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Management from the Nova School of Business and Economics.

MEASURING DNOVO'S IMPACT: A TOOLKIT FOR ASSESSMENT – FROM AN
INDIVIDUAL PERSPECTIVE

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Abstract

This work project develops an impact assessment model for dNovo, a Portuguese non-profit organisation addressing unemployment among educated individuals over 50 years. It explores societal ageing, employment challenges, and dNovo's strategic initiatives. Using the ABC – Attitude Model (Jain 2014) and Bronfenbrenner's (1979) socio-ecological framework, the work project proposes a multifaceted toolkit to assess individual, organizational, and societal impacts of the company.

The study highlights dNovo's alignment with global sustainability efforts, revealing its contribution to reducing age-related inequalities, and addresses the assessment of the organization's impact, contributing to the development of the organization's mission.

Keywords: ABC – Attitude Model, Impact Assessment, Toolkit, Qualified Unemployment.

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1. Introduction

This work project is focusing on the development of an impact assessment model and tools for dNovo, an organization which addresses the fundamental societal issue of unemployment in Portugal among people over 50 with a high level of education.

Despite expectations that high qualifications would ease the process of finding a new job, both dNovo's experience reports and studies reveal the considerable difficulties older, highly qualified individuals encounter in re-joining the workforce. The aim of this dissertation is to indirectly contribute to coping with this societal problem by making dNovo's work more scalable, evaluable, and presentable through an impact model.

The work seeks to develop an impact assessment model that provides a clear rationale for dNovo's work, emphasizing its importance in addressing the challenges faced by individuals, organizations, and society as a whole. One of the identified key issues is the need for sustainable partnerships, where partners recognize the added value and feel compelled to contribute to addressing this issue.

In collaboration with dNovo, it was determined that the organization lacks a unified model for evaluating its work. The proposed toolkit aims not only to fill this gap but also to serve as a "showcase model" for the future. This model is intended to articulate the essential reasons why dNovo's work is crucial at the individual, organizational, and societal levels. Through this endeavour, the dissertation is dedicated to supporting dNovo in making a compelling case for the significance of its mission.

2. The Problem dNovo Seeks to Contribute to: Unravelling Ageing Societal Dynamics and Employment Complexities

Our world is confronted with a significant social and economic challenge known as the rapid ageing of society (OECD 2018). Almost every country has to deal with the new realities, which means growth as well as the proportion of older people within their population (UN Population Facts 2020). In essence, this means that while individuals are living longer, which is beneficial on a personal level, it poses a political challenge for society. In OECD countries, the ratio of individuals aged 65 and older to those in the working-age bracket (15-64) is expected to increase by 1 in 2 in 2050 (OECD 2018). Presently, approximately 728 million individuals globally are aged 65 years or older (UN Population Facts 2020). Over the next three decades, projections indicate that this figure will surpass its current state, more than doubling to reach 1.5 billion older persons by the year 2050 (UN Population Facts 2020). A direct consequence of this trend could be that younger generations will have to bear the responsibility of supporting and financing the social system, potentially leading to a gradual decline in the rising prosperity observed in recent years (OECD 2018).

Mid-career and older individuals face significant challenges in re-entering the labour market after experiencing unemployment, particularly among those aged over 45. Long-term unemployment, defined as being unemployed for a year or longer, is prevalent among this demographic group, constituting a weighted average of 44 per cent of the long-term unemployed population across eight surveyed countries in 2020 (an increase from 36 per cent in 2000). The International Labour Organisation's data reveals that individuals aged 55–64 sustain more severe consequences, with greater earnings losses and extended periods of unemployment compared to their younger

counterparts. The impact of persistent unemployment not only affects the well-being of individuals but also imposes a substantial societal cost (OECD The Midcareer Opportunity 2023, 15).

Opportunities for mid-career job switches are limited, with age, location, and physical wellness acting as barriers. Removing these barriers is crucial to unlock the benefits of an intergenerational workforce. Smart interventions, including evaluating biases, targeted training interventions, and rethinking early retirement incentives, are proposed to support older workers. The Midcareer Opportunity Report by the OECD (2023) emphasizes the need for swift responses to the challenges posed by demographic shifts and technological advancements, urging proactive measures to embrace the opportunities presented by an ageing workforce (OECD The Midcareer Opportunity 2023, 15).

Given these circumstances, it is evident that adjustments in workplace and retirement practices are necessary. The Nobel prize-winning economist Christopher Pissarides highlights the historical oversight in planning pensions without considering future developments and stresses the importance of rethinking work beyond retirement age, considering healthy life expectancy (Koutsokosta and Gauret 2020).

To counteract this social phenomenon, both the EU and OECD recommend policymakers promote longer working lives (OECD 2018). The European Commission consistently explores innovative approaches and solutions to reintegrate older individuals into the labour market. The primary tool for achieving this goal is the European Social Fund (ESF), which plays a key role in fostering equitable job opportunities, providing general job support, and assisting individuals in securing improved employment (Koutsokosta and Gauret 2020). The ESF is one of the Structural and Investment Funds (ESIF) that aims to reduce disparities among regions and foster a more inclusive and dynamic European economy (EU Commission 2023).

In 2018, the OECD released a Recommendation Paper, urging governments to "*give people better choices and incentives to continue working at an older age for responding to the challenges of rapid population ageing*" (p.1). This recommendation primarily focuses on three goals: incentivizing long careers to raise the retirement age, addressing employers to retain and hire older individuals, and promoting the employability of individuals throughout their professional careers. Results indicate a predominant emphasis on the first goal, reflected in the increasing effective retirement age (OECD 2018).

However, as the OECD Council states, only increasing the retirement age is not a sustainable long-term solution, especially for individuals who may suddenly lose their jobs – precisely the target group of dNovo. The dilemma of "*being too young to retire and too old to employ*" (OECD 2018, 2) aptly describes the predicament faced by many qualified older unemployed individuals. This could be prevented by pursuing the OECD's two additional goals (OECD 2018).

Governments cannot bring about these structural changes and necessary steps alone. Involving the civilian population, especially affected groups, is essential to co-create specific reforms (OECD 2018).

The impact of the ageing demographic on the economy, as highlighted by Pissarides, reveals demographic imbalances between northern and southern European countries. The north, including Scandinavians and Germany, appears more prepared to adopt new technologies and invest significantly in research and development (R&D) and infrastructure. In contrast, the South seems less ready, potentially leading to increased divergence in the next 10 to 20 years (Koutsokosta and Gauret 2020).

Pissarides (2020) emphasizes the practical effects on public finances, noting increased spending and employment in the health sector. The author warns about the need for careful planning in the relationship between the private and public sectors, particularly in reforming pension systems. To manage Europe's ageing workforce effectively, Pissarides (2020) suggests careful consideration of technology infrastructure, advocating for a pan-European approach to avoid disparities. He underscores the necessity to reform pension systems, preferably transitioning to funded pensions. Additionally, addressing challenges like overcrowding in cities, environmental concerns, and congestion is crucial. Pissarides (2020) calls for collaborative action to prevent developments that could jeopardize the unity and cohesion of the European Union, highlighting both technology and immigration as critical issues that need collective attention (Koutsokosta and Gauret 2020).

3. Excursion: Insight into the Portuguese Labour Market

The Portuguese labour market appears to present a paradox with record-low unemployment rates and a peak in job vacancies (Duarte 2021). As of October 2023, Portugal reported an unemployment rate of 2.8% and an annual employment rate of 72.38% (OECD Employment n.d.). Despite these positive indicators, the country faces persistently high rates of long-term unemployment. This paradox is explained by a mismatch between the skills sought by companies and those possessed by job seekers, particularly evident in the older population with lower education levels. The digital transition further exacerbates this issue, with a significant portion of the population lacking digital skills (Duarte 2021).

The long-term unemployment rate increases with age, reaching 53% among the unemployed aged 45 to 49 and 59% among those aged 50 and over in 2021. The mismatch between skills demanded by firms and those offered by candidates is a significant factor behind the current high number of unfilled job vacancies (Duarte 2021).

Efforts to address this challenge include a focus on boosting workers' qualifications and skills, aligning with Portugal's Recovery and Resilience Plan (EU Commission n.d.), which allocates significant funds to this goal. The plan aims to enhance workers' capabilities and bridge the skills gap, ultimately improving the labour market situation (Duarte 2021).

Portugal has implemented several key policies to promote longer working lives and address pension reform. Notable measures include the introduction of a new pension benefit formula considering the entire career, a "sustainability factor" adjusting benefits based on changes in life expectancy, and incentives to postpone retirement until the age of 70. The statutory age of retirement has been raised incrementally, reaching 66 and two months in 2016. Social pensions and targeted benefits, such as the Solidarity Supplement for the Elderly, aim to fight poverty among older individuals. While phased retirement options are limited, combining part-time work with a partial pension is not common. The pension system rewards longer careers through increased accrual rates and a monthly bonus for those retiring after the legal age, although the maximum accrual period is capped at 40 years, potentially reducing incentives to work beyond this threshold (OECD Portugal 2017).

4. Presentation of our Company, dNovo

As their slogan on the website already implies, “O futuro faz se dNovo” [“the future is made dNovo” (which stands for anew/again)], the non-profit organization based in Portugal supports highly qualified individuals aged over 50 with a “new start” regarding their professional lives (dNovo 2023).

They address the pressing issue of qualified senior unemployment and they have been established with a mission to reintegrate professionals aged 50 and over, who have relevant academic

backgrounds and professional experiences (Presentation dNovo 2023, 3). This targeted approach is deliberate, allowing dNovo to provide more effective support to this demographic, given resource constraints that limit their ability to assist other groups of unemployed individuals. dNovo strives to reshape the role of its target group in the contemporary labour market. Therefore, their primary goals are reframing these professionals within the current job landscape, putting their knowledge to use, requalifying their skills, and reigniting their motivation to actively contribute to the economy. Their mission is to act as a transformative agent and therefore they want to contribute to inter-generational balance, to the sustainability of the economy and to provide an integrated response to the growing problem of qualified unemployment (Presentation dNovo 2023, 3-5).

Over the past decade, the percentage of qualified unemployed individuals has been on the rise, presenting a global concern (dNovo Presentation New Data 2021, 5-6). This phenomenon not only affects individuals but also results in the underutilization of qualified human resources and untapped talent. The COVID-19 pandemic has further exacerbated this social issue, leading to the termination of employment contracts and the closure of companies, imposing significant costs on the country's economy (Presentation dNovo 2023, 7-9).

The causes of qualified senior unemployment are multifaceted, with both conjunctural and structural elements at play. Globalization, job transfers to lower-cost countries, industrial consolidation, digitalization, technological innovation, and the impact of COVID-19 contribute to this complex issue. Cultural and behavioural factors, including prejudices against hiring older individuals (age bias) and difficulties in adapting them to new working conditions, also play a significant role – as dNovo states based on their experience (Presentation dNovo 2023, 9-10).

4.1. dNovo's Approach and Strategic Initiatives

dNovo's intervention is structured around three pillars: Support to Professionals, Companies' Engagement, and a Matching Platform. Regarding Support to Professionals, the organization offers onboarding processes, access to mentoring programs, training partnerships, and an extensive network of contacts to professionals. The programs cover placement, entrepreneurship, and various support services. They do not identify themselves as an “employment agency”, their goal is to support these individuals on their professional journey through the above-mentioned services, taking ownership of their process to secure employment. A pivotal keyword in this context is "self-ownership." One pathway for professionals to connect with dNovo involves a strategic partnership with IEFP (Presentation dNovo 2023, 16). The public institution IEFP in Portugal is dedicated to addressing labour market challenges, combating unemployment, enhancing work quality, and implementing active employment policies (IEFP 2023).

Alternatively, professionals connect with dNovo through diverse channels, including online platforms such as the website and social media. Additionally, outreach occurs through events. Furthermore, professionals are referred by companies undergoing exit processes, and potential collaborations with recruitment companies, which dNovo partners with, contribute to expanding the network of individuals seeking support (Presentation dNovo 2023, 16).

A central aspect of dNovo's support system is the implementation of the above-mentioned mentoring models. The organization offers a senior mentoring program, which can be organized as either group mentoring or individual mentoring. This flexibility accommodates the diverse preferences of unemployed individuals, allowing them to choose between group settings for shared experiences or individual sessions for a more private approach, especially for those dealing with strong emotions (Presentation dNovo 2023).

The third pillar is a platform they developed that facilitates connections between professionals and companies. This platform includes a database of experienced professionals, spaces for companies to post opportunities, and areas for professionals to find job openings. It also communicates events organized by dNovo and its partners (Presentation dNovo 2023, 18).

As a non-profit organization, dNovo ensures financial sustainability through founder associates, partnerships, sponsorships, donations, EU grants, and awards. The funds were raised primarily to support the services provided to professionals (Presentation dNovo 2023, 20).

In conclusion, dNovo emerges as a crucial player in addressing the challenges of qualified senior unemployment, offering a holistic approach to support both professionals and companies in navigating this complex issue.

5. Initiatives and Programs Facilitating Senior Employment: A Comparative Overview

This part provides an overview of various organizations and programs dedicated to promoting employment and/or addressing the challenges faced by individuals aged 50 and older in securing meaningful employment opportunities. The initiatives discussed encompass a diverse range of geographical locations, organizational types, and intervention strategies (Appendix n°2).

5.1. Wisconsin Senior Employment Program (WISE)

The Wisconsin Senior Employment Program (WISE), situated in Wisconsin, USA, operates as a comprehensive employment training initiative targeting low-income, unemployed individuals aged 55 and older. WISE offers subsidies, part-time work experiences, and specialized training to enhance the employability of older adults, addressing both financial constraints and skill development needs (Wisconsin Senior Employment Program (WISE) 2014).

5.2. Experience Unlimited

Operating in California, Experience Unlimited is a program designed to expedite the job search process for individuals seeking employment. This initiative offers workshops on crucial aspects such as job search strategies, resume building, and interview techniques. Moreover, Experience Unlimited provides practical support by offering office space, personal computers, internet access, and fax machine usage (Experience Unlimited 2023).

5.3. Workforce50

Workforce50, a dedicated website based in New Hampshire, USA, serves as a platform for advertising job vacancies tailored to older job seekers and late-career professionals across various industries. The platform not only provides job listings but also offers information to assist individuals in navigating their job search or exploring new career directions. Users can search for jobs by location or explore opportunities with preferred employers (Lottering 2023; WorkForce50 2023).

5.4. AARP

The AARP (American Association of Retired Persons) operates as a non-profit and nonpartisan organization in the United States. Dedicated to empowering Americans aged 50 and older, AARP facilitates this through initiatives such as the Employer Pledge, which encourages employers to prioritize age diversity and create inclusive work environments (AARP 2023; Powdar 2022).

5.5. 55/Redefined

Based in the UK, 55/Redefined is an organization focused on changing perceptions surrounding ageing and unlocking the untapped potential of older individuals in various aspects of life. Their strategies include conducting surveys, forming partnerships, and engaging in activities that challenge age-related stereotypes (55/Redefined 2021).

5.6. Work over 40

The Italian association, Work over 40, aims to promote and reintegrate unemployed individuals over the age of 40 into the workforce. Through image and awareness campaigns, anti-discrimination activities, networking initiatives, and providing advice and support to employers, the association strives to create an age-inclusive employment landscape in Italy (Associazione Lavoro over 40 2019; Projeto recomeçar 2017, 25).

5.7. Senior Network

Operating in Denmark, the Senior Network focuses on matching unemployed seniors with local opportunities. The network facilitates visits to potential employers, offers short courses on job search strategies, and fosters general networking among older individuals seeking employment opportunities (Projeto recomeçar 2017, 31).

These diverse initiatives and programs, spanning various geographical locations and organizational types, collectively contribute to the overarching goal of promoting employment and addressing the unique challenges faced by individuals aged 50 and older. The strategies employed by these entities vary, reflecting a nuanced approach to the multifaceted issue of senior employment. As the global workforce continues to evolve, these initiatives serve as valuable models for fostering age-inclusive practices and promoting the active participation of seniors in the workforce.

6. Background

6.1. Impact Assessment

As previously mentioned, dNovo requested a toolkit to assess their impact on their beneficiaries, partners, employees, and society. To provide a better understanding of impact assessment, a

definition will be drawn from the literature, the importance of measuring a company's impact will be highlighted and the limitations of assessing impact will be outlined.

6.1.1. Definition of Impact Assessment

Impact assessment is a systematic process that focuses on identifying and evaluating the effects (positive and negative, intended, and unintended) of any type of organization on individuals, communities, organizations, and the environment (OECD 2014; Streatfield and Markless 2009; Arjalies and Bansal 2020). It enables the assessment of the economic, environmental, cultural, and social impacts of interventions (EU Commission 2023). Additionally, impact assessment is universally applicable, no matter which scale, scope, effect, duration, or data type (Arjalies and Bansal 2020).

In the context of this work project, with the focus being the company dNovo, a non-profit organization with a social mission of “*developing an integrated response to the growing problem of qualified unemployment*” (Presentation dNovo 2023, 3), the term “social impact assessment” could be also used. According to the International Association for Impact Assessment (2023), social impact assessment shares similarities with conventional impact assessment but is tailored to interventions with social objectives.

6.1.2. Importance of Impact Assessment

Impact assessment is important for companies and organizations as it allows them to enhance their positive impact by mitigating negative effects. It facilitates informed decision-making, efficient use of rare resources within the company, and prudent allocation of resources for funders or donors (Simfoni 2023; Arjalies and Bansal 2020). There are three main reasons why every company should, at some point, consider measuring the impact of their interventions:

1. As stated in the definition above, impact assessment reveals the actual impact firms exert on their beneficiaries, stakeholders, and society (Streatfield and Markless 2009). It will also illustrate which types of interventions are more successful for their beneficiaries (Social Impact Toolbox 2023).
2. Assessing the impact of interventions or projects allows companies to determine and enhance their effectiveness and acquire insights for improvement (Streatfield and Markless 2009).
3. Impact assessment provides organizations with access to data and reports with accurate numbers, figures, and pieces of evidence regarding their impact (Simfoni 2023), which can be used to demonstrate to relevant stakeholders the worthiness of investing in their company (Streatfield and Markless 2009). It ensures the sustainability of their organization. It is all about gaining the confidence and backing of funders (Social Impact Toolbox 2023).

In addition to all that has been mentioned, impact assessment improves various operational and management aspects of the organization, including product/service quality, productivity, performance, time management, resource management, and cost reduction (Simfoni 2023).

Besides the importance of impact assessment, it is crucial to tailor the suitable impact assessment model, aligned with the intervention's context and objectives. It does not have “*an easy-to-use framework*” that can be used in any situation (Arjalies and Bansal 2020).

6.1.3. Limitations of Impact Assessment

As for any type of work, model, or tool, limitations should be acknowledged. Here, in the context of impact assessment, three short limitations must stay in mind throughout the process:

1. No calculated effect does not mean no impact, especially in complex activities, where “*difficult-to-measure effects*” can exist (Arjalies and Bansal 2020).
2. Assessments may undervalue crucial but indirectly impactful activities (Arjalies and Bansal 2020).
3. Human biases can affect assessments due to judgment, leading to errors and cognitive bias (Arjalies and Bansal 2020).

6.2. The ABC – Attitude Model

The concept of attitudes has been a subject of interest in psychology and social sciences for many decades (Schwarz and Bohnner 2007). Attitudes were first studied in the early 20th century, and it was not until the mid-20th century that researchers began to develop structured models to understand and analyse attitudes (Jain 2014).

The ABC Model of Attitudes has practical applications in various fields, including marketing, psychology, and social sciences. It provides a structured approach for analysing, predicting, and influencing attitudes and behaviours. By focusing on each component, individuals and organizations can develop strategies to shape and modify attitudes in a desired way (Mohd 2022).

6.2.1. The Three Components of the Model (Jain 2014)

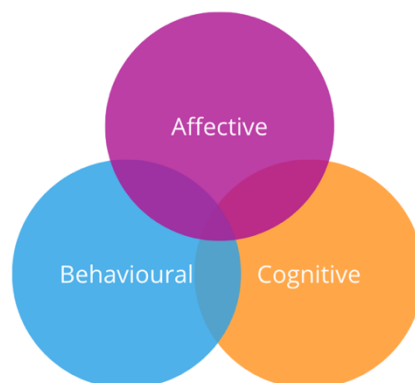


Figure 1: ABC Model

The ABC Model posits that attitudes consist of three primary components, including affective, behavioural and cognitive. The affective component represents the emotional component of an attitude. It involves the individual's emotional response, such as liking or disliking, pleasure, or displeasure, towards the object of the attitude (Perry et al. 2022). For example, if you have a positive affective component toward environmental conservation, you might feel happy, proud, or passionate when thinking about it. The behavioural component concerns the behavioural tendencies or intentions linked to the attitude. It includes actions and behaviours directed toward the object of the attitude (Jain 2014). In the context of environmental conservation, your behavioural component might include actions like recycling, reducing waste, or participating in conservation initiatives. Finally, the cognitive component reflects the cognitive or thought-related aspect of an attitude. It includes the beliefs, thoughts, and knowledge associated with the attitudes (Jain 2014). Using the environmental conservation example, your cognitive component might include beliefs about the importance of preserving natural resources and the impact of human activities on the environment.

6.2.2. Interactions Between Components

The three components are interrelated and can influence one another. Changes in one component can lead to changes in the others. For example, a shift in the cognitive component (beliefs) may trigger changes in the affective component (emotional response) and the behavioural component (actions or intentions).

6.2.2.1. Affective-Cognitive Interaction

The affective and cognitive components are closely linked. Cognitive processes, like beliefs and knowledge, can trigger emotional responses when forming an attitude (Schnitzspahn and Phillips 2016). For example, believing in an environmental policy's benefits can lead to a positive emotional attachment to it. Emotions can, in turn, affect cognitive processes, causing selective information

processing, as seen with strong negative emotions toward a political candidate, which can lead to biased information processing.

6.2.2.2. Cognitive-behavioural Interaction

The cognitive and behavioural components are interconnected. Cognitive processes, like beliefs, can shape intentions and actions (Fischer 2017; Audi 2020). Believing in the importance of exercise can lead to the intention to exercise regularly. In reverse, setting goals or making commitments (behavioural intentions) can influence one's beliefs. For instance, deciding to recycle can lead to more positive beliefs about its environmental benefits.

6.2.2.3. Affective-Behavioural Interaction

The affective and behavioural components are linked, where emotions can drive actions, and actions can influence emotions (Zhu and Thagard 2002). Positive emotions toward helping others can lead to pro-social behaviours, such as volunteering. Conversely, engaging in behaviours aligned with one's attitudes can reinforce emotions; for instance, eco-friendly actions can boost positive feelings about environmental conservation.

Understanding these interactions is essential for designing effective interventions and persuasion strategies. For instance, advertisers often aim to create emotionally resonant advertisements (affective) that provide empirical evidence (cognitive) and encourage specific behaviour (behavioural) (Mohd 2022). By recognizing how these components influence each other, we can better predict and influence individuals' attitudes and actions.

In summary, the ABC Model of Attitudes serves as an essential framework for gaining insight into the complex dynamics of attitude formation, persistence, and modification. Highlighting the interplay of emotional, cognitive, and behavioural components underscores the need to consider

all facets when analysing and shaping human attitudes. This model not only provides a structured approach but also offers practical guidance for understanding and influencing the intricate landscape of human behaviour and beliefs.

7. Methodology

The methodology conceived for assessing the impact of dNovo, a non-profit organization helping individuals over 50 in career transitions, includes a multifaceted approach.

At first, extensive research was conducted to explore existing models that could potentially serve in evaluating dNovo's impact (Appendix n°1). Various models were considered, including the Kirkpatrick model (Kirkpatrick Partners 2021), widely recognized in training impact assessment, and the randomized controlled trial (White, Sabarwal, and De Hoop 2014; Bhide, Shah, and Acharya 2018), commonly applied in social intervention studies. However, due to the unique operational structure of dNovo, a more personalised approach felt more appropriate, as these existing models were insufficient for a holistic evaluation.

To gain some structure, a model has been adopted throughout the paper: the ABC – Attitude Model (Jain 2014), a versatile framework employed across various disciplines including marketing, psychology, and social sciences. As explained previously, the ABC Model of Attitudes enables the examination of impacts through three perspectives: Affect (emotions), Behaviours (actions), and Cognition (thoughts) (Jain 2014). It's particularly useful for understanding how dNovo affects its stakeholders, from direct beneficiaries to the wider society.



Figure 2 – Bronfenbrenner's Circle

To facilitate a comprehensive analysis and to reflect the three parts on which a non-profit organization can have an impact, the analysis is divided into three key areas: individual, organizational, and societal. This structure is inspired by Bronfenbrenner's (1979) socio-ecological model, which offers a structured approach to understanding impacts at different levels.

Bronfenbrenner's (1979) ecological model is an exhaustive framework that explains how different environmental systems interact to influence human development and behaviour. This model highlights the importance of considering various interconnected environmental systems, from immediate surroundings like family to broader societal structures like culture, in shaping an individual's development (Bronfenbrenner 1979, 3–42).

In the context of dNovo, the individual dimension is based on Bronfenbrenner's microsystem and concentrates on the direct, immediate effects of dNovo's services on its beneficiaries' personal development and career pathways. Moving to the organizational dimension, it explores dNovo's impact on partner organizations and employees, reflecting Bronfenbrenner's mesosystem and exosystem. Lastly, the societal dimension, aligning with Bronfenbrenner's macrosystem, assesses dNovo's broader impact on society (Bronfenbrenner 1979, 3–42).

Due to time constraints and strategic reasons, no data collection has been made for dNovo, making it currently impossible to detail the methodology of data gathering. However, to measure their impact, dNovo has been recommended to employ a mix of qualitative and quantitative data collection techniques, including tools like surveys and interviews.

In summary, this methodology provides a detailed and accessible toolkit for assessing the varied impacts of dNovo. By applying this dual-model framework, this paper aims to provide a complete understanding of the organization's influence across individual, organizational, and societal spectrums, offering valuable insights for future strategic directions, service improvements and maximising its societal contribution.

8. The Assessment of The Individual Aspect of dNovo

In the context of Bronfenbrenner's socio-ecological (1979) model, the individual part of a company is situated in the microsystem, which represents the immediate experiences and interactions of the individuals within the organization. As for the socio-ecological model, the micro-level, represented by dNovo's beneficiaries, experiences the most important impacts. Hence, analysing the individual level allows for a detailed evaluation of dNovo's impact on these key stakeholders, which is essential in assessing the overall impact of the organization (Kilanowski 2017).

As mentioned earlier, the ABC attitude model (Affective, Behavioural, and Cognitive) will be used throughout this work project. In this section, the model will be applied to make a thorough assessment of the impact of dNovo on its **beneficiaries**. Firstly, the affective component will analyse the changes in mental health, emotional well-being, and happiness of its participants. Secondly, the behavioural component will develop the shifts in the behaviours of professionals regarding the diverse services and the shifts in job search behaviours. Lastly, the cognitive component will tackle the transition in skills, knowledge, and self-efficacy of beneficiaries.

Before giving any recommended tools and indicators to assess the impact of dNovo, a general advice would be to establish a follow-up method with former beneficiaries. Indeed, dNovo is currently not doing any follow-ups. Once a person is hired or leaves the program, contact is lost. Follow-up questionnaires and interviews would give useful information about the participants' satisfaction, effectiveness, potential improvements, or other useful subjects (Johnson 2016).

8.1. The Affective Component

The affective component of the ABC model explores the **emotions** and the **feelings** of an attitude (Jain 2014). Assessing the impact of dNovo involves evaluating the changes in participants'

emotional well-being, measuring positive and negative shifts in their affective states, and assessing their happiness levels before and after their involvement with the company.

Job displacements are often associated with heightened anxiety and depression (Brand, Levy, and Gallo 2008). Studies, including one by Brand, Levy, and Gallo in 2008, have documented that professionals who have been laid off, frequently exhibit emotional distress and lower self-esteem. This highlights the importance of initiatives, which assist these individuals in enhancing their mental well-being, a key factor for successful reintegration into the workforce. Indeed, many of these individuals require psychological support, where mental health is considered. Job search programs that fail to nurture the mental health, motivation and cognitive resources of people are simply not as effective as those that do (Pappas 2020). While dNovo is not a traditional job search program and does not have specific psychological support. They offer many services, such as mentoring and training partnerships, which are ways to nurture the mental health, motivation, and cognitive resources of the professionals they assist.

The cognitive and the affective components are closely linked in the context of job displacement (Schnitzspahn and Phillips 2016). Job loss often leads to emotional distress and lowered self-esteem, potentially affecting both the capacity and willingness to acquire new cognitive resources and the motivation to pursue new job opportunities. Alternatively, the cognitive understanding of one's situation can influence emotional responses.

8.1.1. Emotional Well-Being Metrics

As mentioned previously, enhancing mental health is crucial in job search programs (Pappas 2020). While dNovo is not a traditional job search program, its holistic approach remains to support professionals over 50 re-entering the job market through various services. Therefore, to evaluate

its impact and to eventually improve its effectiveness, dNovo should measure the changes in its beneficiaries' emotional well-being. The developed emotional well-being scales offer a thorough analysis. Combining them with qualitative interviews may provide a deeper understanding of the participants' emotions, enriching dNovo's assessment framework significantly (Devi 2009).

8.1.1.1. Positive and Negative Affect Scale (PANAS)

The PANAS, conceived by Watson, Clark, and Tellegen in 1988, serves as a self-assessment scale designed to evaluate a person's positive and negative affective states. In their seminal work published in the *Journal of Personality and Social Psychology*, the authors detailed the development and validation process of this instrument. The PANAS captures positive affect (PA), represented by pleasant emotional experiences, like joy and enthusiasm, and negative affect (NA), spanning emotions like anger, guilt, and anxiety (Watson, Clark, and Tellegen, 1988).

Its robust validation process ensures reliability and accuracy in measuring affective states, making it a widely embraced tool in psychological research for efficiently evaluating emotional well-being (Watson, Clark, and Tellegen, 1988).

For dNovo, it would be recommended to administer the PANAS test before and after program completion. This strategic frequency allows a thorough assessment of the positive and negative changes in the affective states of qualified senior professionals due to dNovo's services. If the changes are positive, it will showcase the program's effectiveness. The scale is available in Appendix n°4.

8.1.1.2. Subjective Happiness Scale (SHS)

The SHS, outlined in Lyubomirsky and Lepper's (1999) paper, serves as a powerful tool to measure self-reported happiness levels, focusing on personal feelings rather than objective criteria. The

paper establishes its reliability and construct validity, demonstrating consistency over time and effectively capturing subjective happiness (Lyubomirsky and Lepper 1999).

For dNovo, the SHS could be valuable, providing a quantifiable measure of the impact of dNovo's intervention on subjective happiness, which adds insights into the overall well-being level of its beneficiaries. When administering the SHS, clear instructions are required to emphasize honest responses. Periodic use, such as before and after the program, helps track changes in happiness over time, offering visions into the dynamic impact of dNovo's initiatives (Lyubomirsky and Lepper 1999). The SHS can be found in Appendix n°5.

8.1.1.3. Personal Well-Being Index (PWI)

The PWI, from the International Wellbeing Group (2002), is a tool, which evaluates individuals' subjective well-being (Cummins 2013). Developed by Robert Cummins (2002), the PWI is a prominent measure employed in various studies globally. This instrument assesses individuals' satisfaction in various aspects of life, such as health, living standards, and personal relationships, using a 9-item self-report questionnaire. The PWI validity is well-established, with its fifth edition reflecting refinements based on extensive research (Cummins 2013).

For dNovo, implementing the PWI could offer precious insights into the impact of its initiatives on the personal well-being of qualified senior professionals. By administering this instrument before and after engaging with dNovo's programs, the organization can quantitatively assess the positive or negative changes in participants' subjective well-being. This data can contribute to the organization's improvement (Cummins 2013).

For effective PWI administration, it's vital to comprehend the manual's instructions and adhere to the International Wellbeing Group's guidelines for reliable results. Implementing feedback

mechanisms and debriefing sessions, like interviews, with participants can improve data quality (Cummins 2013). The PWI is available in Appendix n°6.

8.1.1.4. Warwick-Edinburgh Mental Well-Being Scale (WEMWBS)

The WEMWBS, outlined in Tennant et al.'s (2007) paper, is an instrument designed to assess overall mental well-being, focusing on areas such as personal well-being, psychological health, and interpersonal relationships. Developed and validated in the UK, WEMWBS emphasizes the positive aspects of well-being, encompassing both hedonic and eudemonic approaches (Tennant et al. 2007).

The paper emphasizes the robust validation process undergone by WEMWBS, establishing its credibility and applicability. The scale is relevant for assessing the impact of interventions like dNovo on the well-being of their individuals (Tennant et al. 2007). Indeed, as previously mentioned, dNovo aims to help professionals return to paid jobs, which should include psychological support to enhance overall well-being (Pappas 2020).

To administer the WEMWBS effectively, it is necessary to ensure participants clearly understand the questions, consider cultural nuances, and adhere to standardized procedures for consistent implementation, such as pre- and post-administration (Tennant et al. 2007). To have access to the WEMWBS, dNovo will need to register itself on a link provided in Appendix n°7.

8.1.1.5. Global Measure of Perceived Stress (GMPS)

The GMPS, as outlined by Sheldon Cohen, Tom Kamarck, and Robin Mermelstein in their 1983 article published in the Journal of Health and Social Behaviour, is a widely recognized self-reported tool designed to assess an individual's perceived stress levels. This tool evaluates the extent to which one recognizes situations in their life as stress-inducing. It evaluates personal perceptions of

stress, encompassing the individual's appraisal of life events and their perceived ability to cope with them. In terms of validity, the GMPS has been extensively validated and is considered a robust tool for measuring perceived stress (Cohen, Kamarck, and Mermelstein 1983, 385–96).

Applying the GMPS to dNovo can provide valuable insights into the stress levels of qualified senior professionals participating in the program. Administering the test both before and after their involvement with dNovo will highlight changes in their perceived stress (Cohen, Kamarck, and Mermelstein 1983, 385–96). The GMPS is included in Appendix n°8.

8.1.1.6. Depression Anxiety Stress Scales (DASS)

The DASS, as discussed by Kim Halford and Aaron D.J. Frost in their 2021 paper published in "Behaviour Change," is a short instrument designed for routine psychotherapy outcomes and progress assessment. This brief instrument aims to evaluate the intensity of depression, anxiety, and stress (Halford and Frost 2021). The DASS demonstrates strong reliability and validity, making it a robust instrument for assessing mental health outcomes. The scale's brevity enhances its practicality for regular use, allowing for quick and effective monitoring of an individual's psychological well-being (Halford and Frost 2021).

For dNovo, the DASS will measure depression, anxiety, and stress levels of the senior qualified professionals, which enables a holistic understanding of the influence of their programs on the mental health of individuals transitioning to new careers (Halford and Frost 2021). The DASS is included in Appendix n°9.

8.1.2. Surveys

Surveys are defined as “the collection of information from a sample of individuals through their responses to questions” (Check and Schutt 2012, p.160). Given its widespread application in human

behaviour, social and psychological research are the main areas where surveys are used (Ponto 2015).

In survey research, investigators employ diverse research strategies, including quantitative methods implying closed and short open questions, qualitative approaches involving in-depth open questions, or a combination of both, known as mixed methods. Survey research sampling techniques are designed to acquire a sample that accurately represents the target population. In the context of dNovo, the feasible option to survey all beneficiaries will eliminate the risk of sample coverage error (Ponto 2015).

Surveys play a crucial role in assessing social organizational impact, as they directly gather beneficiaries' perspectives, allowing organizations to accurately measure the effectiveness of their interventions, namely on well-being, and make informed improvements (Stalls n.d.).

Various data collection methods are employed in survey research, with questionnaires and interviews being the most common approaches (Ponto 2015).

8.1.2.1. Questionnaires

Questionnaires are widely used in data collection to gather information from respondents through a series of structured questions. Typically, they use either closed-ended questions, with predetermined answer choices, or short open-ended questions, allowing for more detailed responses (Hassan 2023). Questionnaires are flexible in design, cost-effective, and practical, especially for large samples (Ponto 2015; Hassan 2023).

Furthermore, they can be either self-administered or facilitated by professionals and conducted individually or in groups. They may take the form of traditional paper questionnaires sent by mail,

electronic versions distributed via email or through platforms, like the matching platform, or a hybrid approach allowing participants to select their preferred method (Ponto, 2015).

The design and administration of questionnaires require careful consideration to guarantee the accuracy and authenticity of the gathered data. Hassan (2023) notes that factors like question wording, order, and format substantially affect respondents' answers, while Ponto (2015) highlights the need to enhance questionnaire appeal through appropriate font size, logical item organization, and clear item presentation on each page, thereby reducing unintended response bias, increasing response rates, and mitigating measurement errors. Additionally, it is essential to pilot-test the questionnaire with a small, representative sample before full-scale administration. This step helps in identifying and rectifying potential issues that could compromise the quality of the data (Hassan 2023).

In social science research, questionnaires are instruments that assess various phenomena, including impact. Thus, it will enable dNovo to efficiently gather quantitative data for evaluating the impact of their practices, namely on their beneficiaries (Hassan 2023). In Appendix n°10, an example questionnaire for assessing the impact on dNovo's beneficiaries and a brief overview of two user-friendly websites to create future questionnaires are provided.

8.1.2.2. Interviews

Interviews are crucial in qualitative research, employed to gather in-depth information from participants. They serve to explore and understand the experiences, perspectives, and opinions of individuals on a particular topic. It can be used to unveil the unique ways in which dNovo influences the lives of the targeted professionals (DiCicco-Bloom and Crabtree 2006).

Several types of interviews exist, each with distinct characteristics. Structured interviews follow a predetermined set of questions and are useful for standardized data collection. Semi-structured

interviews combine predefined questions with flexibility for exploring new topics, allowing for a deeper understanding. Unstructured interviews provide the most flexibility, with open-ended questions guiding the conversation, fostering a rich, in-depth exploration of the subject (DiCicco-Bloom and Crabtree 2006).

Interviews can benefit the impact analysis of dNovo by facilitating a structured approach to data collection and analysis (Marttunen and Hämäläinen 1995). They can be conducted individually or in groups, either face-to-face, via video calls, phone calls, or email (Fox and Mathers 2018; Rabiee 2004; Bolderston 2012).

The advantages of interviews include the ability to elicit detailed and nuanced viewpoints, allowing participants to express themselves freely. The flexibility in adapting questions permits the exploration of emerging topics. However, interviews demand strong interpersonal skills, and the extensive preplanning involved makes the process time-consuming (Bolderston 2012). In Appendix n°11, an example interview to assess the impact on beneficiaries' well-being is provided.

In summary, the interviews and questionnaires will provide a comprehensive overview of their impact on beneficiaries' emotions and feelings. However, each emotional well-being metric focuses on analysing a specific aspect of well-being.

8.2. The Behavioural Component

The behavioural component refers to the actions or behaviours linked with an attitude (Jain 2014). Assessing the impact of dNovo involves analysing the changes in qualified senior professionals' actions and behaviours participating in the program. This encompasses changes in job-seeking strategies, networking efforts, and overall engagement in services proposed by dNovo to return to paid work.

As previously mentioned, individuals recently laid off, often experience symptoms of emotional stress and diminished self-esteem (Brand, Levy, and Gallo 2008). This may deter them from engaging in activities such as job-seeking or attending services. Therefore, if dNovo positively impacts the emotional well-being of participants, it could lead to a transformative shift in their behaviours, and vice versa. This emphasizes the interaction between the affective and the behavioural components (Zhu and Thagard 2002).

8.2.1. Self-Monitoring and Tracking Tool

Self-monitoring and tracking tool is a key technique in behaviour change assessment. This model operates on the principle of self-observation, where individuals actively record their behaviours. The primary focus of this method is to enhance self-awareness and identify behaviour patterns, specifically targeting behaviours associated with a particular goal, which for dNovo's beneficiaries is to return to paid work (Rou 2023).

Self-monitoring and tracking is valuable in measuring the impact of interventions like dNovo's. By tracking activities related to job-seeking, networking efforts, and engagement in services, dNovo can gather data, providing insights into the efficacy of their programs. This method's validity hinges on the participants' commitment to accuracy and consistency in recording data, making it a more personalized and responsive approach to behaviour assessment (Rou 2023).

For organizations like dNovo, self-monitoring provides a dual advantage. It not only offers insights into the behavioural changes of its participants but also enables the improvement of interventions based on participant data. When participants track their engagement with dNovo's services, such as the time spent on the matching platform or the frequency of attending networking events, dNovo gains valuable feedback for program refinement and tailored individual support (Rou 2023).

The administration of self-monitoring and tracking as a behaviour change technique involves several recommendations. Firstly, ensuring participants are well-informed and committed to consistent and accurate tracking is important, which can be done by allocating time for this matter. Combining self-monitoring with other assessment tools, such as questionnaires or interviews, can enhance the comprehensiveness of the data collected. Additionally, providing regular feedback to participants based on their tracking can encourage continuous improvement and active engagement in the behaviour change process (Rou 2023).

In conclusion, self-monitoring and tracking offers a dynamic and participant-focused approach. For initiatives like dNovo, this method can facilitate a deeper understanding of their impact on participants' behaviour and help in tailoring interventions for greater impact (Rou 2023).

The final deliverable will be an accessible, online Google Sheet, which is a collaborative web-based spreadsheet program by Google that allows multiple users to access and share data (Google 2014). This setup will enable dNovo to monitor advancements in real time.

At the end of each month, beneficiaries will receive a Google Form to complete with straightforward instructions. These will be sent through a preferred communication channel like email or the matching platform. dNovo will encourage participants to monthly update these forms, which will enhance the accuracy and validity of the data collected.

Google Forms offers a feature that enables one to download a structured Google Sheet with all collected responses from the form organized in columns (Dighe 2023). Google Sheets enables the use of formulas and a great variety of other features to highlight key data points and trends (Google 2014). Indeed, it facilitates the creation of dynamic charts for comprehensive analysis of respondent behaviour. These charts are interactive and update in real-time as the data changes,

enhancing visualization and analysis (Cottrell 2023). With Google Sheets' filtering feature, one can tailor charts to focus on one respondent or a group of respondents, by simply applying a filter to the respondent's name column. Selecting a specific respondent or a group of respondents will isolate their responses and update the corresponding dynamic chart to reflect only their data.

Using a Google Sheets format aligns with best practices in data visualization and analysis due to its structured grid and capability to convert unprocessed data into insightful conclusions. It is beneficial for organizing and analysing data, and for identifying trends and patterns (Barilla 2023), such as behavioural changes and progress.

The advantage of Google Forms is that every new answer submitted is automatically updated in the corresponding Google Sheet table (Dighe 2023). This dynamic link also extends to any charts that have been set up (Cottrell 2023). They evolve in real-time as beneficiaries submit their monthly responses. As a result, dNovo can simply access the updated answers and view the evolving charts without the need for any manual adjustments, ensuring an efficient and up-to-date analysis.

This tool provides a comprehensive understanding of individual progress and can be adapted to monitor the behavioural changes of dNovo's beneficiaries, offering a greater picture of their development throughout the program (Rou 2023).

8.2.1.1. Services

The self-monitoring and tracking tool can be used by dNovo to monitor the changes in the behaviours of the participants towards its services. The Google Form will be a seven-item questionnaire which beneficiaries are required to complete monthly. The responses will be automatically recorded in an associated Google Sheet, allowing dNovo to generate dynamic charts and analyse behavioural trends over time.

8.2.1.2. Job search

Understanding dNovo's influence on participants' job-seeking behaviours can be interesting, given its role in career transitions. To assess this, beneficiaries will complete a four-item questionnaire each month. The responses will also be compiled in a linked Google Sheet for behavioural analysis.

Appendix n°12 contains the links to these Google Forms and Google Sheets, providing easy access to the tools.

8.3. The Cognitive Component

The cognitive component encompasses the beliefs and thoughts related to an attitude (Jain, 2014). In evaluating dNovo's impact, the focus is on tracking the development of participants' mental processes and cognitions. This includes their skills and knowledge, and their attitudes towards self-efficacy.

An interaction between cognition and behaviour exists, as explained in the presentation of the ABC–Attitude Model (Fischer 2017; Audi 2020). In the context of dNovo, a beneficiary's belief in the efficacy of networking events can influence their engagement level, which is a behaviour. Similarly, observing changes in their job search activities can lead to shifts in their self-efficacy beliefs regarding job hunting.

8.3.1. Pre- and Post-training evaluations

dNovo's implementation of pre- and post-training evaluations, as highlighted by Mann (1996), will help to measure the impact of training on beneficiaries' skills and knowledge. These evaluations align with the recommendations of Rupp and Böhme (2008), who emphasize the validity of such assessments in capturing learning outcomes.

Pre-program evaluations establish a baseline of participants' knowledge and skills, allowing for a meaningful comparison with post-training results. This dual assessment approach ensures a comprehensive understanding of the cognitive impact of training (Mann 1996).

Incorporating real-time assessments during training, such as quizzes and knowledge checks, reinforces learning and provides immediate feedback on the effectiveness of the training. Long-term evaluations, reveal insights into learning retention and practical application over time, thus linking again the cognitive and behavioural components (CDC 2023).

By adopting these practices, dNovo will align with the Kirkpatrick model's second level (Learning), developed in Appendix n°1. For a thorough assessment of dNovo's training impact, using all levels of the Kirkpatrick model is recommended as it assesses immediate learning outcomes and tracks the long-term behavioural and economic impacts of the training.

The effective creation of pre- and post-training knowledge evaluations, which is essential, involves starting by defining clear learning objectives that align with the training content. These objectives will guide the development of both pre-test and post-test questions, which will measure knowledge and skills relevant to the training program. The pre-test establishes a baseline of participants' initial knowledge, while the post-test assesses their learning progress, providing data that reflects changes in knowledge and skills. Furthermore, it is advised to incorporate various question formats like multiple-choice and short answers to thoroughly evaluate knowledge acquisition (Anderson 2023).

This process, by comparing pre- and post-training results, enables a clear understanding of the training's impact on participants' knowledge and skills (Anderson 2023).

8.3.2. Self-Efficacy Scales

Self-efficacy, a central element in Bandura's (1997) approach, significantly influences individuals' behaviour and psychological state, emphasizing the interplay between cognitive, behavioural, and affective components. It refers to one's belief in their capability to execute behaviours leading to specific achievement, measuring their confidence in task completion and situation management. This influences their effort, persistence in facing obstacles and resilience to adversity (Bandura 1997). Self-efficacy holds particular significance for dNovo's beneficiaries, given its critical role in the context of re-entering the workforce. Indeed, it affects their beliefs in their ability to job search, skill development, and adapt to new professional environments.

To assess self-efficacy, employing a tailored self-efficacy scale would be recommended. Indeed, in dNovo's case, this scale would be focused on the specific challenges and tasks relevant to job seekers over 50 years. It would evaluate participants' confidence in key professional skills both before and after program participation. Such an approach offers a basis for comparative analysis, effectively measuring dNovo's program impact on self-efficacy (Bandura, 1997).

Additionally, the Generalized Self-Efficacy Scale (GSE) provides a broader evaluation instrument. This 10-item tool evaluates overall self-efficacy, emphasizing a person's confidence in handling life's difficulties. The scale is noted for its simplicity and broad applicability. Its application to dNovo, both pre-and post-engagement, can yield insights into the cognitive changes experienced by participants, in enhancing their overall confidence (Schwarzer, Jerusalem, and Johnston 1995).

The dNovo-specific Self-Efficacy Scale and the Generalized Self-Efficacy Scale are included in Appendices n°13 and n°14, providing thorough tools to quantitatively measure the cognitive impact of dNovo's interventions on their beneficiaries' professional and overall self-efficacy.

8.4. Conclusion of the Individual Part

In conclusion, this section of the work project provides a toolkit to analyse the impact of dNovo on its beneficiaries using the ABC (Affective, Behavioural, and Cognitive) attitude model (Jain 2014). It highlights the importance of evaluating the emotional well-being, behavioural changes, and cognitive development of participants to understand the full scope of dNovo's influence. The application of various assessment tools and indicators, including emotional well-being metrics, surveys, self-monitoring and tracking techniques, evaluations, and self-efficacy scales, will offer a detailed insight into the effectiveness of dNovo's programs and will outline potential areas for improvement to enhance the overall experience and outcomes for its beneficiaries.

9. Results

This section of the work project presents the results of the assessment tools and indicators which can be used by dNovo to assess its impact. These results are segmented into three key impact areas: individual, organizational, and societal impact. Each impact area is divided into three main components: affective, behavioural, and cognitive. These assessment tools and indicators have been selected for their relevance and efficiency in measuring the targeted outcomes.

Concerning the individual impact of dNovo, multiple tools and indicators have been found for each component.

Starting with the tools to assess the impact of dNovo on the emotional well-being of its beneficiaries: the affective component. This includes measuring shifts in positive and negative affective states, overall happiness, and mental health before and after their involvement with the company. Tools suggested for this purpose are the Positive and Negative Affect Scale (PANAS) by Watson, Clark, and Tellegen (1988), which serves as an effective tool to measure positive and negative changes in the affective states of beneficiaries. This is particularly relevant for dNovo, as the emotional states of senior professionals are key in understanding their overall well-being. Similarly, the Subjective Happiness Scale (SHS) by Lyubomirsky and Lepper (1999) provides insights into the subjective happiness levels of participants, which adds insights for measuring the impact of dNovo's initiatives on their overall well-being.

Furthermore, the Personal Well-Being Index (PWI) developed by Cummins (2013) and the Warwick-Edinburgh Mental Well-Being Scale (WEMWBS) by Tennant et al. (2007) will assess the emotional and mental well-being of participants. These scales are used to understand the

broader impact of dNovo on their beneficiaries' lives, beyond mere professional aspects. The Global Measure of Perceived Stress (GMPS), by Cohen et al. (1983) and the Depression Anxiety Stress Scales (DASS-10) by Halford and Frost (2021) further contribute to this understanding by quantifying levels of stress, anxiety, and depression, key indicators of mental health crucial for seniors re-entering the workforce.

In addition to these scales, dNovo is advised to use surveys, which are widely employed in social, and psychological research (Ponto, 2015). They facilitate the collection of in-depth information from beneficiaries. Indeed, surveys, particularly questionnaires and interviews, are key instruments to capture personal experiences and feedback (Ponto, 2015). Questionnaires, on the one hand, help to gather structured data from both closed and short open-ended questions (Hassan 2023; Ponto, 2015). Interviews, on the other hand, provide in-depth qualitative insights, allowing for a comprehensive understanding of participants' experiences and opinions (DiCicco-Bloom and Crabtree 2006; Bolderston 2012). Together, these methods can offer, if well used, a holistic view of dNovo's impact on beneficiary well-being, addressing various aspects of well-being. Additionally, the combination of these methods might allow dNovo to accurately evaluate their effectiveness and make informed improvements.

The behavioural component assesses changes in the actions and behaviours of dNovo's participants, particularly in their job-seeking strategies and engagement in program services. The Self-Monitoring and Tracking Tool, discussed by Rou (2023), is a key technique in this regard. This method provides insights into the efficacy of dNovo's programs, enables the organization to tailor its interventions based on real-time participant feedback and empowers beneficiaries to be proactive and reflective about their engagement and progress. The utilization of digital tools like Google Sheets and Forms is suggested for efficient data collection and analysis, ensuring a dynamic

and responsive approach to behavioural assessment. This aligns with best practices in data visualization and analysis, allowing for a structured analysis of behavioural patterns (Rou 2023; Barilla 2023).

The cognitive component, focused on the mental processes and cognitions of participants, is advised to be evaluated with an indicator and a tool. Pre- and post-training evaluations, as highlighted by Mann (1996), are instrumental in measuring the impact of training on beneficiaries' skills and knowledge. These evaluations provide a clear understanding of the cognitive impact of dNovo's training programs. Additionally, using a dNovo-specific Self-Efficacy Scale and the Generalized Self-Efficacy Scale, by Schwarzer, Jerusalem, and Johnston (1995), offer a powerful tool to measure the impact of dNovo on beneficiaries' self-efficacy, which is an essential factor in their successful reintegration into the workforce.

Regarding the organisational part, three main tools summarise this section, starting with the survey tool.

In-depth interviews and online surveys were recommended for evaluating the affective component of stakeholders' and employees' attitudes. In-depth interviews were highlighted for fostering personal connections and obtaining detailed, open responses (DiCicco-Bloom and Crabtree 2006). Online surveys were considered a cost-effective alternative, providing rapid transmission and access to a broader population (Story and Tait 2019). The effectiveness of surveys, however, depended on factors such as survey duration (Chudoba 2023), question types (Story and Tait 2019), and timing (Rodgers 2021). For dNovo, in-depth interviews were suggested as a suitable method for understanding stakeholders' and employees' emotional connections and perceptions, although online surveys remained a viable option, especially when time and resources were constrained.

The stakeholder's impact report emerged as a crucial tool for assessing the behavioural component. Impact reports were identified as powerful documents to communicate the social, environmental, or economic consequences of dNovo's activities (Peretz 2023). The advantages of impact reporting included strengthening trust, enhancing public perception, facilitating stakeholder engagement, guiding continuous improvement, and serving as a marketing advantage (Ecolytics Team 2023). For dNovo, an impact report was deemed essential to showcase the societal impact of their programs, attract potential collaborators, and communicate their commitment to positive change in the field of employment for individuals over 50.

The focus group tool was recommended for assessing the cognitive component of stakeholders' and employees' attitudes. Focus groups, distinct from traditional group interviews, were lauded for their dynamic and insightful nature, tapping into collective dialogue to uncover diverse perspectives. The methodology involved assembling 4 to 8 participants to discuss predetermined topics guided by a moderator (Kitzinger, Markova, and Kalampalikis 2004). Focus groups were found to efficiently provide substantial information in a condensed timeframe, making them valuable for exploring consensus levels, navigating power differentials, and delving into cultural nuances (Gibbs 2023). In the context of dNovo, focus groups were identified as a vital mechanism for comprehending stakeholder and employee perspectives, fostering a nuanced understanding of shared values and objectives.

Concerning the societal part, after an extensive literature review and the creation of an impact assessment toolkit that considered affective, behavioural, and cognitive components this paper further embedded the toolkit within the framework of Sustainable Development Goals (SDGs) 8, 10, and 3. This paper prioritized affective components, emphasizing mental health, well-being, and social inclusion as crucial indicators of societal impact. Insights from the well-established SHARE

study (Share Eric 2023) provided a foundation for constructing a questionnaire tailored to measure dNovo's impact on participants' well-being and mental health. Well-being, often overlooked in traditional economic measurements, is here highlighted as an important aspect of societal progress.

Concerning behavioural components, Key Performance Indicators (KPIs) were introduced to quantify dNovo's impact on societal behaviour. Employment rate, employee retention rate, and average duration of unemployment were identified as pertinent KPIs, offering tangible metrics for assessing dNovo's effectiveness in reintegrating participants into the workforce.

The study explored ageism as a societal impact indicator within cognitive components, recognizing pervasive societal attitudes toward older individuals. The Nordic Age Discrimination Scale (NADS) (Carral, Alcover 2019), emerged as a valuable tool for assessing age-related attitudes, providing dNovo with a comprehensive instrument to measure changes in age discrimination within diverse organizational settings.

It was found that dNovo significantly contributes to the United Nations Sustainable Development Goals (SDGs) in several key areas. The organization's commitment to reintegrating older individuals into the workforce directly supports SDG 8, promoting decent work and sustainable economic growth. Additionally, by addressing age-related inequalities and combatting ageism, dNovo serves as a catalyst for achieving SDG 10, contributing to the goal of reducing inequalities. The organization's holistic approach, which includes considerations for mental health and overall well-being, actively contributes to SDG 3's objective of ensuring healthy lives and promoting well-being for people of all ages (United Nations n.d.).

This part of the dissertation provides a measurement tool kit for assessing dNovo's societal impact, offering practical tools for ongoing evaluation and highlighting its alignment with global

sustainability goals. By addressing age-related challenges and inequalities, dNovo could be seen as a valuable contributor to Portugal's societal well-being, echoing the broader global agenda outlined in the SDGs.

10. Limitations of the Model and Critical Reflection

This section discusses the limitations associated with the impact assessment model created for dNovo. While the model aims to provide a toolkit for assessing impact across various dimensions, several inherent limitations must be considered. Presenting limitations in a study is crucial for contextualizing research findings, assessing the validity of scientific work, and assigning credibility to conclusions (Ross and Bibler 2019). Beyond enumerating errors and validity issues, it involves elucidating weaknesses within the study that may impact outcomes, thereby providing valuable information for readers to interpret the research's overall significance and reliability (John 2007).

Firstly, the foremost limitation of the developed model lies in the absence of empirical validation. Due to time constraints, the model has not undergone a data run, leaving its efficacy unproven. Without empirical evidence, it cannot be asserted with certainty that the model aligns perfectly with the unique needs and dynamics of dNovo.

Secondly, the tools incorporated into the toolkit, such as the various scales, interviews, questionnaires, self-monitoring and tracking tool, online surveys and focus groups, heavily rely on the collaboration of external stakeholders, including dNovo's beneficiaries or partners. In the event of low participation, the effectiveness of these tools may be compromised, leading to incomplete and potentially biased data (Faber and Lillian Martins Fonseca 2014).

Thirdly, some tools and indicators, like the different scales, rely on self-reported data, which can be subject to biases such as social desirability or recall bias. Participants may portray themselves in a more favourable light or may not accurately remember past events or feelings. This bias can lead to over- or underestimation of the impact of dNovo's interventions (Rosenman, Tennekoon, and Hill 2011).

Furthermore, the model was developed without adhering to specific resource considerations such as time constraints or qualified employees. For example, focus groups and in-depth interviews require someone qualified to interview people concerned to avoid interviewer bias (Salazar 1990). Another example is that creating, administering, and analysing pre- and post-training evaluations can be resource and time-intensive. The absence of these resources may hinder the implementation and success of these tools, potentially limiting their practicality for dNovo.

Additionally, certain tools, including impact reports, require specific data sets that may not be readily available or calculable by dNovo. The lack of essential data poses a significant constraint, perhaps rendering these tools ineffective in the absence of the requisite information.

Another limitation arises from the use of digital tools such as Google Forms and Sheets for data collection and analysis in dNovo. This approach presupposes technological access and literacy, potentially introducing bias if these conditions are not uniformly met across the organization.

The toolkit developed to assess the societal impact of dNovo faces some noteworthy limitations that need special acknowledgement. Firstly, evaluating societal impact is inherently challenging, particularly given the limited observations resulting from dNovo's current successful reintegration into the job market. It is essential to recognize that the ABC Model reaches its constraints in this

context. While efforts were made to align it with societal impact and draw analogies, it is believed to be more suitable for individual and organizational impact assessments.

Another limitation to consider is the restricted feasibility of comparison or contextualization. For Affective Components (Mental Health, Well-Being, and Social Inclusion), an approach was developed and compared with the European SHARE Study (Share Eric n.d.). In this process, mean values were computed for selected questions in Portugal. However, for simplicity, response options had to be recorded or summarized. This method enhances comparability but may also introduce the risk of result distortion or a less nuanced representation of responses. Additionally, it is essential to note that the observation count within the SHARE Study for the target group remains relatively low. Therefore, any conclusions drawn should not indiscriminately be applied to the entire Portuguese society but rather viewed as indicative. Concerning the Behavioural Components, a limitation arises from the extended time required to measure the proposed indicators, making them currently impractical as tools but still viable for ongoing observation. Regarding Ageism and the suggested benchmark scale NADS (Carral and Alcover 2019), adapting it to the Portuguese context necessitates careful consideration of the respondents, their numbers, and the need to embed the results within sociocultural and economic contexts.

Finally, it needs to be mentioned that the entire toolkit including all three areas includes a diverse range of tools targeting individual, organizational, and societal dimensions. This extensive toolkit may overwhelm dNovo professionals, making it challenging for them to understand where to initiate the assessment process or which tools are most important to their specific needs.

In conclusion, while the impact assessment model offers a robust framework for evaluating the impact of dNovo's initiatives, these limitations underscore the need for caution and further

refinement. Taking these limitations into account can contribute to a more effective impact assessment process that is better suited to dNovo.

11. Conclusion

This work project generally tackles the societal challenge of unemployment among highly educated individuals over 50 in Portugal, focusing on the non-profit organization dNovo. The research aimed to develop an impact assessment model to measure and enhance dNovo's effectiveness in addressing this pressing societal issue.

The challenge dNovo seeks to contribute to is deeply rooted in the ageing societal dynamics and the complexities of modern employment trends. As populations age and technological advancements shift the nature of work, older and highly qualified individuals face unprecedented challenges in re-entering the workforce.

In developing an impact assessment model, this dissertation employed the ABC – Attitude Model, which provides a structured approach to understanding the diverse impacts of dNovo's interventions. This model is key in evaluating the organization's influence across individual, organizational, and societal levels. By integrating various tools and indicators, the research offers a detailed toolkit for assessing dNovo's impact.

The individual impact assessment evaluates the effects of dNovo on the beneficiaries' emotional well-being, using a range of scales and surveys. This assessment also monitors changes in beneficiaries' job-seeking strategies and service attendance and participation by using an advanced self-monitoring and tracking tool. Furthermore, it measures the shift in beneficiaries' knowledge, skills, and professional self-efficacy, employing evaluation methods and self-efficacy scales.

The organizational impact is evaluated through surveys, impact reports, and focus groups, aiming to build credibility and improve relations with stakeholders and employees, strengthening trust and efficiency within the company itself.

On a societal level, the paper emphasizes dNovo's influence on affective indicators such as social inclusion, well-being, and mental health, providing a framework for contextualizing these impacts within society. Concerning the behavioural components, it proposes indicators that could be structured as Key Performance Indicators (KPIs) for the organization, facilitating the measurement of its future societal impact. Additionally, the paper recommends adapting the NADS ageism scale to the context of dNovo as the cognitive component. Moreover, it sheds light on the contribution to key Sustainable Development Goals, particularly in promoting decent work, reducing inequalities, and fostering well-being among older individuals.

However, this research also acknowledges the limitations of the developed impact assessment model, including its reliance on stakeholder participation, potential biases in self-reported data, and the challenges of accurately measuring societal impacts. These limitations underline the need for continuous refinement and adaptation of the model to ensure its relevance and effectiveness throughout time.

In conclusion, this work project highlights the critical role of organizations like dNovo in addressing the challenges of qualified senior unemployment. By providing a toolkit for evaluating their impact, it will empower them to enhance their effectiveness for an even broader impact. Additionally, dNovo will have powerful evidence to attract potential beneficiaries who perceive the tangible benefits offered by the organization. Moreover, this framework provides convincing proof for prospective funders and donors, demonstrating dNovo as a valuable investment. It provides the organization with solid arguments and verified outcomes to present to potential

collaborative partners and future employees. Additionally, dNovo has further tools to build a closer relationship with its stakeholders and employees. Critically, the empirical evaluation of dNovo's impact provides the organization with the credibility necessary to engage constructively with governmental entities.

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13. Appendices

13.1. Appendix 1 – Assessing the impact of training and social interventions: models.

Impact models

What does the model assess?	Name of the model	Name of the creator and date of creation	Main Characteristics
	Kirkpatrick model	DR. Donald L. Kirkpatrick in 1959	<u>4 levels</u> : Reaction, Learning, Behaviour and Results.

Training	Philips ROI methodology	Jack J. Philips in the early 2000s	<u>5 levels</u> : Reaction, Learning, Behaviour, Results, and Return on Investment
	Summative and formative evaluation	No specific creator	Summative evaluation measures the final impact; Formative evaluation guides continuous improvements
	Kaufman's five Levels of Evaluation	Roger Kaufman in 1994	<u>6 levels</u> : Input, Process, Acquisition, Application, Organizational Payoffs and Societal Outcomes
	Randomized Controlled Trial	No specific creator	Individuals are randomly assigned to two different groups—one that receives the studied intervention and the

Social interventions			other that receives a control or placebo
	Logic Models	No specific creator	<u>5 categories</u> : Inputs, Activities, Outputs, Outcomes, and Impacts
	Social Return on Investment	No specific creator	<u>5 steps</u> : Identify Stakeholders, Map Outcomes, Value Outcomes, Calculate SROI and Communicate Results

Training

i. Kirkpatrick model

DR. Donald L. Kirkpatrick in 1959 created Kirkpatrick's model, an assessment model for training. It works by assessing training based on four main levels (Suk 2023; Kirkpatrick Partners 2021; Lucidchart 2019). Over the years, this approach has become the gold standard for showcasing the effectiveness of training programs. It applies in all sectors and to all programs and is simple to use (Kirkpatrick Partners 2021; Lucidchart 2019).

The 4 levels:

1. Level 1: **Reaction**: How alumni find the training they are following favourable, captivating, and pertinent to their jobs (Kirkpatrick Partners 2021). This knowledge can be collected through surveys, feedback forms, or metrics such as attendance rate and participation rate (Lucidchart 2019; Neendoor 2023).
2. Level 2: **Learning**: How alumni gain new knowledge, skills, attitudes, confidence, and commitment through the training (Kirkpatrick Partners 2021). This information can be gathered through tests, skills-based evaluations, or quizzes conducted in each case before and after the training to see the evolution (Neendoor 2023; Lucidchart 2019).
3. Level 3: **Behaviour**: How alumni use their new knowledge and skills in their new jobs (Kirkpatrick Partners 2021). Interviews, self-assessment forms, supervisors' observations, and possibilities for the alumni to put into practice what they learned, are ways to find out if they do use their new knowledge (Lucidchart 2019; Neendoor 2023).
4. Level 4: **Results**: How the behavioural changes of alumni influenced the company and if the investment in training was profitable to the company (Lucidchart 2019).

ii. Philips ROI methodology

The Jack Philips ROI model is one such training framework that helps analyse the success of learning and development programs (Roy 2021). During the early 2000s, Jack J. Philips introduced a new model which is an augmentation to the Kirkpatrick model, encompassing a fifth level focused on Return on Investment (ROI) (Herrholtz 2020).

The 5 levels:

The first four levels are the same as those in the previously mentioned Kirkpatrick model. Therefore, we will only explain the additional fifth level of the Philips ROI Methodology.

Level 5: Return on Investment: The fifth level aims to conduct a “cost-benefit analysis”, assessing the usefulness of the training programs in achieving desired outcomes (Roy 2021).

Calculation: $ROI = \frac{\text{Total Program Benefits} - \text{Total Program Costs}}{\text{Total Program Costs}} \times 100\%$ (Herrholtz 2020).

In a nutshell, the ROI model helps organizations measure if the amount of money and resources they dedicate towards employee development have produced measurable returns or not.

iii. Summative and formative evaluation

A third method to assess the impact of training is through summative and formative evaluation, which lacks a specific creator or creation date, as it represents a common approach to assessing learning impact, as seen in educational settings. Nevertheless, it remains an effective method for measuring impact. Summative evaluation measures the final impact of training using reports, presentations, tests, examinations, and projects to measure the knowledge acquired by the employees after completing their training, while formative evaluation guides continuous improvements, ensuring training effectiveness and relevance using games, quizzes, assessments, and instructor observation (Suk 2023). Hence, using both methods ensures a well-rounded assessment.

iv. Kaufman's Five Levels of Evaluation

Roger Kaufman in 1994 created Kaufman's model, a learning evaluation framework developed based on the Kirkpatrick Model (Deller 2021). Kaufman incorporated a fifth level into his model,

considering societal impacts. Additionally, he subdivided Kirkpatrick's level 1 into "input" and "process" (Hays 2021).

The 5 levels:

1. a. **Input:** Present the supplies used during the learning program.
- b. **Process:** Describe how the learning program is implemented.

Micro-level: The learner.

2. **Acquisition:** Assess if the learners have gained new knowledge through the learning program.
3. **Application:** Measure if the learners have applied the instructed knowledge in their work.

Macro-level: The organization.

4. **Organizational payoffs:** Evaluate the organizational impact of the learning.

Macro-level: The society.

5. **Societal outcomes:** Assess the influence of the learning on the company's clients or the broader society.

(Hays 2021; Deller 2021)

Social intervention

- i. Randomized Controlled Trials (RCTs)

In randomized controlled trials (RCTs), individuals are randomly assigned to two different groups—one that receives the studied intervention and the other that receives a control or placebo (White, Sabarwal, and De Hoop 2014; Bhide, Shah, and Acharya 2018). By comparing the

outcomes across these groups, this model establishes a cause-and-effect relationship between an intervention and its outcomes, providing high-quality evidence about the impact of the intervention on its participants (Bhide, Shah, and Acharya 2018; Hariton and Locascio 2018). Indeed, RCTs ensure that observed outcomes are solely a result of the intervention, enhancing confidence in impact attribution (White, Sabarwal, and De Hoop 2014).

ii. Logic Models

Logic models serve as visual representations outlining the interconnections between program inputs, activities, outputs, outcomes, and impacts. They play a crucial role in articulating program goals, facilitating communication, and guiding the design, implementation, and evaluation of programs. By offering a systematic framework, logic models aid evaluators in identifying, measuring, and improving program elements, ensuring clarity and coherence in program planning (Eval Community 2023).

The 5 categories:

1. **Inputs:** The assets allocated to the program (human and material).
2. **Activities:** The distinct activities implemented by the program to attain its goals.
3. **Outputs:** The direct outputs arising from the program's actions, including metrics.
4. **Outcomes:** Short-term, intermediate, or long-term changes emerging from the program's outputs, which may involve shifts in knowledge, behaviour, or attitudes.
5. **Impacts:** The more extensive transformations resulting from the program's outputs, which are frequently challenging to quantify.

(Eval Community 2023)

iii. Social Return on Investment (SROI)

Social Return on Investment (SROI) measures and values the broad impact of projects, policies, or programs, considering social, environmental, and economic outcomes. It calculates the efficiency of investments in generating social value by assigning monetary values to these outcomes, thus providing a more comprehensive understanding of the value created by an investment beyond financial returns (Nicholls et al. 2012).

The 6 steps:

1. **Define scope and identify stakeholders:** Determine the analysis's scope and involve relevant parties.
2. **Map outcomes:** Collaborate with stakeholders to create an impact map linking inputs, outputs, and outcomes.
3. **Evidence and value outcomes:** Collect data to demonstrate outcomes and assign values to them.
4. **Establish impact:** After evaluating outcomes, exclude changes that would have occurred regardless or due to external factors.
5. **Calculate SROI:** Add up the benefits, subtract any negatives, and weigh them against the investment.
6. **Report and implement:** Share findings with stakeholders, incorporate feedback, and ensure good outcome processes and report verification.

(Nicholls et al. 2012)

13.2. Appendix 2: Benchmarking on other institutions that are similar across the world

Table

Name	Location	Type	Description	Means

dNovo	Portugal	Non-profit organization	Intervene further in the promotion of qualified senior professional activity (dNovo presentation 2023)	- A senior mentoring program - Access to a network of partners - Events and networking - Provision of a digital platform
Wisconsin Senior Employment	Wisconsin (US)	Program	Provide employment training program for low-income, unemployed individuals	- Subsidizes

program (WISE)			aged 55 years and older (“Wisconsin Senior Employment Program (WISE)” 2014)	- Part-time work experience - Trainings
Experience Unlimited	California (US)	Program	Help to shorten your search for the right job (“Experience Unlimited” 2023)	- Workshops on job search, resume and interview techniques - Provide office space, personal computers, access to the internet, use of fax machines

Workforce50	New Hampshire (US)	Website	Advertise vacancies aimed at older job seekers and late-career professionals in a variety of industries, including sales, healthcare, engineering, and more (Lottering 2023) (WorkForce50 2023)	- Provide jobs and information to help navigate your job search or a search for a new direction - Search jobs by location or with one of our favourite employers
AARP	US	Non-profit and nonpartisan organization	Dedicate to empowering Americans 50 and older to choose how they live as they age (AARP 2023) (Powdar 2022)	- The Employer Pledge

55/Redefined	UK	Organization	Help individuals and organizations think differently and see the opportunity and untapped potential of 'older' in all aspects of life (55/Redefined 2021)	- Surveys - Partnerships - ...
Institutions found in the report "Projeto recomeçar apresentação fundação Manuel Violente"				
Work over 40	Italia	Association	Promoting/reintegrating the unemployed over 40 ("Associazione Lavoro over 40" 2019) (Projeto	- Image and awareness campaigns

			recomeçar apresentacao fundacao Manuel Violente 2017)	- Anti-discrimination activities - Networking of actors - Advices and others supports for employers
Senior Network	Denmark	Network	Match unemployed seniors in the network with local opportunities (Projeto recomeçar apresentacao fundacao Manuel Violente 2017)	- Visit to potential employers

				- Short courses on job search - General Networking
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13.3. Appendix 3 – Addressing Unemployment Among Individuals Over 50: EU Initiatives and Strategies

The European Union (EU) is facing significant demographic challenges as its population continues to age. This demographic shift has profound implications for the labour market, particularly for individuals over 50 years old who often encounter unique challenges when seeking employment. In this dissertation we want to explore the situation of unemployed persons aged 50 and above, the specific difficulties they face, and the political initiatives and strategies employed by both the EU and individual member states to address this issue. (BMFSFJ, 2005, p. 27)

The Challenges Faced by Unemployed Individuals Over 50

The impact of the COVID-19 pandemic and the subsequent economic recession has further exacerbated the challenges faced by older job seekers. Before delving into the political initiatives, it is essential to understand the context in which these initiatives operate. (EU Commission, n.d.)

The recession of 2020 had far-reaching effects on various segments of the population. Young people, low-skilled workers, and women bore a disproportionate burden, resulting in a polarized

labor market. Furthermore, the scarcity of job vacancies, at its lowest point in over two decades, has created formidable challenges for job seekers across age groups. Among them, older individuals, especially those over 50, face the most significant obstacles when attempting to rejoin the workforce. These hurdles often stem from age-related stereotypes and a limited availability of opportunities. (EU Commission, n.d.)

EU Initiatives to Address Unemployment Among Persons Over 50

The EU has set ambitious goals concerning demographic trends and the activation of older individuals. In 2001, during the European Summit in Stockholm, member states agreed to integrate half of the EU population in the age group "55-64" into the labor market by 2010. A year later, at the European Summit in Barcelona, member states committed to increasing the average actual retirement age in the EU by five years by 2010. Activation of older individuals became a top priority, highlighted by the European Commission's swift action in its contribution to the Spring European Council meeting in 2004.

The EU's recommendations for activating older individuals within member states follow a lifecycle-based approach and address a broad spectrum of topics and institutional levels. The core policy areas identified by the European Commission include:

Adequate Financial Incentives: Encouraging a shift away from early retirement models and reducing financial incentives for leaving the labor market, such as high unemployment benefits. (Götz et al., 2006 pp. 5-7)

Good Health and Safety Conditions in the Workplace: Emphasizing the importance of maintaining healthy and safe workplaces, especially considering that work-related illnesses tend to increase with age.

Flexible Work Arrangements: Recognizing that older workers often prefer part-time and flexible work arrangements, with retirement being envisioned as a gradual process.

Lifelong Access to Education and Training: Acknowledging that older workers participate less in further education and training programs, the EU encourages ongoing education and training opportunities to help them adapt to technological advancements.

Effective Active Labor Market Policies: Involving programs and measures designed to support the continued employment of older workers through subsidies, tailored tax and contribution rules, and the reintegration of older unemployed individuals through counseling, training, and qualification initiatives.

Improved Job Quality: Prioritizing high-quality jobs, engaging tasks, and career development opportunities for older individuals to make work more attractive and sustain work motivation even in advanced age.

Awareness Building: Promoting awareness among the population, especially employers, about the challenges and opportunities presented by an aging workforce to prevent age discrimination and foster age-diverse workforce models.

In summary, the EU's initiatives to address unemployment among persons over 50 reflect a comprehensive approach that recognizes the multifaceted nature of the issue and emphasizes the importance of active policy measures to harness the potential of an aging population while promoting inclusivity and diversity in the workforce. (Götz et al., 2006 pp. 14-16)

Examples of National Initiatives

Several EU member states have implemented specific programs and incentives to encourage the employment of individuals over 50. Here are some examples:

Austria: The "Eingliederungsbeihilfe" provides financial incentives to companies that hire individuals over 50, promoting the employment of older workers. (AMS Vorarlberg, 2021)

Germany: The "Perspektive 50plus" program integrated approximately 443,000 long-term unemployed individuals over 50 into the labor market by engaging with small enterprises, providing coaching, and promoting health and mobility. (Innovation in Politics Institute, 2020, p. 51)

Poland: The ACTIVE 50+ program in Poland successfully ensured employment for older individuals through educational materials for both job seekers and employers, changing perceptions of mature professionals. (Innovation in Politics Institute, 2020, p. 8-9)

Switzerland: The "Supported Employment" pilot project in Switzerland offers job coaches to assist job seekers over 50, actively helping them find suitable employment and providing support beyond the hiring phase. (OECD, 2013)

Conclusion

The challenges posed by unemployment among individuals over 50 in Europe are complex, but both the EU and individual member states are taking proactive steps to address them. By promoting lifelong learning, flexible work arrangements, and age-appropriate policies, these initiatives aim to integrate older workers into the labor market, fostering inclusivity and reaping the benefits of their experience and expertise. As Europe continues to grapple with demographic changes, these strategies are crucial for sustaining a dynamic and competitive workforce.

13.4. Appendix 4 – Positive and Negative Affect Scale (PANAS)

Instructions: The scale is composed of various terms that describe a range of feelings and emotions.

For each term, specify how strongly you have experienced that emotion or feeling [Insert relevant time frame here] (Watson, Clark, and Tellegen 1988, p.1070).

		Very slightly or not at all	A little	Moderately	Quite a bit	Extremely
1	Interested	1	2	3	4	5
2	Distressed	1	2	3	4	5
3	Excited	1	2	3	4	5
4	Upset	1	2	3	4	5
5	Strong	1	2	3	4	5
6	Guilty	1	2	3	4	5
7	Scared	1	2	3	4	5

8	Hostile	1	2	3	4	5
9	Enthusiastic	1	2	3	4	5
10	Proud	1	2	3	4	5
11	Irritable	1	2	3	4	5
12	Alert	1	2	3	4	5
13	Ashamed	1	2	3	4	5
14	Inspired	1	2	3	4	5
15	Nervous	1	2	3	4	5
16	Determined	1	2	3	4	5
17	Attentive	1	2	3	4	5

18	Jittery	1	2	3	4	5
19	Active	1	2	3	4	5
20	Afraid	1	2	3	4	5

(Watson, Clark, and Tellegen 1988, p.1070)

Interpretation: To interpret the results of the PANAS scale, it is necessary to consider the separate scores for Positive Affects (terms 1, 3, 5, 9, 10, 12, 14, 16, 17, and 19) and Negative Affects (terms 2, 4, 6, 7, 8, 11, 13, 15, 18, and 20). The total score typically ranges from 0 to 50 for each affect. High PA scores indicate a state of high energy and pleasant emotions, while low PA scores suggest feelings of sadness and lethargy. Conversely, high NA scores signify distress and unpleasant emotions, characterized by emotions like anger or fear, and low NA scores imply calmness and serenity. By evaluating these scores, you can assess an individual's mood either at a specific moment (state) or over a longer period (trait), providing insight into their overall emotional well-being (Watson, Clark, and Tellegen 1988).

13.5. Appendix 5 – Subjective Happiness Scale (SHS)

Instructions: For every question below, choose on the scale the number that most accurately describes you (Lyubomirsky and Lepper 1999, p.151).

1. In general, I consider myself (1 = not a very happy person; 7 = a very happy person):

1 2 3 4 5 6 7

2. Compared to most of my peers, I consider myself (1 = less happy; 7 = more happy):

1 2 3 4 5 6 7

3. Some people are generally very happy. They enjoy life regardless of what is going on, getting the most out of everything. To what extent does this characterization describe you? (1 = not at all; 7 = a great deal)

1 2 3 4 5 6 7

4. Some people are generally not very happy. Although they are not depressed, they never seem as happy as they might be. To what extent does this characterization describe you? (1 = not at all; 7 = a great deal)

1 2 3 4 5 6 7

(Lyubomirsky and Lepper 1999, p.151)

Interpretation: The interpretation of the results of the Subjective Happiness Scale (SHS) considers the average score obtained from the respondent's ratings, resulting in a possible score range from 1 to 7. A high SHS score suggests high subjective happiness, indicating that the individual perceives themselves as relatively happier. A low score implies less perceived happiness. It's important to note that the SHS measures personal assessments of happiness, making the interpretation subjective and context-dependent (Lyubomirsky and Lepper 1999).

13.6. Appendix 6 – Personal Well-Being Index (PWI)

Instructions: Please rate your level of satisfaction for each question, using the provided scale (Cummins 2013, p.16–17).

		0 - No satisfaction at all	1	2	3	4	5	6	7	8	9	10 - Completely satisfied
1	[OPTIONAL] Thinking about your own life and personal circumstances, how satisfied are you with your life as a whole?	0	1	2	3	4	5	6	7	8	9	10
2	How satisfied are you with your standard living?	0	1	2	3	4	5	6	7	8	9	10
3	How satisfied are you with health?	0	1	2	3	4	5	6	7	8	9	10
4	How satisfied are you with what you are achieving in life?	0	1	2	3	4	5	6	7	8	9	10
5	How satisfied are you with your personal relationships?	0	1	2	3	4	5	6	7	8	9	10
6	How satisfied are you with how safe you feel?	0	1	2	3	4	5	6	7	8	9	10

7	How satisfied are you with feeling part of your community?	0	1	2	3	4	5	6	7	8	9	10
8	How satisfied are you with your future security?	0	1	2	3	4	5	6	7	8	9	10
9	[OPTIONAL] Do you have spiritual or religious beliefs? If YES, then answer this: How satisfied are you with your spirituality or religion?	0	1	2	3	4	5	6	7	8	9	10

(Cummins 2013, p.16–17)

Interpretation: The interpretation of the results of the Personal Wellbeing Index (PWI) involves considering the overall score derived from individual responses across various domains of life. Each domain is rated, and the resulting scores are averaged to calculate a PWI score. Higher PWI scores indicate greater personal well-being, reflecting satisfaction across the key life domains. Conversely, lower scores suggest lower levels of well-being and potential areas of concern. The PWI effectively reflects a person's personal view of their life quality (Cummins 2013).

13.7. Appendix 7 – Warwick-Edinburgh Mental Well-Being Scale (WEMWBS)

To access the Warwick-Edinburgh Mental Well-being Scale (WEMWBS), dNovo needs to complete a registration process on the official website. This requirement is in line with the licensing policy which permits free usage specifically for non-commercial organizations. Such organizations

encompass public sector entities, including universities, schools, public health institutions, social services, and NGOs, as well as legally registered charities, community interest companies, and social enterprises. The purpose of this registration is dual: firstly, to ensure adherence to the terms and conditions associated with the use of the WEMWBS, and secondly, to verify the eligibility of the organization, affirming its non-commercial orientation (Warwick Medical School, n.d.).

You can have access to the registration process [here](#).

13.8. Appendix 8 – Global Measure of Perceived Stress (GMPS)

Instructions: This scale includes questions regarding your emotions and thoughts during a defined period. Indicate the frequency of these feelings or thoughts (Cohen, Kamarck, and Mermelstein 1983, 394–95).

How often [Insert relevant time frame here] have you... (Cohen, Kamarck, and Mermelstein 1983, 394–95).

		Never	Almost Never	Sometimes	Fairly Often	Very Often
1	been upset because of something that happened unexpectedly?	0	1	2	3	4
2	felt that you were unable to control the	0	1	2	3	4

	important things in your life?					
3	felt nervous and "stressed"?	0	1	2	3	4
4	dealt successfully with irritating life hassles?	4	3	2	1	0
5	felt you were effectively coping with important changes that were occurring in your life?	4	3	2	1	0
6	felt confident about your ability to handle your personal problems?	4	3	2	1	0
7	felt that things were going your way?	4	3	2	1	0
8	found that you could not cope with all the	0	1	2	3	4

	things that you had to do?					
9	been able to control irritations in your life?	4	3	2	1	0
10	felt that you were on top of things?	4	3	2	1	0
11	been angered because of things that were outside of your control?	0	1	2	3	4
12	found yourself thinking about things that you have to accomplish?	0	1	2	3	4
13	Been able to control the way you spend your time?	4	3	2	1	0
14	felt difficulties were piling up so high that you could not overcome them?	0	1	2	3	4

(Cohen, Kamarck, and Mermelstein 1983, 394–95)

Interpretation: The interpretation of the results of the GMPS focuses on the total score obtained from the questionnaire. The GMPS assesses how a person perceives life situations as stressful. This scale has a total range varying between 0 and 56. A high GMPS score suggests a significant level of stress, which might necessitate stress management interventions or further psychological evaluation. A low score indicates lower perceived stress, suggesting low stress-related symptoms. The GMPS is effective in identifying individuals' perceptions of stress, thereby assisting in understanding their stress management needs (Cohen, Kamarck, and Mermelstein 1983, 385–96).

13.9. Appendix 9 – Depression Anxiety Stress Scale (DASS)

Instructions: For each assertion, choose the option which best reflects your experience [Insert relevant time frame here]. Remember that all answers are good. Avoid spending excessive time on any single statement (Halford and Frost 2021).

The rating scale is as follows:

0 - Did not apply to me at all

1 - Applied to me to some degree, or some of the time

2 - Applied to me to a considerable degree or a good part of the time

3 - Applied to me very much, or most of the time

(Halford and Frost 2021)

	Never	Sometimes	Often	Almost Always
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1	I felt I was close to panic	0	1	2	3
2	I found it difficult to work up the initiative to do things	0	1	2	3
3	I felt down hearted and blue	0	1	2	3
4	I was intolerant of anything that kept me from getting on with what I was doing	0	1	2	3
5	I felt that I had nothing to look forward to	0	1	2	3
6	I felt scared without any good reason	0	1	2	3
7	I tended to overreact to situations	0	1	2	3
8	I was worried about situations in which I might panic and make a fool of myself	0	1	2	3

9	I found it difficult to relax	0	1	2	3
10	I couldn't seem to experience any positive feelings at all	0	1	2	3
(11)	I felt annoyed by people that criticized my drinking or drug use (if not applicable, mark "not at all")	0	1	2	3
(12)	I have thoughts of ending my life	0	1	2	3

(Halford and Frost 2021, p.227)

Interpretation: The interpretation of the results of the DASS focuses on the total score obtained from the questionnaire, which ranges from 0 to 30. The DASS measures the overall distress of participants. Scores are categorized into two subscales: Anxiety-Stress (questions 1, 4, 6, 7, 8, 9) ranging from 0 to 18, and Depression (questions 2, 3, 5, 10) ranging from 0 to 12 (NovoPsych 2021). Severity is classified into three groups: Mild (up to 6), indicating low distress; Moderate (from 7 to 12), suggesting moderate distress; and Severe (13 or higher), indicating high distress (NovoPsych 2021). This framework measures the intensity of symptoms related to depression, anxiety, and stress, where elevated scores indicate greater levels of distress (Halford and Frost 2021).

13.10. Appendix 10 – Questionnaire

This questionnaire designed for dNovo offers deep insights into the emotional and mental impact of their services on beneficiaries, focusing on overall well-being. The feedback received from it can guide improvements in services and highlight areas of success.

dNovo Emotional Well-being Assessment Survey

Your feedback is valuable to us. Please take a moment to answer the next questions regarding your experience with dNovo.

Your feedback will assist us in understanding and improving the impact of our services. Be assured that your answers to this survey will remain entirely confidential.

This survey will not take more than 5 minutes.

We kindly ask you to reply with honesty.

1. How would you rate your overall emotional well-being? On a scale from 1 to 10, with 1 being extremely low and 10 being extremely high.

☐ 1

☐ 2

☐ 3

☐ 4

☐ 5

☐ 6

☐ 7

☐ 8

☐ 9

☐ 10

2. Did your involvement with dNovo positively impact your emotional well-being?

☐ Yes

☐ No

3. If yes, what specific aspect of dNovo's support had a positive impact on your well-being?

☐ Senior Mentoring Program

☐ Networking Events and Opportunities

☐ Skills Development/Training

☐ Emotional Support

☐ Career Guidance

☐ Supportive staff

☐ Other: _____

4. If yes to question 2, what aspects of your emotional well-being improved since receiving support from dNovo?

☐ Happiness

☐ Stress

☐ Self-esteem

- ☐ Self-confidence
- ☐ Anxiety
- ☐ Other: _____

5. Please rate the level of support, encouragement and motivation provided by dNovo through your journey.

- ☐ Highly supporting, encouraging, and motivating
- ☐ Moderately supporting, encouraging, and motivating
- ☐ Slightly supporting, encouraging, and motivating
- ☐ Not supporting, encouraging, and motivating at all

6. Please rate the effectiveness of the services provided by dNovo in helping you secure employment.

- ☐ Extremely effective
- ☐ Very effective
- ☐ Moderately effective
- ☐ Slightly effective
- ☐ Not effective at all

7. Did the services provided by dNovo help you gain new skills or improve existing ones?

- ☐ Yes
- ☐ No

8. If yes, what kind of skills have you gained or improved?

- ☐ Hard skills (project management, data analysis, visualization tools, programming languages, ...)
- ☐ Soft skills (Effective communication, presentation skills, problem-solving, critical thinking, ...)
- ☐ Other: _____

9. How confident do you feel about your prospects after participating in the dNovo program?

- ☐ Very confident
- ☐ Confident
- ☐ Neutral
- ☐ Not confident
- ☐ Not at all confident

10. How satisfied are you with the overall outcome of your professional journey with dNovo?

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neutral
- ☐ Dissatisfied
- ☐ Very dissatisfied

11. How likely are you to recommend dNovo's services to other qualified unemployed professionals?

- ☐ Extremely likely
- ☐ Likely
- ☐ Neutral
- ☐ Unlikely
- ☐ Extremely unlikely

12. Please describe any challenges or difficulties you encountered during your journey with dNovo.

13. Do you have any extra comments or feedback regarding your experience with dNovo?

Thank you for your time and valuable input. Best wishes for your future.

Here is the [link](#) for the Google Form created with the same questions.

One questionnaire has been created for dNovo to apply. However, to create future questionnaires, it exists a user-friendly website called SurveyMonkey. SurveyMonkey, equipped with AI functionality, presents an ideal solution for dNovo's survey needs. This online tool simplifies the creation, distribution, and analysis of surveys. It is possible to create a new questionnaire on your own or by using a prompt for the AI. In both cases, SurveyMonkey enhances the survey design by suggesting optimal questions and formats. The website also offers, through a paid subscription,

real-time analysis, identifies trends and provides deep insights from the collected data. The website is accessible in Portuguese (SurveyMonkey, n.d.).

Another well-known tool to create surveys is Google Forms. It is a free online tool for creating surveys, offering an easy-to-use interface and customizable templates. For dNovo, it is useful for efficiently gathering feedback from beneficiaries and analysing it as Google Forms allows for quick analysis thanks to the automatic summary (Google Forms, n.d.).

13.11. Appendix 11 – Interviews

One of the recommended approaches involves conducting interviews following the questionnaires, using responses from the latter to explore deeper into the participants' answers for more comprehensive insights.

Alternatively, interviews can be structured around a pertinent topic, independent of the questionnaire responses, to explore specific subjects of interest in greater depth.

Below is an illustration of an interview conducted independently from the questionnaire. While both the interview and the questionnaire address the same subject, the interview does not formulate questions based on the questionnaire responses.

dNovo Beneficiary Emotional Well-being and Mental Health Impact Interview

Interviewer: [Interviewer's Name]

Date: [Date of Interview]

Interview Mode: [Face-to-Face / Video Call / Phone Call / Email]

Name: [Participant's Name]

Participant ID: [Unique Identifier for Confidentiality]

Introduction (2-3 minutes)

Purpose: "This interview focuses on understanding the impact of dNovo on your emotional well-being and mental health. Your honest and detailed responses are highly valuable."

Confidentiality and Consent: "Your responses will remain confidential. Do you consent to participate in this interview?"

Interview Duration: "The interview will take approximately 20 to 30 minutes."

Section 1: Initial Emotional State (5 minutes)

1. Pre-dNovo Emotional Well-being:

- "Before engaging with dNovo, can you describe your general emotional well-being and mental health state?"
- [Prompt for specifics: feelings of stress, anxiety, self-esteem, self-confidence, happiness, depression, etc.]

2. Expectations for Emotional Support:

- "What were your expectations from dNovo regarding emotional support or mental health improvement?"

Section 2: Experience with dNovo (5 minutes)

1. Emotional Support Received:

- "What type of emotional support or mental health resources were provided by dNovo?"

- [Prompt: Senior Mentoring Program, Networking Events, Counselling, Peer Support, etc.]

2. Responsive to Needs:

- "How responsive was dNovo to your emotional and mental health needs?"

Section 3: Impact on Emotional Well-being (5-7 minutes)

1. Changes in Emotional State:

- "Have you noticed any changes in your emotional well-being or mental health since engaging with dNovo?"
- [Prompt for positive/negative changes, specific instances]

2. Specific Areas of Impact:

- "Can you identify specific areas in your emotional well-being or mental health that were most affected by dNovo's interventions?"

Section 4: Overall Assessment (5 minutes)

1. Effectiveness of Interventions:

- "How effective do you feel dNovo's interventions were in improving your emotional well-being and mental health?"

2. Suggestions for Improvement:

- "Do you have any suggestions on how dNovo could enhance its support for emotional well-being and mental health?"

Conclusion (1-2 minutes)

Closing Remarks: Thank the participant for their time and contribution.

Data Usage: Explain how the interview data will be used for program improvement.

Follow-up: Offer to share findings or provide additional support if needed.

Interviewer's Notes:

[Space for additional notes or observations during the interview]

During the interview, the interviewer needs to remember that while they have a set of guiding questions, the conversation should remain open. This flexibility allows for occasional deviation from the interview guide, enabling the collection of more pertinent information (Bolderston 2012). Additionally, taking notes regularly during the interview is useful to accurately record and track the valuable insights provided by the participant.

This interview is interesting for dNovo as it offers a focused evaluation of its impact on beneficiaries' emotional well-being and mental health. By emphasizing these specific areas, dNovo gains in-depth insights into how its interventions affect these critical aspects of participants' lives. The approach, at first, establishes a baseline of beneficiaries' emotional states before dNovo's involvement, enabling a clear assessment of changes attributed to dNovo's programs. The qualitative nature of the interview captures nuanced perspectives and details on emotional health, which quantitative data might overlook. Additionally, the interview assesses the effectiveness of dNovo's mental health support, providing a beneficiary-centric perspective for program improvement.

Besides, the previous interview example can be adapted to any subject for which dNovo feels interested in having an interview.

13.12. Appendix 12 – Self-Monitoring and Tracking Google Forms

Included in this appendix are links to two Google Forms, designed as self-monitoring and tracking tools for evaluating [service](#) engagement and [job search](#) activities. Additionally, the corresponding links to the Google Sheets, which are each associated with the Google Forms, are also provided ([services](#) and [job search](#)).

Concerning the Google Sheets, the dynamic charts mentioned in the main text have not yet been created as without any responses the chart feature is not available. However, to create a chart, select the data range that needs to appear in the chart, go to the 'Insert' tab, choose the type of chart needed from the Charts group, and Google Sheets will generate the chart.

Layout example for the Google Sheet about dNovo's services:

In this Google sheet, dNovo is advised to create two distinct charts to illustrate different progressions. The first chart should visualize the monthly changes in beneficiaries' attendance to three specific services. To create this chart, click once on the letter 'C' above column C to select it. Then, while holding down 'Command' (on Mac) or 'CTRL' (on other devices), click once on each letter 'D', 'F', and 'H' to select these columns too, select 'Chart', and Google Sheets will automatically generate a bar chart. If desired, this chart can be converted into a line chart by clicking on the three dots in the right corner of the chart and selecting the appropriate option.

For the second chart, which aims to display the evolution of beneficiaries' participation in the various services attended each month, the process is similar. Select columns 'C', 'E', 'G', and 'I' using the same method. This chart will provide a comprehensive view of how participation varies over time.

Layout example for the Google Sheet about job search:

To create a chart that displays the monthly evolution in applications submitted, time spent on job searches, and time spent on the matching platform, follow the same procedure by selecting columns 'C', 'D', 'E', and 'F'. This chart will effectively illustrate the trends in these key activities over time.

13.13. Appendix 13 – dNovo-specific Self-Efficacy Scale

Instructions: Respondents should evaluate each statement according to their level of agreement.

The scale uses a 4-point Likert-type system.

Participants must complete the scale before and following their involvement in dNovo’s program, enabling a comparative analysis of self-efficacy levels.

		Not at all true	Hardly true	Moderately true	Exactly true
1	I am confident in applying my professional skills in a new job role.	1	2	3	4
2	I am confident about my ability to establish connections with experts in my desired work field.	1	2	3	4
3	I am confident in my ability to learn and use new technology relevant to the workplace.	1	2	3	4

4	I can effectively communicate my experience and skills in job interviews.	1	2	3	4
5	I am confident in my ability to adapt to new workplace cultures and environments.	1	2	3	4
6	I can handle rejection or setbacks during my job search.	1	2	3	4
7	I believe I can maintain motivation in my job search over an extended period or rejections.	1	2	3	4
8	I am confident in setting realistic and achievable career objectives.	1	2	3	4
9	I can effectively balance job search activities with other life responsibilities.	1	2	3	4

10	I am confident in my ability to negotiate job offers or employment terms.	1	2	3	4
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Interpretation: Interpreting the results of the dNovo-Specific Self-Efficacy Scale involves analysing the scores within a range to determine the level of self-efficacy among dNovo's beneficiaries. High scores, ranging from 30 to 40, indicate strong self-efficacy in job-related skills and adaptability, suggesting that beneficiaries feel confident and well-prepared to face challenges in the job market. Moderate scores, between 20 and 29, suggest a reasonable level of confidence, although there may be specific areas where targeted support could be beneficial. Low scores, from 10 to 19, reflect a lower level of self-efficacy, indicating that beneficiaries might require additional guidance and support to enhance their confidence. By comparing these scores before and after participation in the dNovo program, it's possible to measure the program's impact on enhancing job-related self-efficacy, with improvements in scores signifying a positive influence on participants' confidence and their ability to navigate the job market effectively.

13.14. Appendix 14 – Generalized Self-Efficacy Scale

Instructions: Please take 2 to 3 minutes to review each statement and indicate how relevant it is to you, using the provided scale. Ensure your responses are honest and complete all items before submitting (Schwarzer, Jerusalem, and Johnston 1995).

	Not at all true	Barely true	Moderately true	Exactly true
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1	I can always manage to solve difficult problems if I try hard enough.	1	2	3	4
2	If someone opposes me, I can find means and ways to get what I want.	1	2	3	4
3	It is easy for me to stick to my aims and accomplish my goals.	1	2	3	4
4	I am confident that I could deal efficiently with unexpected events.	1	2	3	4
5	Thanks to my resourcefulness, I know how to handle unforeseen situations.	1	2	3	4
6	I can solve most problems if I invest the necessary effort.	1	2	3	4
7	I can remain calm when facing difficulties because	1	2	3	4

	I can rely on my coping abilities.				
8	When I am confronted with a problem, I can usually think of something to do.	1	2	3	4
9	If I am in a bind, I can usually think of something to do.	1	2	3	4
10	No matter what comes my way, I'm usually able to handle it.	1	2	3	4

(Schwarzer, Jerusalem, and Johnston 1995)

Interpretation: The interpretation of the Generalized Self-Efficacy Scale focuses on the total score obtained from the questionnaire, spanning from 0 to 40. This scale measures a person's assurance in their abilities to handle diverse stressful and challenging situations. High scores suggest a high self-efficacy, which results in greater confidence in tackling challenges, leading to better performance and resilience in the face of difficulties. A low rating indicates low self-efficacy, which leads to decreased confidence in handling challenges, results in poorer performance, and a higher likelihood of avoiding difficult tasks or situations, such as searching for a new job (Schwarzer, Jerusalem, and Johnston 1995).