you consider important and would like it to be included in the former list? Yes/ no

2ac. Name it, please:

2b. And how much these were effective in increasing labour market participation?

	Very effective	Rather effective	Rather not effective	Not effective at all	Can't judge
Policies that are oriented at influencing the behaviour of the actors on the labour market, such as workers, employers, unemployed, etc.	4	3	2	1	99
Policies that are directed at the interaction in formal and informal networks between the state, social partners (trade unions and employers associations), non-governmental organisations, etc.	4	3	2	1	99
Policies directed at changing the institutional structure of labour markets, more exactly in the field of labour contracts, employment protection, working time, social protection and labour costs	4	3	2	1	99
New Forms of social investment including Education or Skills Training and policies orientated towards Lifelong Learning at local and national level particularly with regard to Education, Skills Training and Matching	4	3	2	1	99
The orientation you named above (OPTIONAL, if you didn't name one, write X)	4	3	2	1	99

3a. Policy innovations may take form of various measures. How much do you think the following measures characterized the 2000-2012 period?

	Very much characterized	Rather characterized	Rather not characterized	Not characterized at all	Can't judge
Risk prevention	4	3	2	1	99

and early intervention					
Activation through work incentive reinforcement	4	3	2	1	99
Activation through employment assistance	4	3	2	1	99
Activation through occupation (e.g. public employment)	4	3	2	1	99
Activation through investment in human capital	4	3	2	1	99
Flexibilisation	4	3	2	1	99
Flexicurity	4	3	2	1	99
New governance structures and mechanisms	4	3	2	1	99

3b. And how much these were effective in increasing labour market participation?

	Very effective	Rather effective	Rather not effective	Not effective at all	Can't judge
Risk prevention and early intervention	4	3	2	1	99
Activation through work incentive reinforcement	4	3	2	1	99
Activation through employment assistance	4	3	2	1	99
Activation through occupation (e.g. public employment)	4	3	2	1	99
Activation through investment in human capital	4	3	2	1	99
Flexibilisation	4	3	2	1	99
Flexicurity	4	3	2	1	99
New governance structures and mechanisms	4	3	2	1	99

4a. Policy innovations may be general or may be targeting a particular group. How much do you think policy innovations targeting the following populations characterized the 2000-2012 period?

	Very much characterized	Rather characterized	Rather not characterized	Not characterized at all	Can't judge
The whole working population	4	3	2	1	99
Unemployed	4	3	2	1	99
Young people	4	3	2	1	99
Older people	4	3	2	1	99
Immigrants	4	3	2	1	99
Disabled people or people with health conditions	4	3	2	1	99
Employers	4	3	2	1	99

4ab. Are there any further particular group that you consider important and would like it to be included in the former list? Yes/ no

4ac. Name it, please:

4b. And how much policy innovations with the following target groups were effective in increasing labour market participation?

	Very effective	Rather effective	Rather not effective	Not effective at all	Can't judge
The whole working population	4	3	2	1	99
Unemployed	4	3	2	1	99
Young people	4	3	2	1	99
Older people	4	3	2	1	99
Immigrants	4	3	2	1	99
Disabled people or people with health conditions	4	3	2	1	99
Employers	4	3	2	1	99
The group you named above (OPTIONAL, if you didn't name one, write X)	4	3	2	1	99

5. Overall, what would you say are the characteristics of a successful policy innovation? By 'successful' we mean that it increases labour market participation and resilience of labour markets.

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LABOUR MARKET RESILIENCE

By labour market resilience we understand *the inclusive capacity of the system to resist, withstand or quickly recover from negative exogeneous shocks and disturbances and to renew, adjust or re-orientate in order to benefit from these shocks.*

Please think of labour market resilience in the period of 2000-2012.

6. How would you rate the labour market resilience of ...?

	Very resilient	Rather resilient	Rather not resilient	Not resilient at all	Can't judge
... your country of residence	4	3	2	1	99
... the European Union as a whole	4	3	2	1	99

7a. In general, what factors are affecting labour market resilience in your country of residence?

Positively:

Negatively:

7b. And more specifically, thinking about young people aged between 15 and 24, to what extent were the following factors important obstacles of the improvement of their labour market chances?

	Very important	Rather important	Rather not important	Not important at all	Can't judge
Barriers and difficulties experienced within the process of transition from education to work	4	3	2	1	99
Missing information to job search	4	3	2	1	99
Low professional experience	4	3	2	1	99
Low educational level	4	3	2	1	99
Skills mismatch	4	3	2	1	99
Lack of targeted labour market policies	4	3	2	1	99
Low level of commitment of public authorities to	4	3	2	1	99

integration policy					
Lack of encouragement of Corporate social responsibility for companies	4	3	2	1	99

7bb. Are there any further obstacles that you consider important and would like it to be included in the former list? Yes/ no

7bc. Name them, please:

7c. And thinking about older workers, to what extent were the following factors important obstacles of the improvement of their labour market chances?

	Very important	Rather important	Rather not important	Not important at all	Can't judge
The difficulties to return to the labour market once they are unemployed	4	3	2	1	99
Prejudices on age	4	3	2	1	99
Prejudices on health issues	4	3	2	1	99
Obsolete skills	4	3	2	1	99
Limited access to lifelong learning and training	4	3	2	1	99
Lack of targeted labour market policies	4	3	2	1	99
Low level of commitment of public authorities to integration policy	4	3	2	1	99
Lack of encouragement of Corporate social responsibility for companies	4	3	2	1	99

7cb. Are there any further obstacles that you consider important and would like it to be included in the former list? Yes/ no

7cc. Name them, please:

7d. And thinking about migrant workers, to what extent were the following factors important obstacles of the improvement of their labour market chances?

	Very important	Rather important	Rather not important	Not important at all	Can't judge
Cultural differences	4	3	2	1	99

Prejudices on ethnic origin	4	3	2	1	99
Prejudices on health issues	4	3	2	1	99
Missing information to job search	4	3	2	1	99
Lack of targeted labour market policies	4	3	2	1	99
Lack of skills	4	3	2	1	99
Low level of commitment of public authorities to integration policy	4	3	2	1	99
Lack of encouragement of Corporate social responsibility for companies	4	3	2	1	99

7db. Are there any further obstacles that you consider important and would like it to be included in the former list? Yes/ no

7dc. Name them, please:

7e. And thinking about disabled people, to what extent were the following factors important obstacles of the improvement of their labour market chances?

	Very important	Rather important	Rather not important	Not important at all	Can't judge
Low level of commitment of public authorities to integration policy	4	3	2	1	99
Employer perceptions	4	3	2	1	99
Lack of encouragement of Corporate social responsibility for companies	4	3	2	1	99
Prejudices on health issues	4	3	2	1	99
Lack of targeted labour market policies	4	3	2	1	99

7eb. Are there any further obstacles that you consider important and would like it to be included in the former list? Yes/ no

7ec. Name them, please:

8. Now thinking of the European Union, in general, what factors are affecting labour market resilience in the European Union as a whole?

Positively:

Negatively:

PREFERRED POLICY COMPETENCE

9. How do you think it would be most appropriate to deal with each of the following policy areas? Do you think that [area] should be mainly dealt with at regional level, at national level, at European Union level?

Unemployment,	
Immigration,	
Labour market regulation and Employment Policy and Law	
Social Protection	
Education, Skills Training and Lifelong Learning	

- 1. Regional level*
- 2. National level*
- 3. European Union level*
- 4. Not an area to be dealt with by any level of government*
- 5. Regional and national*
- 6. National and European*
- 7. Regional and European*
- 8. All three*
- 9. Can't judge*

10. Out of one hundred Euro [/ national currency when relevant] of tax money a citizen pays, how much should be allocated on the regional, national and European level?

a. Regional (0-100)	
b. National (0-100)	
c. European (0-100)	

ANSWERS:

0-100;

FUTURE FORECAST

Now we invite you to an intellectual challenge. Please think about the labour market in 2030.

11. How would you think the labour market resilience of ... have changed by the time?

	Much more resilient	Rather more resilient	Rather less resilient	Much less resilient	Can't judge
... your country of residence	4	3	2	1	99
... the European Union as a whole	4	3	2	1	99

12. What will be the main challenges on the labour market in your country of residence in 2030? Please list two challenges that you consider as being the most important ones.

.....

13. What kind of policies will be best suited to deal with these challenges at the level of your country?

.....

14. What will be the main challenges on the labour market in the European Union as a whole in 2030? Please list two challenges that you consider as being the most important ones.

.....

15. What kind of policies will be best suited to deal with these challenges at the EU level?

.....

Thank you for completing this questionnaire!

Questionnaire - Round 2

Introduction

Thank you for having participated in the first round of the three rounds of this Policy Delphi survey on labour market resilience. This survey is part of the INSPIRES FP7 research project (<http://www.inspires-research.eu>), which aims to identify and analyse innovations in social and employment policies in Europe in relation to the development of inclusive and resilient labour markets.

In the first round of the survey 30 experts have participated from a wide variety of EU countries. Now we will further examine the attributes of a successful policy innovation, the perception of labour market resilience and the factors affecting it, and the forecast for the future.

This second questionnaire is shorter, and therefore completing it is less time-consuming than the first one was. Where applicable we will provide you with the overall results for the questions. Please try to answer all questions, even though we do not expect you to have in depth knowledge of all of them. You will have the opportunity to revise your answers with the last round of the survey.

Most of the questions can be answered with only a single selection.

Once we have received responses from all panelists, we will collate and summarise the findings and formulate the third, last questionnaire.

We assure you that your individual responses will be strictly confidential to the research team and will not be divulged to any outside party, including other panelists.

For more information contact:

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PARTICIPANT'S BACKGROUND

No attributions will be made, but in order to be able to re-contact you with the subsequent rounds of questionnaire and to be able to provide you with your previous answers, please answer the following questions.

Name:

E-mail address:

POLICY INNOVATIONS

In the first round of the questionnaire your opinion was asked about several approaches, orientations and measures of policy innovations that affect labour market participation in terms of their occurrence in the period of 2000-2012 and their effectiveness in increasing labour market participation. Here we would like to focus on the characteristics of a successful policy innovations based on the answers the participants have given to this open question in the first round. By 'successful' we mean that it increases labour market participation and resilience of labour markets.

1. Overall, what would you say how much the followings are important elements of a successful policy innovation?

		Very important	Rather important	Rather not important	Not important at all	Can't judge
1	It involves interaction of different policy areas (economics, social politics, employment, environmental or urban policies etc).	4	3	2	1	99
2	It involves cooperation of different actors (government, social partners, NGOs, employers, companies, interest groups, strong local partnership of supporting actors)	4	3	2	1	99
3	It involves cooperation across public, private and third sector.	4	3	2	1	99
4	It is an integrated part of an overall economic policy.	4	3	2	1	99
5	It takes into account and addresses labour market demand (real and potential).	4	3	2	1	99

6	It means new institutional settings and policy paradigms.	4	3	2	1	99
7	Understands social inclusion/social integration beyond the labour market	4	3	2	1	99
8	It has clear goals/clear vision of future - targets are clear and measurable.	4	3	2	1	99
9	It involves employers /liaison with employers or training for employers.	4	3	2	1	99
10	Social dialogue and involvement of stakeholders (including beneficiaries) in design and /or implementation	4	3	2	1	99
11	Proposes rights, security and human dignity.	4	3	2	1	99
12	Favours specific/individual/tailor made solutions; design and services.	4	3	2	1	99
13	Avoids instruments with risk of lock-in (ie. intensive training and public employment).	4	3	2	1	99
14	Integration, generalization of pilot experiences.	4	3	2	1	99
15	Increased monitoring, clear feedback.	4	3	2	1	99
16	It uses taxation as active labour market measure.	4	3	2	1	99
17	Protects the workforce where it is most, or usually, at risk of exclusion.	4	3	2	1	99
18	Emphasises qualitative aspects of the labour market solutions.	4	3	2	1	99

2. And how much do you think the followings are feasible/ implementable in the case of a labour market policy?

		Totally feasible/ implemen table	Rather feasible/ implement able	Rather not feasible/ implemen table	Not feasible/ implement able at all	Can't judge
1	It involves interaction of different policy areas (economics, social politics, employment, environmental or urban	4	3	2	1	99

	policies etc).					
2	It involves cooperation of different actors (government, social partners, NGOs, employers, companies, interest groups, strong local partnership of supporting actors)	4	3	2	1	99
3	It involves cooperation across public, private and third sector.	4	3	2	1	99
4	It is an integrated part of an overall economic policy.	4	3	2	1	99
5	It takes into account and addresses labour market demand (real and potential).	4	3	2	1	99
6	It means new institutional settings and policy paradigms.	4	3	2	1	99
7	Understands social inclusion/social integration beyond the labour market	4	3	2	1	99
8	It has clear goals/clear vision of future - targets are clear and measurable.	4	3	2	1	99
9	It involves employers /liaison with employers or training for employers.	4	3	2	1	99
10	Social dialogue and involvement of stakeholders (including beneficiaries) in design and /or implementation	4	3	2	1	99
11	Proposes rights, security and human dignity.	4	3	2	1	99
12	Favours specific/individual/tailor made solutions; design and services.	4	3	2	1	99
13	Avoids instruments with risk of lock-in (ie. intensive training and public employment).	4	3	2	1	99
14	Integration, generalization of pilot experiences.	4	3	2	1	99
15	Increased monitoring, clear feedback.	4	3	2	1	99

16	It uses taxation as active labour market measure.	4	3	2	1	99
17	Protects the workforce where it is most, or usually, at risk of exclusion.	4	3	2	1	99
18	Emphasises qualitative aspects of the labour market solutions.	4	3	2	1	99

LABOUR MARKET RESILIENCE

By labour market resilience we understand *the inclusive capacity of the system to resist, withstand or quickly recover from negative exogeneous shocks and disturbances and to renew, adjust or re-orientate in order to benefit from these shocks.*

3. We have summarised the answers of the first round in terms of the factors affecting labour market resilience in the country of residence in the following list. Please indicate for each factor how important you consider them.

3a. Factors affecting labour market resilience in your country of residence positively:

		Very important	Rather important	Rather not important	Not important at all	Do not apply	Can't judge
1	Age of the labour force	4	3	2	1	98	99
2	education, educational system	4	3	2	1	98	99
3	skilled workforce	4	3	2	1	98	99
4	self-employment, new forms of work (part time, telework, simplified employment)	4	3	2	1	98	99
5	weakened labour rights	4	3	2	1	98	99
6	a high level of labour market participation	4	3	2	1	98	99
7	low labour cost	4	3	2	1	98	99
8	a diversified economy	4	3	2	1	98	99
9	opportunity to engage with EU initiatives	4	3	2	1	98	99
10	local employment initiatives	4	3	2	1	98	99
11	EU rules	4	3	2	1	98	99
12	strong manufacturing industry	4	3	2	1	98	99
13	Supportive policies and actions to encourage the labour inclusion of people at risk of exclusion	4	3	2	1	98	99
14	Activation, measures	4	3	2	1	98	99

	aiming at improving the skills and capacities of the unemployed						
15	Decent labour contracts	4	3	2	1	98	99
16	widespread undeclared work	4	3	2	1	98	99

3b. Factors affecting labour market resilience in your country of residence negatively:

		Very important	Rather important	Rather not important	Not important at all	Do not apply	Can't judge
1	not properly functioning institutions and procedures	4	3	2	1	98	99
2	no market orientated approach in training	4	3	2	1	98	99
3	low degree of mobility	4	3	2	1	98	99
4	economic recession	4	3	2	1	98	99
5	poor liaison between employers, employment agencies, and national policymakers	4	3	2	1	98	99
6	labour market regulation	4	3	2	1	98	99
7	lack of innovation in economic policy, education and labour relations	4	3	2	1	98	99
8	limited capabilities to enhance local resources and opportunities	4	3	2	1	98	99
9	skill shortages	4	3	2	1	98	99
10	outward migration	4	3	2	1	98	99
11	increased segmentation of labour	4	3	2	1	98	99
12	limited entrepreneurial culture	4	3	2	1	98	99
13	declining competitiveness	4	3	2	1	98	99
14	limited public social investment policies	4	3	2	1	98	99
15	low wages	4	3	2	1	98	99
16	lack of active (and activation) policies	4	3	2	1	98	99
17	precarization of labour market conditions	4	3	2	1	98	99
18	the lack of collective bargaining	4	3	2	1	98	99
19	tax rules	4	3	2	1	98	99

20	low quality training	4	3	2	1	98	99
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4. We have summarised the answers of the first round in terms of the factors affecting labour market resilience in the European Union as a whole. Please indicate for each factor how important you consider them.

4a. Factors affecting labour market resilience in the European Union as a whole positively:

		Very important	Rather important	Rather not important	Not important at all	Do not apply	Can't judge
1	education, life long learning	4	3	2	1	98	99
2	flexible contractual relations	4	3	2	1	98	99
3	decent labour conditions	4	3	2	1	98	99
4	EU labour funds	4	3	2	1	98	99
5	active labour market policies	4	3	2	1	98	99
6	social security	4	3	2	1	98	99
7	flexicurity approach	4	3	2	1	98	99
8	single market	4	3	2	1	98	99
9	integrated approach, common rules	4	3	2	1	98	99
10	economic development	4	3	2	1	98	99
11	democratic stability	4	3	2	1	98	99
12	social dialogue	4	3	2	1	98	99
13	immigration	4	3	2	1	98	99
14	free movement of labour	4	3	2	1	98	99

4b. Factors affecting labour market resilience in the European Union as a whole negatively:

		Very important	Rather important	Rather not important	Not important at all	Do not apply	Can't judge
1	ageing	4	3	2	1	98	99
2	inactivity trap	4	3	2	1	98	99
3	structural unemployment	4	3	2	1	98	99
4	declining competitiveness	4	3	2	1	98	99
5	slow growth	4	3	2	1	98	99
6	austerity measures	4	3	2	1	98	99

7	low quality work, in-work poverty	4	3	2	1	98	99
8	low wages	4	3	2	1	98	99
9	cultural differences	4	3	2	1	98	99
10	Intervention of politics into (labour) market	4	3	2	1	98	99
11	weak EU integration, limited integration between countries policies	4	3	2	1	98	99
12	lack of a real common labour policy	4	3	2	1	98	99
13	high labour cost	4	3	2	1	98	99
14	brain drain	4	3	2	1	98	99
15	lack of innovation	4	3	2	1	98	99
16	limited attention of labour and social policies on the social and contextual factors of exclusion	4	3	2	1	98	99
17	negative activation practices	4	3	2	1	98	99
18	lack of broader social participation, limited involvement of stakeholders	4	3	2	1	98	99

Please think of labour market resilience in the period of 2000-2012. In the first round of the survey, the evaluation of participants were rather divided in terms of the perceived resilience of labour markets in their country of residence (*41% very or rather resilient vs. 48% rather or not at all resilient*) and the European Union (*48% very or rather resilient vs. 44% rather or not at all resilient*).

5. In the light of these information how would you rate the labour market resilience of ...?

	Very resilient	Rather resilient	Rather not resilient	Not resilient at all	Can't judge
... your country of residence	4	3	2	1	99
... the European Union as a whole	4	3	2	1	99

PREFERRED POLICY COMPETENCE

6. In the boxes below we mention the 3 out of 8 options which got the highest rate in the first round. *You may choose any of the 8 options, but we are wondering that in the light of these information how do you think it would be most*

appropriate to deal with each of the following policy areas? Do you think that [area] should be mainly dealt with at regional level, at national level, at European Union level?

Unemployment <i>(All three 37%, National 22%, National and EU 15%)</i>	
Immigration <i>(EU 33%, All three 30%, National and EU 26%)</i>	
Labour market regulation and Employment Policy and Law <i>(National and EU 44%, National 22%, All three 19%)</i>	
Social Protection <i>(National and EU 37%, All three 26%, National 19%)</i>	
Education, Skills Training and Lifelong Learning <i>(All three 33%, National 26%, National and EU 19%)</i>	

1. Regional level
2. National level
3. European Union level
4. Not an area to be dealt with by any level of government
5. Regional and national
6. National and European
7. Regional and European
8. All three
9. Can't judge

7. We write the [averages] of the first round in the boxes below. We would like to know what you think *in the light of these information*: out of one hundred Euro / national currency when relevant of tax money a citizen pays, how much should be allocated on the regional, national and European level?

a. Regional (0-100) [41]	
b. National (0-100) [41]	
c. European (0-100) [18]	

ANSWERS:

0-100;

FUTURE FORECAST

In the first round we have invited you to the intellectual challenge of trying to predict what the future holds. Thinking about the resilience of the labour market until 2030 the answers were rather divided. *About half of you expressed that the country's and the EU's labour market would become more resilient, while the other half expressed the opposite.* In the followings we ask you to concentrate on the evaluation of major labour market challenges and solutions for the EU in the long run.

8. We have summarised the different answers about the main challenges on the labour market in the European Union as a whole until 2030 in the following list. For each item please indicate how important you consider them as a challenge on the labour market in the EU.

	Very important	Rather important	Rather not important	Not important at all	Can't judge
ageing	4	3	2	1	99
problems of sustainability	4	3	2	1	99
problems of fighting unemployment, raising employment	4	3	2	1	99
immigration	4	3	2	1	99
problems of maintaining/improving welfare, competitiveness, convergence	4	3	2	1	99
mobility-related issues within the EU, mobility of youngsters	4	3	2	1	99
inequalities between social groups	4	3	2	1	99
inequalities between	4	3	2	1	99

countries					
problems of education	4	3	2	1	99
black market	4	3	2	1	99

9. We have summarised the different answers about the policies considered to be best suited to deal with the main challenges of the labour market in the EU until 2030. For each item please indicate how important you consider them as a potential solution for the challenges on the labour market in the EU in 2030.

	Very important	Rather important	Rather not important	Not important at all	Can't judge
strengthening common EU policies and institutions	4	3	2	1	99
development of sustainable methods	4	3	2	1	99
improvement of social policies and protection (incl. migration policy)	4	3	2	1	99
solidarity, inclusion, sensitivisation, social dialogue, humanism	4	3	2	1	99
common policy reforms (wage regulation, pension, insurance, taxation),	4	3	2	1	99
stop austerity policy	4	3	2	1	99
education, lifelong learning	4	3	2	1	99
polarisation of labour market, create room for low quality jobs	4	3	2	1	99
new contract concerning rights and responsibilities of EU citizens	4	3	2	1	99
strengthening trade unions and penalisation of exploitation	4	3	2	1	99
social investment, investment in human and social capital, in high quality jobs	4	3	2	1	99
flexicurity	4	3	2	1	99
ANYTHING ELSE: NAME IT	4	3	2	1	99

10. And how much do you think these potential policy solutions are feasible/ implementable?

	Totally	Rather	Rather not	Not feasible/	Can't
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	feasible/ implementable	feasible/ implementable	feasible/ implementable	implementable at all	judge
strengthening common EU policies and institutions	4	3	2	1	99
development of sustainable methods	4	3	2	1	99
improvement of social policies and protection (incl. migration policy)	4	3	2	1	99
solidarity, inclusion, sensitisation, social dialogue, humanism	4	3	2	1	99
common policy reforms (wage regulation, pension, insurance, taxation)	4	3	2	1	99
stop austerity policy	4	3	2	1	99
education, lifelong learning	4	3	2	1	99
polarisation of labour market, create room for low quality jobs	4	3	2	1	99
new contract concerning rights and responsibilities of EU citizens	4	3	2	1	99
strengthening trade unions and penalisation of exploitation	4	3	2	1	99
social	4	3	2	1	99

investment, investment in human and social capital, in high quality jobs					
flexicurity	4	3	2	1	99
ANYTHING ELSE: NAME IT	4	3	2	1	99

Thank you for completing this questionnaire!

Questionnaire - Round 3

Introduction

Thank you for having participated in the first two of the three rounds of this Policy Delphi survey on labour market resilience. This survey is part of the INSPIRES FP7 research project (<http://www.inspires-research.eu>), which aims to identify and analyse innovations in social and employment policies in Europe in relation to the development of inclusive and resilient labour markets.

Overall, 27 experts have participated to the first two rounds from a wide variety of EU countries. Now we will further examine the attributes of a successful policy innovation, the perception of labour market resilience and the factors affecting it, and the forecast for the future. We are focusing on the questions where opinions were divided in the previous round of the survey.

This third questionnaire is shorter, and therefore completing it is less time-consuming than the first two were. Where applicable we will provide you with the overall results for the questions. Please try to answer all questions, even though we do not expect you to have in depth knowledge of all of them.

Once we have received responses from all panelists, we will collate and summarise the findings which will be sent to you as well.

We assure you that your individual responses will be strictly confidential to the research team and will not be divulged to any outside party, including other panelists.

For more information contact:

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PARTICIPANT'S BACKGROUND

No attributions will be made, but in order to be able to re-contact you with the results, please answer the following questions.

Name:

E-mail address:

POLICY INNOVATIONS

In the next few questions we will ask to elaborate your opinion on certain characteristics of a successful policy innovation thinking about in the period of 2000-2012. By 'successful' we mean that it increases labour market participation and resilience of labour markets.

In the previous round of the questionnaire many characteristics of a successful policy innovation were tested in terms of their importance and feasibility. In the followings we are presenting you a list of characteristics that were considered important by the experts, but opinions were divided with regards to their feasibility, or were not considered very feasible.

- Please look at the following list of characteristics of a successful policy innovation and select the two that you consider most important to be implemented in your country of residence (we have indicated the share of experts who considered that characteristics very or rather important for a successful policy innovation and the share of experts who thought that it was totally or rather feasible).**

		Most important to be implemented	Second most important to be implemented
2	It involves cooperation of different actors (government, social partners, NGOs, employers, companies, interest groups, strong local partnership of supporting actors) (100% said important – 67% said feasible)	1	1
1	It involves interaction of	2	2

	different policy areas (economic and social policy, employment, environmental or urban policies etc) (96% said important – 67% said feasible)		
8	It has clear goals/clear vision of future - targets are clear and measurable (96% said important – 56% said feasible)	3	3
15	Increased monitoring, clear feedback (93% said important – 63% said feasible)	4	4
3	It involves cooperation across public, private and third sector (89% said important – 59% said feasible)	5	5
4	It is an integrated part of an overall economic policy (85% said important – 44% said feasible)	6	6
6	It means new institutional settings and policy paradigms (63% said important – 33% said feasible)	7	7

2a. Out of the previous list you have chosen XX as the most important characteristic of a successful policy innovation. Spell out please how it could be implemented in spite of eventual constraints in your country of residence.

2b. Out of the previous list you have chosen YY as the second most important characteristic of a successful policy innovation. Spell out please how it could be implemented in spite of eventual constraints in your country of residence.

LABOUR MARKET RESILIENCE

By labour market resilience we understand *the inclusive capacity of the system to resist, withstand or quickly recover from negative exogeneous shocks and disturbances and to renew, adjust or re-orientate in order to benefit from these shocks.*

In the previous round of the questionnaire we also asked about factors affecting labour market resilience in the country of residence positively and negatively. In the followings we are focusing on certain factors where experts' opinion were divided.

In the previous round of the questionnaire 44% of experts thought that 'opportunity to engage with EU initiatives' was an important factor affecting labour market resilience of their country of residence positively versus an equal share, 44% who thought that this was not an important factor.

3a. In the light of this information, how important you consider the following:

		Very important	Rather important	Rather not important	Not important at all	Do not apply	Can't judge
1	opportunity to engage with EU initiatives	4	3	2	1	98	99

3b. Why do you think that? Could you please elaborate your opinion?

In the previous round of the questionnaire 52% of experts thought that 'Limited entrepreneurial culture' was an important factor affecting labour market resilience of their country of residence negatively.

4. Could you please spell out how could this constraint be surmountable?

In the previous round of the questionnaire 56% of experts thought that 'Declining competitiveness' was an important factor affecting labour market resilience of their country of residence negatively.

5. Could you please spell out how could this constraint be surmountable?

Please think of labour market resilience in the period of 2000-2012. In the previous round of the survey, the majority (59%) of participants thought that the labour market in their country of residence was *very or rather resilient and also the majority (58 %) thought that the labour market of the European Union was rather or not at all resilient*).

6. In the light of these information how would you rate the labour market resilience of ... in the period of 2000-2012?

	Very resilient	Rather resilient	Rather not resilient	Not resilient at all	Can't judge
... your country of residence	4	3	2	1	99
... the European Union as a whole	4	3	2	1	99

PREFERRED POLICY COMPETENCE

7. In our days most of the collected taxes are distributed on national, a smaller part on regional level and about 2 % on the EU-level. We would like to know what you think *in the light of this information*: out of one hundred Euro /*national currency when relevant*/ of tax money a citizen pays, how much should be allocated on the regional, national and European level?

a. Regional (0-100)	
b. National (0-100)	
c. European (0-100)	

ANSWERS:

0-100;

FUTURE FORECAST

8. Please think about the labour market of your country and of the EU in 2030. In the first round of the survey, a slight majority (53%) of participants thought that the labour market in their country of residence will be *much more or rather more resilient until then* and also the majority (57 %) thought that the labour market of the European Union will be *rather less or much less resilient*). What do you think in the light of this information: will the labour market be much more, rather more, rather less or much less resilient until 2030 in...?

	Much less resilient	Rather less resilient	Rather more resilient	Much more resilient	Can't judge
... your country of residence	1	2	3	4	99
... the European Union as a whole	1	2	3	4	99

In the previous round of the questionnaire 74% of experts agreed that 'Common policy reform (wage regulation, pension, insurance, taxation)' is an important potential solution for the challenges on the labour market in the EU until 2030. However, only 33% thought that it was feasible/ implementable.

9. Spell out please how it could be implemented in spite of eventual constraints.

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10. How important or not important the greater involvement of the EU in the following policy fields would be in the next 15 years according to your opinion?

	Not important at all	Rather not important	Rather important	Very important	Can't judge
Unemployment	1	2	3	4	99
Immigration	1	2	3	4	99
Labour Market Regulation and Employment Policy and Law	1	2	3	4	99
Social Protection	1	2	3	4	99
Education, Skills Training and Lifelong Learning	1	2	3	4	99

Economic Policy	1	2	3	4	99
Environmental Policy,	1	2	3	4	99
Fighting Against Crime	1	2	3	4	99
Health Care	1	2	3	4	99
Banking and Financial Sector Regulation and Surveillance	1	2	3	4	99

11. And how feasible or not feasible the greater involvement of the EU in the following policy fields would be in the next 15 years according to your opinion?

	Not feasible at all	Rather not feasible	Rather feasible	Totally feasible	Can't judge
Unemployment	1	2	3	4	99
Immigration	1	2	3	4	99
Labour Market Regulation and Employment Policy and Law	1	2	3	4	99
Social Protection	1	2	3	4	99
Education, Skills Training and Lifelong Learning	1	2	3	4	99
Economic Policy	1	2	3	4	99
Environmental Policy	1	2	3	4	99
Fighting Against Crime	1	2	3	4	99
Health Care	1	2	3	4	99
Banking and Financial Sector Regulation and Surveillance	1	2	3	4	99

Thank you for completing this questionnaire!