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MEASURING DNOVO'S IMPACT: A TOOLKIT FOR ASSESSMENT: FROM AN
ORGANISATIONAL 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 focused 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 Bohner 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)

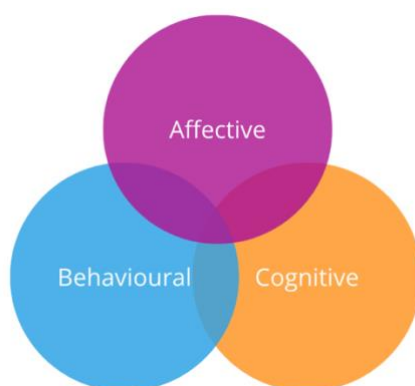


Figure 1: ABC Model

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 Organisational Aspect of dNovo

8.1. The Organisational Perspective of dNovo

8.1.1. Definition of the Organisational Part of a Company

According to Bronfenbrenner's (1979) ecological systems theory, the organisational part concerns a mix of the mesosystem and the exosystem. Specifically, the first one involves the relationships between the groups that have direct contact with dNovo and the latter one includes the factors that affect dNovo's life but do not have a direct relationship with the company (Santa Clara University 2019). In other words, the organizational dimension of the assessment of a company's impact proves pivotal as it encompasses both internal and external relational frameworks. Internally, the dynamics govern the company's operational efficiency, optimizing internal processes and workflows (Lavín 2020). Externally, associations with organisational stakeholders such as partners, sponsors or founders play a critical role in strengthening the company's strategic resilience (Ebers 2001).

8.1.2. The Intra-Organisational Aspect

Understanding and addressing the intra-organizational dynamics of a company is of paramount importance in contemporary business management. The intricate web of relationships, communication channels, and collaborative efforts within an organization forms the foundation of its operational efficiency and overall success (Urbancová and al. 2023). Acknowledging the intra-organizational intricacies facilitates the development of effective strategies for fostering a cohesive work environment, enhancing team synergy, and promoting open lines of communication (Kashyap 2023). By delving into the nuances of internal interactions, a company can identify and mitigate potential challenges, streamline decision-making processes, and cultivate a culture that nurtures innovation and adaptability (Milica Slijepčević, Bovan and Radojevic 2018; Lopes 2023).

8.1.3. The Inter-Organisational Aspect

The stakeholders contribute essential resources, expertise, and financial support, thereby enhancing the company's capacity to address challenges and pursue strategic initiatives (Hendricks 2020). In this case, the concerned stakeholders for the organizational part of dNovo are the companies that hire people from dNovo, founder associates, partners, sponsorships, and donators (dNovo presentation 2023, p.20). Specifically, the founder associates are individuals and companies who form the association's foundational core and contribute an initial financial investment to drive dNovo's activities. Moreover, the partners are everything that involves partnership agreements or the provision of services with any kind of entity. Finally, sponsorships and donations are *pro bono* collaboration agreements with organizations that support dNovo through in-kind and financial support (dNovo presentation 2023, p.20-21).

8.1.4. Importance of the Organisational Part

The overall consideration of the organizational part offers a holistic perspective, shedding light on the company's overall health, its impact on the operational milieu, and its broader contributions to the business ecosystem (Kennedy and al. 2020). On the one hand, Recognizing and addressing the complexities within a company's internal dynamics is major for optimizing operational efficiency, fostering teamwork, and cultivating a culture conducive to innovation and adaptability, making it a strategic imperative for organizational success in the modern business landscape (Milica Slijepčević, Bovan, and Radojevic 2018; Lopes 2023). On the other hand, the quality of the relationships with stakeholders significantly influences the company's trustworthiness and reputation, thereby fortifying its position in the market (Van Zyl 2013). In essence, a nuanced understanding of the organizational part is indispensable for a thorough evaluation of a company's

impact, encompassing dimensions of operational efficiency, strategic resilience, financial stability, and broader contributions to the business environment.

8.1.5. The ABC Model and the Organisational Part

The ABC model as a framework for understanding attitudes, can certainly be applied to non-governmental organizations (NGOs) such as dNovo and its organizational part. NGOs can work on influencing the three components of attitudes to garner support, improve efficiency, provide credibility, recruit new stakeholders, attract donors, and build a positive public image.

8.1.6. Introduction to the Main Tools

For this section, the three main tools chosen to best assess the impact of dNovo on its stakeholders will be reviewed. The first tool will be surveys, more specifically in-depth interviews and online surveys. Both have different advantages and disadvantages, such as the time invested and the cost, but they are both equally effective depending on the company's needs. Then, the stakeholders' impact report has several benefits, such as increasing credibility and deepening stakeholder confidence. Finally, the last tool to be discussed is the focus group, which enables the company to obtain a real insight into how stakeholders and employees perceive the company and its mission.

8.2. The Affective Component

In the context of NGOs, the affective component represents the emotional aspect of stakeholders' attitudes. This could involve the feelings of stakeholders and employees toward the NGO's cause or mission. They may have positive emotions such as compassion, empathy, or a sense of altruism toward the issues the company addresses. On the other hand, there might also be negative emotions if the latter faces controversies or criticisms.

8.2.1. Survey

After several research studies on how best to gauge the feelings of those concerned in relation to the cause being defended, the survey, and more specifically the in-depth interview, seems to be an effective tool when it comes to talking about feelings. Furthermore, this tool, despite the greater investment, allows for immediate and more open responses from interviewees. However, the online survey also remains a good alternative when it respects certain criteria such as length, type of questions, sample size and timing.

8.2.1.1. Definition of Survey

In contemporary discourse, the term "survey" has evolved to denote a systematic method employed for the acquisition of information from a select group of individuals (Lau 2017). The versatility of surveys is reflected in the various modes through which they can be executed, including online interviews, mailed questionnaires, or face-to-face interactions. The choice among these survey types is contingent on the research questions, the characteristics of the target population, and the available resources. Each method carries distinct advantages and disadvantages (Story and Tait 2019).

However, it is important to understand that a survey cannot be carried out in a few minutes (Scheuren 2004). An effective survey must take into account several factors, such as the length of the survey (short or long), the number of people questioned – sample, the way in which they are questioned (open- or closed-ended questions) and another important factor, the timing - time of year, week or day at which the survey is carried out (Story and Tait 2019).

8.2.1.2. Methodology of Survey

8.2.1.2.1. Duration

An effective survey is characterized by concise, straightforward questions that enhance completion time and response rates. Focusing on essential "need to know" inquiries while avoiding unnecessary ones (Story and Tait 2019).

Based on SurveyMonkey's findings, participants are likely to invest around 5 minutes answering a set of 10 questions in an online survey. However, they are expected to allocate only 10 minutes for a larger set of 25 questions. This implies that with an increase in the number of questions, the time devoted to each individual question diminishes. Further, the data also show that if a survey takes 10 minutes to complete, up to 20% of respondents will abandon it before completing it (Chudoba 2023).

8.2.1.2.2. Sample

On the one hand, the sample size generally recommended is a minimum of 100 people for meaningful results, if the target population is smaller than that, the survey must cover all the members (Bullen 2013). On the other hand, some research explain that the sample size should be matched against the target population. For example, if a company has 200 employees in total and the survey will be send to 100 employees, the sample size can be considered as large (Mumtaz et al. 2020).

8.2.1.2.3. Types of Question

Survey questions play a central role in data collection, with the choice between open-ended and closed-ended formats depending on the survey's type and objectives. Open-ended questions, beneficial in interviews, enable respondents to freely express personal experiences or beliefs. However, they pose challenges like transcription difficulties and potential incomplete answers due to response fatigue. Closed-ended questions, commonly used in online survey, provide structured responses for standardized and easily analysable data but require careful crafting to avoid survey

fatigue and nonresponse. To mitigate the risk of overlooking significant information and streamline response management, one approach is to incorporate an "other" response option accompanied by a clarifying "please describe/specify." Additionally, in all survey formats, integrating a concluding open-ended question such as "Any further comments?" provides respondents with the opportunity to freely express thoughts on both the survey content and the overall experience (Story and Tait 2019).

8.2.1.2.4. Timing During the Year

For optimal survey timing, it is advised to tailor the approach based on the nature of the target audience and industry. Firstly, industry-specific considerations are essential; for instance, sending surveys during peak periods like open enrollment for human resource professionals or tax season for accountants may yield suboptimal responses (Rodgers 2021). Secondly, for B2B surveys, sending them during weekdays within work hours is recommended. Specifically, avoiding the noon to 3 pm timeframe is crucial, as employees are typically on lunch breaks or engaged in calls. The ideal time slots for B2B surveys are early morning (10 am to 12 noon) and late afternoon (3 pm to 6 pm). Checkmarket research suggests that Mondays are optimal for B2B surveys, especially for short surveys, while longer surveys show little variation in completion rates across different weekdays (CheckMarket 2015).

8.2.2. In-depth Interview

8.2.2.1. Definition of In-depth Interview

Interview surveys, conducted in person, foster personal connections, enabling more detailed responses. Naturally, various types of interviews exist, ranging from structured to entirely unstructured ones (Fontana and Frey 2005). This method is generally semi-structured. It means that this latter, typically scheduled in advance at specified times and locations, follow a flexible format,

featuring predetermined open-ended questions, with additional queries arising organically from the interaction between the interviewer and interviewee(s). This widely employed format, conducted with individuals or groups, is typically a one-time occurrence for a duration ranging from 30 minutes to multiple hours. (DiCicco-Bloom and Crabtree 2006). It represents a qualitative research methodology characterized by its adaptable and expansive approach, designed to elicit thorough insights into participants' feelings.

8.2.2.2. Benefits of In-depth Interview

The benefits are multiples such as the fact that it prioritizes depth over breadth (Salazar 1990), allowing for a thorough exploration of topics relevant to the research inquiry. Skilled interviewers focus on establishing rapport with participants, fostering an environment conducive to candid and detailed revelations. The participant's voice is central, permitting individuals to articulate their insights authentically (DiCicco-Bloom and Crabtree 2006).

8.2.2.3. dNovo

In-depth interviews emerge as a pertinent instrument for discerning the sentiments of stakeholders and employees about dNovo's mission. Offering a qualitative lens distinct from the quantitative survey methodology, these interviews facilitate a nuanced exploration of individual perceptions, beliefs, and emotional responses. By delving into the narratives of stakeholders and employees, organizations can access a global understanding of the intricate motivations, concerns, and aspirations connected to the company's mission. This qualitative depth transcends superficial insights, providing a contextual backdrop that elucidates not just what individuals opine but the underlying reasons behind their perspectives.

Understanding these nuanced insights is determining for making sure the company's mission resonates with the diverse values and perspectives of stakeholders and employees, creating a more meaningful and purpose-driven organizational culture (Appendix n°4 and n°5).

8.2.2.4. Limitations of In-depth Interview

However, this method comes with inherent challenges, notably higher costs, time constraints, smaller sample sizes, and the potential for interviewer biases. It occurs when the interviewer's personal beliefs or expectations influence the data collection process, leading to a potential distortion of the responses provided by the interviewee. This bias can arise from various factors, such as the wording of questions, non-verbal cues, or the interviewer's own biases (Salazar 1990).

8.2.3. Online Survey Suggestion

Not every company has the time or available resources to undertake in-depth interviews, which is why an online survey remains a good alternative while respecting certain rules (as mentioned above). If the company is looking for a quicker way to get answers. This method presents notable advantages, such as low cost, rapid transmission/response times, and access to expansive populations. Additionally, respondents may provide more candid responses in the absence of direct interviewer biases (Story and Tait 2019) (Appendix n°6 and n°7).

8.2.4. Conclusion of the Survey Tool

In conclusion, both types of interviews have their advantages and disadvantages. It all depends on the company's primary desires. For example, if the company does not have too much time to devote to this tool and does not have a lot of resources, it will opt for an online interview. If, on the other hand, the company chooses in-depth interviews, it means that it is taking its time and has a lot of resources to allocate to this tool.

8.3. The Behavioural Component

The behavioural component for NGOs focuses on the actions or behaviours that individuals take in response to their attitude toward the organization. This could include volunteering time or skills, making financial donations, participating in advocacy or awareness campaigns, or engaging in community projects related to the NGO's mission.

8.3.1. Stakeholders Impact Report

The stakeholders' impact report is an increasingly relevant tool for companies. By providing an overview of dNovo, whether intra-organisational data's (e.g. the cost-effectiveness of training or the number of satisfied employees) or inter-organisational data's (e.g. the number of satisfied companies or the number of donations made), it can not only assess the current situations of its organizational stakeholders but also encourage their future behaviour by giving them transparency, credibility, and confidence. Finally, with the intra-organisational data's, it allows the company to have an overview of the internal efficiency, enabling it to improve certain aspects.

8.3.1.1. Definition of Impact Report

An impact report stands as a vital document elucidating the social, environmental, or economic consequences of an organization's activities. This report can be a powerful tool for demonstrating your commitment to sustainability or social responsibility (Ecolytics Team 2023), fostering trust among stakeholders and potential investors. While not a new concept, impact reporting has gained significant traction across various business sectors, serving as a key tool to communicate the benefits of their efforts to various stakeholders (Kirwin 2022). In fact, in an era increasingly focused on business ethics, sustainability, and transparency, an impact report becomes an effective means for organizations to evaluate and convey the tangible impact and outcomes of their efforts,

demonstrating a commitment to positive change on both societal or environmental fronts (Peretz 2023).

While an annual report focuses on the financial and operational aspects of a business - detailing fiscal year achievements for investors, an impact report highlights the organization's societal contributions and outcomes - engaging a broader audience of stakeholders (Peretz 2023).

8.3.1.2. Advantages of Impact Report

The advantages of an impact report are manifold, providing organizations with valuable tools for transparent communication and accountability. Firstly, impact reporting strengthens trust among stakeholders, including investors, partners, and consumers, by openly showcasing operations and the organization's commitment to societal and/or environmental goals. This transparency is essential for building credibility and fostering accountability for actions (Ecolytics Team 2023). Secondly, the positive public perception generated through impact reporting enhances a company's brand image, setting it apart in a competitive marketplace. Thirdly, impact reports play a vital role in stakeholder engagement, facilitating improved relationships and creating a feedback loop that informs future initiatives (Report Yak 2023). Additionally, impact reporting serves as a continuous improvement tool, offering insights into performance and guiding targeted strategies for enhancement. Lastly, an impact report can be leveraged as a marketing advantage, differentiating the brand and appealing stakeholders who value socially and/or environmentally responsible businesses (Ecolytics Team 2023).

8.3.1.3. Structure of the Impact Report

Crafting an impact report involves a systematic approach with approximately seven distinct elements. Firstly, the executive summary serves as a concise overview, highlighting key findings, objectives, and significant achievements. Secondly, objectives and goal setting establish a clear

mission and SMART goals to guide the report. Specific, Measurable, Achievable, Relevant and Time-Bound criteria enhance goal setting by providing clarity, setting a clear timeline, and facilitating progress tracking, thereby eliminating ambiguities, and enhancing goal achievement within a specified time frame (Boogaard 2021). Thirdly, activities and initiative highlights showcase major endeavours and collaborations. Understanding outcomes, the fourth point, delves into measuring tangible results and societal or environmental changes. Then, quantitative data incorporation uses statistics, charts, and graphs to provide a clear picture of progress, while qualitative data, including testimonials and case studies, adds depth to the report. Finally, the section on challenges, learnings, and future plans reflects on obstacles, outlines strategic solutions, and presents a roadmap for upcoming initiatives (Peretz 2023).

Effectively presenting impact requires a balanced mix of data, narrative, and design. Clear metrics, acting as a guiding compass, such as establishing tailored KPIs, continuously monitoring progress, and employing dashboards for real-time tracking. The heart of the report lies in storytelling and case studies, humanizing data through narratives, testimonials, and first-hand accounts. Visual data representation simplifies complexity using eye-catching infographics, diagrams, and colour coding (Peretz 2023).

8.3.2. dNovo

8.3.2.1. Benefits on Current Stakeholders

For dNovo, an NGO dedicated to aiding individuals over 50 in securing new employment, an stakeholders impact report serves as a key tool for assessing the influence of stakeholders such as companies, sponsors, and partners. The report can provide a broad overview of the organization's initiatives, showcasing data's such as the number of individuals subsequently hired, the cost-effectiveness of the trainings, or the success stories of those who have successfully transitioned

into new jobs. By quantifying and qualitatively describing the societal impact of their programs, dNovo can demonstrate the tangible outcomes of their efforts to current stakeholders, fostering trust and commitment (Appendix n°8).

8.3.2.2. Benefits on Potential Stakeholders

Furthermore, an impact report is invaluable for engaging with potential stakeholders. For companies considering collaboration, the impact report serves as a compelling document that illustrates the positive change dNovo is effecting in the community. This transparency not only attracts new sponsors and partners but also allows dNovo to align with entities that share a commitment to social impact, thereby broadening the NGO's network and potential for collaboration. In essence, an impact report is a powerful tool for dNovo to communicate, measure, and expand its positive influence in the field of employment for individuals over 50.

8.3.2.3. Benefits on Internal Efficiency

Finally, by quantifying and analysing internal factors such as employee satisfaction levels, organizations gain valuable insights into their internal efficiency and overall health. This data can serve as a diagnostic tool, enabling companies to identify areas of improvement and enhance workplace morale. Additionally, a keen understanding of employee satisfaction fosters a positive organizational culture, leading to increased productivity, reduced turnover, and improved employee engagement (Urbancová and al. 2023; Kashyap 2023).

8.4. The Cognitive Component

The cognitive component relates to the beliefs, thoughts, and knowledge that stakeholders or employees hold about the NGO and its mission. It encompasses their understanding of the NGO's goals, methods, impact, and reputation. This cognitive aspect can influence their level of trust and confidence in the organization.

8.4.1. Focus Group

A company must understand its stakeholders and employees in order to have the best possible impact on them. The focus group is a relevant tool with many advantages, such as providing a real insight into the perceptions of people, enabling a real dialogue between them and, at the same time, exchanging their perceptions on the subjects discussed, perhaps changing some people's views for the better. In fact, the focus group is a tool used for the cognitive component and, if used effectively, it can help to improve the behavioural component by encouraging action from stakeholders towards dNovo (cognitive-behavioural interaction).

8.4.1.1. Definition of Focus Group

In the landscape of qualitative research, focus groups stand out as a dynamic and insightful method employed to gather multifaceted insights from a group of individuals carefully selected and convened by the concerned company. Originating from market research and finding subsequent application in fields like medical studies, focus groups transcend the simplicity of mere information gathering (Gibbs 2023).

Significant to understanding the essence of focus groups is the distinction from traditional group interviews. While the latter emphasizes a direct exchange between the researcher and participants, focus groups thrive on the rich tapestry of interactions within the assembled group, the conversation guided by topics supplied by the researcher. This distinction underscores the nuanced and participatory nature of focus groups, setting them apart as a methodological approach that leverages collective dialogue to uncover a spectrum of perspectives (Gibbs 2023).

8.4.1.2. Methodology of Focus Group

8.4.1.2.1. Composition of the Group

Focus groups strategically assemble 4 to 8 participants chosen for their relevance to the research topic. Beyond this number, the management of discussions becomes challenging. Participants, whether acquainted or brought together by a shared subject understanding, contribute to the dynamic nature of group interactions. The composition of focus groups balances between homogeneity, leveraging shared experiences, and diversity, incorporating varied perspectives from different professions (Kitzinger, Markova, and Kalampalikis 2004).

8.4.1.2.2. Time and Moderator

A decisive aspect is the role of the moderator, who guides discussions without imposing control, fostering a conversational format where participants engage with each other (Scheuren 2004). Sessions, lasting about an hour but potentially extending, are initiated with a set of questions or prompts provided by the moderator (Kitzinger, Markova, and Kalampalikis, 2004).

8.4.1.3. The Aim of Focus Group

Focus group methodology excels in tapping into participants' attitudes, feelings, beliefs, and experiences in a socially interactive setting. Contrasted with individual interviews, focus groups unveil a multiplicity of views and emotional processes within a group context. This method is adept at efficiently providing substantial information in a condensed timeframe, making it particularly valuable for exploring consensus levels on specific topics, navigating power differentials, and delving into cultural nuances (Gibbs 2023).

8.4.2. dNovo

8.4.2.1. Benefits on Stakeholders

In the sphere of dNovo, the implementation of focus groups serves as a vital mechanism for comprehending the perspectives of stakeholders. Through these interactive forums, dNovo gains valuable insights into stakeholder perceptions of its mission and impact, fostering a nuanced

understanding of shared values and objectives. Additionally, focus groups provide a constructive space for stakeholders to voice concerns, offering a platform for addressing potential challenges and contributing to the organization's continuous improvement. The participatory nature of these discussions not only enhances relationships but also enables dNovo to measure awareness levels among stakeholders, informing refined communication strategies and strengthening the organization's narrative. Overall, focus groups emerge as an invaluable tool, guiding dNovo in aligning its strategies with stakeholder expectations and ensuring ongoing success in empowering individuals over 50 in their pursuit of meaningful employment (Appendix n°9).

8.4.2.2. Benefits on Employees

Implementing focus groups as a strategic tool to enhance internal efficiency among employees can be instrumental for a company. By convening representative groups of employees, a company can gather qualitative insights into the workforce's perspectives, concerns, and ideas. This direct engagement fosters a sense of inclusion and empowers employees, making them feel valued and heard. The interactive nature of focus groups allows for nuanced discussions that quantitative data alone may not capture. These sessions can uncover underlying issues, identify potential areas for improvement, and unveil innovative solutions. Moreover, the collaborative environment nurtured by focus groups can contribute to building a stronger team culture, fostering open communication, and ultimately optimizing internal efficiency by addressing specific challenges within the organization (Milica Slijepčević, Bovan, and Radojevic 2018) (Appendix n°10).

8.4.3. Cognitive – Behavioural Interaction

As mentioned, several times above, the various components can interact with each other. The way people act is generally guided, in part, by their beliefs (Audi 2020). Engaging in focus groups has the transformative potential to influence individuals' perspectives

and subsequently drive positive actions aligned with new beliefs. As participants discuss and exchange ideas within the group dynamic, they often encounter diverse viewpoints and alternative insights. This exposure can challenge pre-existing notions and cultivate a more nuanced understanding of issues. The process of open dialogue and shared experiences can lead to a collective shift in mindset, fostering a sense of shared purpose and unity. As individuals align their beliefs with the evolving group consensus, they are more likely to adopt positive actions reflective of these new perspectives.

8.5. Conclusion of the Organisational Part

In conclusion, the evaluation of dNovo's organizational impact employs a comprehensive approach, considering affective, behavioral, and cognitive dimensions. Drawing from Bronfenbrenner's ecological systems theory, the organizational dimension explores intricate relationships. Affective analysis, conducted through in-depth interviews and online surveys, uncovers stakeholders' and employees' emotional responses. Simultaneously, the behavioral dimension, assessed via impact reports, quantifies tangible internal and external influence. The cognitive aspect, explored through focus groups, reveals beliefs and knowledge, fostering a participatory dialogue. This nuanced understanding, coupled with judicious application of tools within each dimension, contributes to a comprehensive evaluation. By integrating these methodologies, dNovo can refine strategies, align with expectations, and solidify its socially responsible role in empowering individuals over 50 in meaningful employment, laying the groundwork for ongoing success and positive collaboration.

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 Lílian 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
Training	Kirkpatrick model	DR. Donald L. Kirkpatrick in 1959	<u>4 levels</u> : Reaction, Learning, Behaviour and Results.
	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
Social interventions	Randomized Controlled Trial	No specific creator	Individuals are randomly assigned to two different groups—one that receives the studied intervention and the 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)	<ul style="list-style-type: none"> - A senior mentoring program - Access to a network of partners - Events and networking

				<ul style="list-style-type: none"> - Provision of a digital platform
Wisconsin Senior Employment program (WISE)	Wisconsin (US)	Program	Provide employment training program for low-income, unemployed individuals aged 55 years and older (“Wisconsin Senior Employment Program (WISE)” 2014)	<ul style="list-style-type: none"> - Subsidizes - Part-time work experience - Trainings
Experience Unlimited	California (US)	Program	Help to shorten your search for the right job (“Experience Unlimited” 2023)	<ul style="list-style-type: none"> - Workshops on job search, resume and interview techniques

				<ul style="list-style-type: none"> - 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)	<ul style="list-style-type: none"> - 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				

<p>“Projeto recomeçar apresentação fundação Manuel Violente”</p>				
<p>Work over 40</p>	<p>Italia</p>	<p>Association</p>	<p>Promoting/reintegrating the unemployed over 40 (“Associazione Lavoro over 40” 2019) (Projeto recomeçar apresentação fundação Manuel Violente 2017)</p>	<ul style="list-style-type: none"> - Image and awareness campaigns - 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)	<ul style="list-style-type: none"> - Visit to potential employers - Short courses on job search - General Networking

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: In-depth interview for stakeholders

dNovo Stakeholders In-Depth Interview Guide

Introduction:

- Express gratitude for their involvement.
- Briefly outline the company's mission and values, emphasizing the focus on assisting individuals over 50 in securing meaningful employment.

Section 1: Understanding Stakeholder Perspectives

1. Opening Questions:

- How did you first become involved with our company as a sponsor/partner/donor/other, and what was your initial reaction to our mission of helping individuals over 50 find new job opportunities?
- Can you share your personal sentiments regarding the challenges individuals over 50 face in the job market, and how our mission resonates with those challenges?

2. Emotional Connection:

- On a personal level, how do you feel about the idea of supporting and contributing to the employment of individuals over 50 who may have had significant responsibilities in their previous roles?
- Can you describe any emotional or personal connections you have with our mission?

Section 2: Alignment with Company Values

1. Emotional Alignment:

- In your view, how does our mission align emotionally with your organization's or personal values, especially in the context of hiring individuals over 50?
- Are there specific aspects of our mission that evoke a strong emotional response for you?

2. Shared Emotional Goals:

- What emotional goals do you believe our company shares with your organization in supporting individuals over 50 in their job search?
- How do you envision the emotional impact of our collaborative efforts?

Section 3: Impact Assessment

1. Emotional Impact:

- How would you describe the emotional impact of our collective efforts in helping individuals over 50 secure employment?

- Are there particular stories or instances that have left a lasting emotional impression on you?

2. Emotional Connection through Feedback:

- How can our company create a stronger emotional connection through the feedback we provide about the outcomes of our initiatives?
- In what ways can we enhance the emotional resonance of our communication regarding the progress and impact of our mission?

Section 4: Future Collaboration and Development

1. Emotional Vision for the Future:

- As we look ahead, what emotional impact do you hope to see in our collaborative efforts, specifically in the context of hiring individuals over 50?
- How can we foster a deeper emotional connection in our partnership to make a more significant impact in the future?

2. Emotional Suggestions for Enhancement:

- Are there specific suggestions or recommendations you have for enhancing the emotional aspect of our approach to supporting individuals over 50 in their job search?
- How can we strengthen the emotional bond within our partnership for a more emotionally resonant impact?

Closing:

- Thank the stakeholder for their time, insights, and ongoing emotional support.
- Express your commitment to continuously understanding and addressing the emotional dimensions of your collaborative efforts.

13.5. Appendix 5: In-depth interview for employees

dNovo Employee In-Depth Interview Guide

Introduction

Welcome and Purpose

- Welcome the employee to the interview and express appreciation for their time.
- Briefly explain the purpose of the interview: to gain a deeper understanding of their perspectives on dNovo's mission and impact.

Confidentiality

- Emphasize the confidentiality of the interview and assure the employee that their responses will not be individually attributed.

Section 1: Personal Connection to Mission

1.1 Introduction

- Ask the employee to share their personal connection or motivation for working with dNovo.

1.2 Mission Alignment

- Explore how well the employee feels dNovo's mission aligns with their personal values and career goals.

1.3 Impact on Work

- Discuss specific instances or examples where the employee has seen the impact of their work on the mission.

Section 2: Employee Experience

2.1 Job Satisfaction

- Explore the employee's overall job satisfaction, focusing on aspects related to the mission.

2.2 Contributions

- Discuss how the employee perceives their contributions in helping individuals over 50 find meaningful employment.

2.3 Challenges

- Inquire about any challenges or obstacles the employee faces in their role related to the mission.

Section 3: Communication and Engagement

3.1 Communication Effectiveness

- Assess the employee's perception of how effectively dNovo communicates its mission and activities.

3.2 Employee Involvement

- Explore the employee's level of involvement in mission-related initiatives or decision-making processes.

Section 4: Personal Growth and Development

4.1 Skill Development

- Discuss how working with dNovo has contributed to the employee's professional and personal skill development.

4.2 Career Growth

- Explore the employee's perceptions of potential career growth within dNovo related to the mission.

Section 5: Suggestions and Feedback

5.1 Improvements

- Ask the employee for suggestions on how dNovo could enhance its impact or better support employees in fulfilling the mission.

5.2 Feedback on Leadership

- Inquire about the employee's experience with leadership in the context of the mission.

Closing

6.1 Final Thoughts

- Allow the employee to share any additional thoughts or reflections on their experience with dNovo and its mission.

6.2 Appreciation

- Express gratitude for the employee's time and insights, reiterating the value of their contributions to dNovo.

13.6. Appendix 6 – Online survey for stakeholders

dNovo Stakeholder Feedback Survey

Thank you for being a valued stakeholder of dNovo. Your feedback is crucial in helping us understand and improve our impact. This survey should take no more than 10 minutes of your time.

1. General Information

1.1 *Please select your relationship with dNovo:*

- Company hiring from dNovo
- Partnership
- Sponsorship
- Donor
- Founder Associate

1.2 *How long have you been associated with dNovo?*

- Less than 6 months
- 6 months to 1 year
- 1-2 years
- More than 2 years

2. Mission Impact Assessment

2.1 *On a scale of 1 to 5, how well do you think dNovo is addressing the mission of helping people over 50 find meaningful jobs?*

- 1 - Not effective at all
- 2 - Slightly effective
- 3 - Moderately effective
- 4 - Very effective
- 5 - Extremely effective

2.2 In what ways do you think dNovo has positively impacted the lives of individuals over 50 through its mission? (Select all that apply)

- Enhanced employment opportunities
- Improved job satisfaction
- Increased skill development
- Strengthened community engagement
- Other (please specify): [Open-ended text box]

2.3 How personally connected do you feel to the mission of dNovo?

- Not connected at all
- Slightly connected
- Moderately connected
- Very connected
- Extremely connected

2.4 Share a specific instance or story where you witnessed the positive impact of dNovo's mission.

(Optional)

[Open-ended text box]

3. Communication and Collaboration

3.1 How satisfied are you with the communication from dNovo regarding its mission and activities?

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

3.2 Do you feel that dNovo effectively collaborates with its stakeholders to achieve its mission?

- Not at all
- To a small extent
- Moderately
- To a large extent
- Completely

4. Future Engagement

4.1 Considering your experience with dNovo, how likely are you to continue supporting or collaborating with us in the future?

- Not likely at all
- Unlikely
- Neutral
- Likely
- Very likely

4.2 What specific initiatives or improvements would you suggest for dNovo to enhance its mission impact or stakeholder engagement?

[Open-ended text box]

5. Closing Comments

5.1 Is there anything else you would like to share regarding your experience with dNovo or its mission?

[Open-ended text box]

13.7. Appendix 7 – Online survey for employees

dNovo Employee Feedback Survey

Thank you for being a valuable member of dNovo. Your feedback is essential in helping us understand and enhance our impact. This survey should take no more than 10 minutes of your time.

1. Mission Perception

1.1 On a scale of 1 to 5, how well do you think dNovo is fulfilling its mission of helping people over 50 find new, meaningful jobs?

- 1 - Not effective at all
- 2 - Slightly effective
- 3 - Moderately effective
- 4 - Very effective
- 5 - Extremely effective

1.2 *To what extent do you feel a personal connection to dNovo's mission?*

- Not at all
- Slightly
- Moderately
- Very much
- Extremely

2. Employee Experience

2.1 *How has your experience working with dNovo impacted your perception of your role and its contribution to the mission?*

- Positively
- Neutral
- Negatively

2.2 *To what degree do you believe your work directly contributes to the success of our mission?*

- Not at all

- To a small extent
- Moderately
- To a large extent
- Completely

3. Communication and Engagement

3.1 *How satisfied are you with the communication from dNovo regarding its mission and activities?*

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

3.2 *Do you feel that dNovo effectively involves and engages employees in fulfilling its mission?*

- Not at all
- To a small extent
- Moderately
- To a large extent
- Completely

4. Future Commitment

4.1 *Considering your experience with dNovo, how likely are you to continue contributing to the organization's mission in the future?*

- Not likely at all
- Unlikely
- Neutral
- Likely
- Very likely

4.2 *What suggestions do you have for dNovo to enhance the employee experience and further contribute to the mission?*

[Open-ended text box]

5. Closing Comments

5.1 *Is there anything else you would like to share regarding your experience with dNovo or its mission?*

[Open-ended text box]

13.8. Appendix 8 – Stakeholders Impact Report

dNovo Stakeholders Impact Report 2023

1. Executive Summary

Overview

- Brief introduction to dNovo's mission and vision.
- Key achievements and milestones during the reporting period.
- Highlights of successful collaborations and partnerships.
- Overview of stakeholder involvement and support.

Key Findings

- Summary of the impact on individuals over 50 in terms of employment opportunities and quality of life.
- Positive outcomes and success stories.
- Notable recognitions or awards received during the reporting period.

2. Objectives and Goal Setting

Mission Statement

- Clear and concise restatement of dNovo's mission.

SMART Goals

- Specific, Measurable, Achievable, Relevant, and Time-bound goals set for the reporting period.
- Evaluation of the extent to which these goals were achieved.

3. Activities and Initiative Highlights

Major Endeavors

- Overview of key initiatives and projects undertaken.

- Collaborations with companies, partners, and sponsors.
- Description of innovative approaches or programs implemented.

4. Understanding Outcomes

Measuring Tangible Results

- Statistical analysis of the impact on employment rates for individuals over 50.
- Societal changes observed as a result of dNovo's initiatives.
- Environmental contributions or considerations if applicable.

5. Quantitative Data Incorporation

Progress Indicators

- Visual representation of key performance indicators (KPIs) through charts and graphs.
- Comparison of current data with previous reporting periods.
- Analysis of trends and patterns in quantitative data.

6. Qualitative Data

Testimonials and Case Studies

- Compilation of testimonials from individuals over 50 who benefited from dNovo's programs.
- Case studies illustrating specific success stories and positive outcomes.

7. Challenges, Learnings, and Future Plans

Challenges Faced

- Identification and acknowledgment of challenges encountered during the reporting period.
- Insights into how dNovo addressed and overcame these challenges.

Key Learnings

- Lessons learned from both successful and challenging experiences.
- Adaptations made to strategies based on feedback and outcomes.

Future Plans and Roadmap

- Outline of strategic plans for the upcoming year.
- New initiatives, partnerships, or programs planned for future impact.
- Call to action for continued support and collaboration from stakeholders.

13.9. Appendix 9 – Focus Group for stakeholders

dNovo Stakeholder Focus Group

Introduction

Welcome and Purpose

- Brief introduction to the purpose of the focus group: to understand beliefs, perceptions, and concerns about dNovo's mission.
- Emphasis on the importance of honest and constructive feedback.
- Assurance of anonymity and confidentiality.

Icebreaker

- Opening question to allow participants to introduce themselves and share a positive experience or connection with dNovo.

Section 1: Beliefs and Perceptions

1.1 Mission Alignment

- How well do you believe dNovo's mission aligns with the needs of individuals over 50 seeking employment?

1.2 Unique Value Proposition

- In your view, what sets dNovo apart from other organizations addressing similar issues?

1.3 Personal Connection

- How personally connected do you feel to dNovo's mission, and what aspects resonate with you the most?

1.4 Communication Effectiveness

- Assess stakeholders' perceptions of dNovo's communication regarding its mission and activities.

Section 2: Constructive Feedback

2.1 Concerns and Challenges

- Open discussion about any concerns or challenges stakeholders may have regarding dNovo's mission or operations.

2.2 Improvement Suggestions

- What specific improvements or changes would you suggest to enhance dNovo's impact and stakeholder engagement?

2.3 Collaboration and Engagement

- Explore stakeholders' views on how dNovo could better collaborate with its stakeholders.

Section 3: Wrap-Up

3.1 Recap and Summary

- Summarize key points discussed during the focus group.

3.2 Action Items

- Identify specific action items or strategies based on the feedback received.

3.3 Appreciation

- Express gratitude for participants' time, insights, and commitment to dNovo's mission.

Closing

Next Steps

- Outline any follow-up actions, such as sharing a summary of the focus group findings or implementing suggested improvements.

Contact Information

- Provide contact information for participants to reach out with additional thoughts or concerns.

dNovo Employee Focus Group

Introduction

Welcome and Purpose

- Briefly introduce the purpose of the focus group: to understand employees' beliefs, perceptions, and concerns about dNovo's mission.
- Emphasize the importance of honest and constructive feedback.
- Assure participants of confidentiality and the non-attribution of comments.

Icebreaker

- Opening question to allow participants to share a positive experience or connection they have had with dNovo.

Section 1: Beliefs and Perceptions

1.1 Mission Alignment

- How well do you believe dNovo's mission aligns with the needs of individuals over 50 seeking employment?

1.2 Unique Value Proposition

- In your view, what sets dNovo apart from other organizations addressing similar issues?

1.3 Personal Connection

- How personally connected do you feel to dNovo's mission, and what aspects resonate with you the most?

1.4 Communication Effectiveness

- Assess participants' perceptions of dNovo's communication regarding its mission and activities.

Section 2: Constructive Feedback

2.1 Concerns and Challenges

- Open discussion about any concerns or challenges employees may have regarding dNovo's mission or operations.

2.2 Improvement Suggestions

- What specific improvements or changes would you suggest to enhance dNovo's impact and employee experience?

2.3 Collaboration and Engagement

- Explore employees' views on how dNovo could better involve and engage them in fulfilling its mission.

Section 3: Wrap-Up

3.1 Recap and Summary

- Summarize key points discussed during the focus group.

3.2 Action Items

- Identify specific action items or strategies based on the feedback received.

3.3 Appreciation

- Express gratitude for participants' time, insights, and commitment to dNovo's mission.

Closing

Next Steps

- Outline any follow-up actions, such as sharing a summary of the focus group findings or implementing suggested improvements.

Contact Information

Provide contact information for participants to reach out with additional thoughts or concerns.