

Three-Year Work Plan 2018-2020



Three-Year Work Plan 2018-2020

JDC-TEVET

Three-Year Work Plan 2018-2020

English Writing and Editing: Ruth Sinai

Design: Pnina Nachmias

Publication Director: Ran Rovner

© All Rights Reserved for JDC-Israel, October 2017

www.jdc.org.il

JDC-TEVET's Vision and Mission




Vision

JDC-TEVET strengthens the social and economic fabric of Israel and cultivates equal opportunities through workforce participation and career advancement.

Mission

JDC-TEVET, a partnership between JDC and the Government of Israel, achieves its goals by:

- developing programs, models and innovative approaches to employment;
 - implementing solutions and initiatives by working closely with employers;
 - serving as a hub for knowledge development, spreading cutting edge concepts and interventions;
 - integrating successful interventions into employment services throughout Israel.
- 

Members of the JDC-TEVET Committees

Steering Committee Members

Prof. Yossi Tamir - CEO, JDC Israel

Rami Garor - Interim Director General, National Insurance Institute

Boaz Hirsch - Director General, Employment Service

Avigdor Kaplan - Director General, Ministry of Labor, Social Affairs and Social Services; Steering Committee Chairman

Yair Pines - Head of Budgets, Ministry of Finance

Shai Rinsky - Director General, Ministry of Economy

Michal Tzuk - Deputy Director General, Ministry of Labor, Social Affairs and Social Services; Steering Committee Vice Chairperson

Moshe Bar Siman Tov - Director General, Ministry of Health

Board of Governors Members

Prof. Yossi Tamir - CEO, JDC Israel; Board of Governors Chairman

Ronit Dudai - Director of Rehabilitation of Psychiatric Services, Ministry of Health

Shuli Eyal - Director, Division for Vocational Training and the Development of Human Capital, Ministry of Labor, Social Affairs and Social Services

Haim Factor - Deputy Director General, JDC Israel

Prof. Jack Habib - Past Director General- Myers-JDC-Brookdale Institute

Michael Hartel - Incoming Director General - Myers-JDC-Brookdale Institute

Yossi Heymann - CEO, JDC-Eshel

Dafna Maor - Director of Inclusion for People with Disabilities and Special Populations, Ministry of Labor, Social Affairs and Social Services

Mor Noifeld - Director of Human Resources, JDC Israel

Dr. Shely Nordheim - Director Services of Employment Rehabilitation through Employment, Ministry of Labor, Social Affairs and Social Services

Ori Shainin - Employment Coordinator, Budget Division, Ministry of Finance

Dr. Sigal Shelach - CEO JDC-TEVET, Deputy CEO JDC Israel

Orna Varkovitzky - Director of Guaranteed Minimal Income and Deputy Director General for Pensions, National Insurance Institute

Employment Advisory Committee - JDC Board

Donn Weinberg - Committee Chairman

Howard Friend - Committee Co-Chair

Daniel Aminetzah

Daniel Dover

Shuki Ehrlich

Neville Eisenberg

Zach Fasman

David Horowitz

Tricia Kallett

Charles Ribakoff

Ben Siegel

Eilon Tirosh

Bettina Waxman

Diane Werner

Forward

The seminal 2016 “Future of Work” report by the World Economic Forum cites the probability that “65% of children entering primary school today will ultimately end up working in completely new job types that don’t yet exist”¹. This comes as no surprise given that even now, a growing number of workers are engaged in occupations that were non-existent as recently as a decade ago. Occupations such as app developers and digital media managers have only developed since the 2007 launch of the first smartphone and the landmark opening of Facebook to the general public a year before. Jobs as varied as big data analysts, content providers for YouTube and drone operators are developing at an unprecedented pace.

The combination of exponential, innovative technology growth, demographic shifts, and the desire of younger generations to amend the concept of work is resulting in substantive changes in the world economy and significantly affecting the global labor market. “The Fourth Industrial Revolution,” as some dub this era, generates discourse and forecasts of job loss together with new employment opportunities. It is too soon to tell whether we are seeing the realization of the groundbreaking vision put forth in 2005 by Prof. Johano Strasser in his book “When the Working Society Runs Out of Work”, but it is evident that the world of work is changing and requires new thinking and tools.

JDC-TEVET’s first decade was devoted to two central issues. At the outset it targeted populations excluded from the labor market, and subsequently expanded its employment advancement programs to include the working poor.

Over the past 18 months, together with its partners, JDC-TEVET, has undertaken broad discourse and study activity in a bid to understand how the above-mentioned changes affect the Israeli labor market, in general, and specifically, low-skilled and excluded workers. Although the transformation of the work arena is a threat to those with lower skills, with the right interventions it can provide a launch pad specifically for these groups by exposing them to a variety of previously non-existent employment opportunities.

We found the planning far more challenging than previous such exercises, especially in light of the uncertainties clouding the development of the global and Israeli labor market. Nonetheless, we find ourselves in the same boat as other developed nations seeking to provide optimal responses to the frequently changing labor market that will shape employment for those not yet in the labor market and for those of working age who will

1. The Future of Jobs, 2016, World Economic Forum (quoting Mcleod, Scott and Karl Schiff)

have to adapt themselves repeatedly to a fluctuating work world. Issues stemming from the evolution of the work world are engaging decision makers all over the world, as they grapple with questions of regulatory change, taxation and policy. These issues are not within JDC-TEVET's purview, but as government partners, we hope to help generate discourse and broad thinking to tackle them.

The work plan presented here encompasses directions, developments and innovative experiments. It includes a focus on developing skills for a changing labor market through innovative vocational training for new occupations and new forms of work, as well as increasing and strengthening partnerships with employers in an endeavor to learn and devise solutions together. The changes also require redefining pivotal concepts such as "employability" and "upskilling" and retraining for the roles of employment facilitators and employer relations developers.

Maneuvering through an ever-changing work arena is one of JDC-TEVET's central missions in the years ahead. We have yet to find a way to optimize the integration of state-of-the-art technology in order to streamline the responses we are developing in our various programs. We must also keep enhancing and striving for such goals as professionalism, developing such tools as measurement and evaluation, and using existing programs on which to build new ones with the use of big data for future planning.

This document is the product of a learning process undertaken in recent months by JDC-TEVET with its main partners to study and hone our goals in light of changing needs. I would like to thank all our partners in this endeavor, both staff and board members, for their significant and contributory role in the planning process, as well as for their ongoing support. We would also like to thank the team at the Myers-JDC-Brookdale Institute for the review they undertook at our request of central employment trends in Israel and the world.

We hope you will find this broad-based plan instructive and productive, and we urge anyone interested to join us in goal-oriented planning and innovative piloting of programs to achieve equal opportunity in the Israeli labor market.

Dr. Sigal Shelach
CEO, JDC-TEVET, Deputy CEO JDC Israel

Table of Contents

JDC-TEVET’s Vision and Mission.....	5
Members of the JDC-TEVET Committees.....	6
Forward.....	7
Overview.....	13
The Planning Process.....	15
Populations	17
Ultra-Orthodox (Haredim).....	18
Arabs.....	21
People with Disabilities.....	25
Older Adults.....	28
The Future of Work.....	33
The Future of Work: Central Trends.....	34
Tools.....	37
The Changing World of Work.....	38
Pilot Programs	41
Career Advancement.....	45
Engaging Employers.....	48
Vocational Training.....	51
Knowledge Development	55
Knowledge and Professional Development	56
Budget	59
List of Current Programs.....	63

This document is the culmination of 12 months of research and planning by JDC-TEVET professionals, in consultation with leading government officials and economic experts. The JDC-TEVET strategic plan responds to dramatic changes in the labor market, encompassing programs that accommodate current and future trends.

Thank you to all lay leaders and professionals who contributed to the creation of this strategic plan.

TEVET Numbers



Participants

Ultra Orthodox 28%
Arabs 26%
People with Disabilities 2%
Immigrants 7%
Young Adults 10%
Not Identified 27%

Total Number
of Program
Participants

256,335

until 31/12/2017



Jerusalem 22%
Haifa/North 39%
Tel Aviv/Center 17%
South 22%



Number of Active Participants

2015 - 93,737
2016 - 105,470
2017 - 120,623

Participants in 2017 by DNA Stage

D - 0
N - 14,606
A1 - 40,101
A2 - 14,707
POD - 50,845
END - 364
120,623 - כ"ה



Program By DNA Stage 2015-2020



D

DESIGN
תכנון



N

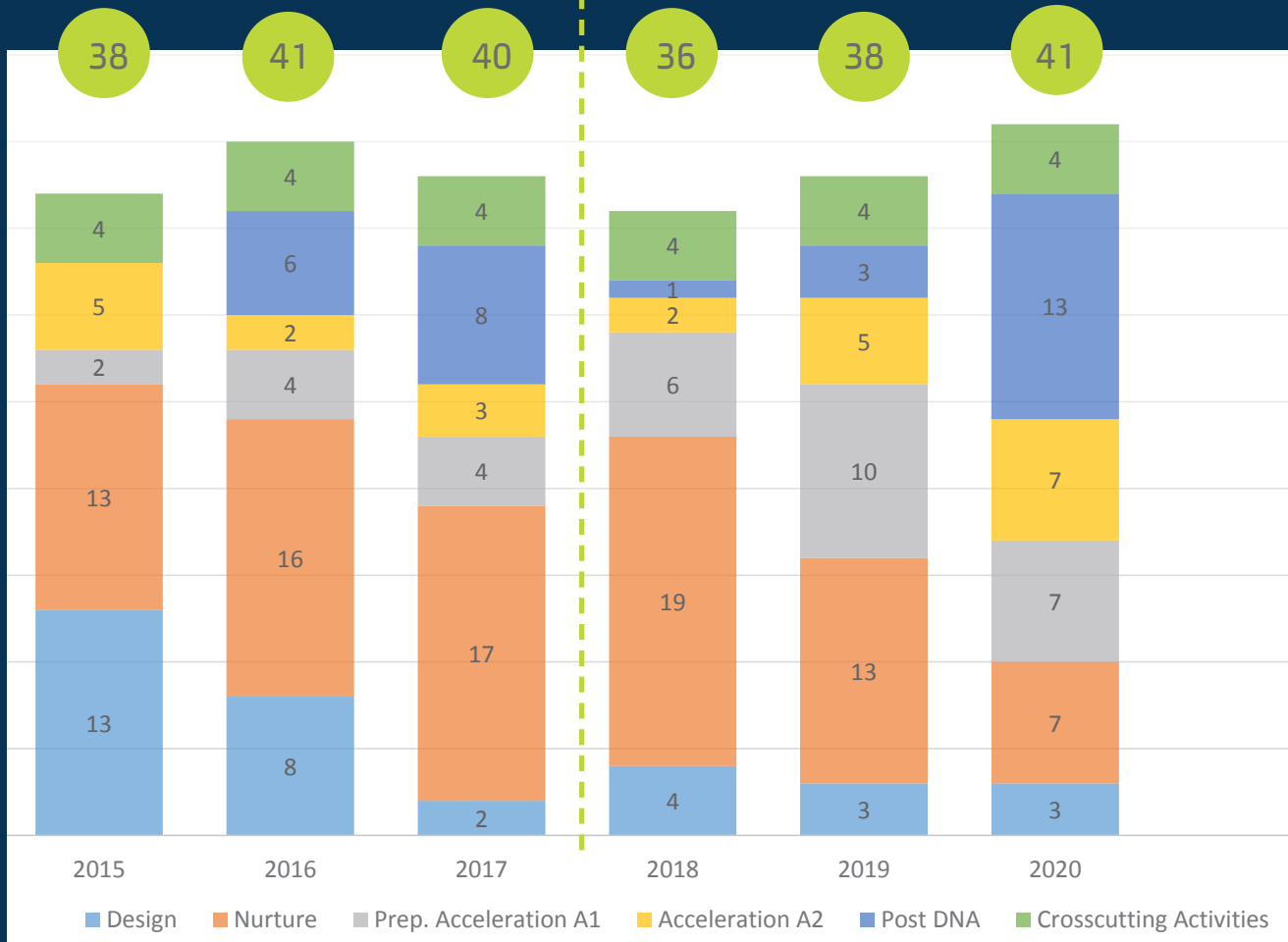
NURTURE
ניסוי בשטח



A

ACCELERATE
הפצה רחבה

Total Number of Programs



Overview

JDC-TEVET is the leading developer of multi-dimensional employment services in Israel for the benefit of vulnerable groups, effectively serving as a national R&D arm. It strives to create equal opportunities and social mobility for the country's many minority populations by helping them enter and advance in the workforce. Partnering with the Government of Israel, businesses and NGOs, TEVET develops and tests innovative, comprehensive programs that address the needs of low-income earners or those excluded from the labor market, especially in light of the transformative disruptions affecting the world of work.

The life cycle of JDC-Tevet programs follows a DNA Model. In the DESIGN stage, Tevet identifies and analyzes socioeconomic problems and trends in Israeli society, developing realistic programs to address them. In the NURTURE stage, it tests and evaluates pilot programs to refine their effectiveness and builds the infrastructure and professional capacities to implement them. Finally, in the ACCELERATE phase, it assists government agencies and other partners to reproduce the programs nationwide.

The DNA model has proven effective in creating employment programs adapted to the vastly differing needs of TEVET's clients. These include Arab-Israelis, ultra-Orthodox Jews, people with disabilities, Ethiopian immigrants and other vulnerable groups mired in poverty and/or at risk of being left behind by the growing complexities of the world of work. With over 25% of working Israelis earning extremely low wages, compared to an average of 15% in other OECD member states, and a poverty rate estimated at 21%, such interventions are vital if Israel is to sustain its economic and social vitality and viability.

TEVET's task is under constant challenge by the changing work arena. With input from its partners, and based on the latest cutting-edge research, TEVET is keeping abreast of the transformative trends in the global labor market,

identifying barriers to employment and understanding new needs of both employers and employees. Its programs are designed to prepare disadvantaged populations for an increasingly automated and digital work environment and to strengthen partnerships with employers in an endeavor to learn and devise solutions together.

The Planning Process

JDC-TEVET formulated its 2018-2020 work plan in preparation for signing a renewed agreement with the Government of Israel on the development of employment services. This challenging process was based on broad discourse and study conducted by the organization in a bid to understand how the rapidly changing world of work affects the Israeli labor market, in general, and low-skilled and excluded workers, in particular.

The work plan includes input from TEVET's professional staff, study sessions and site visits, discussions with leading government officials, meetings with businesses and NGOs, and international and domestic research findings. It focuses on developing skills that are relevant for the changing environment and new forms of work, as well as increasing partnerships with employers in an endeavor to learn and devise solutions together.

The central question that engaged the Tevet staff was how to devise a three-year strategy for such an uncertain world of work. The need to rethink the organization's traditional program development process in order to address as many of the differing challenges was also addressed. The plan thus allocates a "flexible budget" for the quick development of innovative, state-of-the-art experimentation and pilot programs- a shortened TTM. To provide a speedy response to changing employer and workplace needs, the plan adopts a technique known as "minimum viable product" (MVP), which develops new programs with only basic features to satisfy early adopters before getting feedback and expanding them for wider use.

The planners also sought to identify their target audience, seeking to understand the nature of its commitment to the so-called Y generation. Given that this demographic, by definition, expands the at-risk population, and TEVET's commitment to vulnerable groups in Israeli society, the plan calls for expanding knowledge and models for the benefit of this non-traditional,

vulnerable population. Specifically, it provides for “capsules”, a term coined for planning processes expressing efforts to develop responses for particular groups and subsequently expand them to broader segments of society.

As for working with youth, the planners decided to start with the “capsules” relevant to TEVET’s traditional clients – young Israeli Arabs and ultra-Orthodox Jews – and to expand these models for the benefit of other groups. The “capsules” will include digital Hebrew and English literacy, where large gaps exist in these particular cohorts, as well as new skills relevant to all job seekers and workers.

The planners agreed that although the transformation of the work arena is a threat to those with lower skills, with the right interventions it can provide a launch pad specifically for these groups by exposing them to a variety of previously non-existent employment opportunities. The plan thus includes new programs for training, workplace integration and career advancement, among them cloud-based employment, new employment spaces, employer-targeted programs, advanced production and more.

Populations

Ultra-Orthodox (Haredim)

Introduction

The ultra-Orthodox community numbers some 950,000, constituting 11% of Israel's population. At an annual growth rate of 4%, ultra-Orthodox will make up 14% of the population in 2029. Some 18% of Israelis under the age of 19 are ultra-Orthodox.²

The ultra-Orthodox community is one of the country's poorest, with 52.4%³ under the poverty line (as of 2015). Men's participation in the workforce is low. However, as of the beginning of 2017, it reached 50.8%, reflecting a consistent and fast increase. Nonetheless, the ratio of working ultra-Orthodox men is far from the 63% target set by the government for 2020. Women's participation is far higher, recorded at 73.2% in the first half of 2016.

Three main reasons contribute to ultra-Orthodox poverty: low workforce participation of men, low pay due to insufficient formal and academic education and part-time work, and large families that make it hard to remain above the poverty line even for earners of above average wages if only one partner works, as what often happens.

Women's pay is also low, but stable (45% are low-income earners), while the number of those earning above the average wage has been growing consistently (from 37% to 40%)⁴.

Despite the massive increase in the number of ultra-Orthodox enrolling in academic institutions (some 13,000 are registered), one researcher puts the dropout rate at 58%, reflecting lack of basic knowledge of math, science and English.⁵

The desire by some to acquire academic degrees, develop businesses and earn a respectable living is often perceived as a threat to the ultra-Orthodox identity and community life.

2. Israel Institute of Democracy (2016)

3. Publication of the Machon Haredi-Nitzah Katzir. Based on Survey of Household Expenses. CBS 2015.

4. Daniel Gottlieb and Esti Toledano (2012) Employment and Salaries in Israel NI2011.

5. State of the Nation – Taub 2016

Present Activities

In the 2015-2017 strategic planning, the employment activity for the ultra-Orthodox community was divided into three areas: systemic changes, community and family, and leadership and identity.

Systemic changes:

The handover of the Maftach employment centers was completed in March 2015. For the past two years, JDC-TEVET has continued to provide professional input and oversight to ensure the smooth transition. JDC-TEVET strives to integrate newly developed TEVET programs and tools into ultra-Orthodox employment centers and strengthen the professional abilities by working closely with employment centers. JDC-TEVET is preparing to hand over the Career Alternatives Program “Chen” to the Government. This comes after 8 years of development and training. The planned handover is mid-2018.

Community and family:

The work in the alternate yeshivot for ultra-Orthodox boys aged 17 and up is gaining momentum with more institutions that are interested in joining the program. An important element of the program has been to train the staff in the yeshivot on how to work with the boys. A pilot program training employment counsellors in the ultra-Orthodox charities began in 2017 and will be expanded to additional Hassidic groups in 2018.

Leadership and identity:

A safe space to discuss issues related to ultra-Orthodox identity in a way that enables work in a mixed environment has been developed in several ultra-Orthodox academic colleges. In order to meet the growing demand for these courses, facilitators from within the community have been trained to run these courses for both men and women.

The “Movilot” women’s leadership program in employment has opened its 4th cohort of leadership training and also established an alumni group. The alumni will be responsible for taking over the project in 2018.

Insights and Conclusions

The internal structure of the Haredi unit whereby program managers worked with a group of programs in a focused area - systematic change community and family, and leadership

and identity allowed each program manager who led a specific area to effectively utilize resources, know-how and experience developed for one specific group and adapt them for additional target groups.

Challenges of the Changing Work World

Government involvement in attempts to boost participation of ultra-Orthodox men in the workforce, vocational training and academic studies has grown in recent years. However, the ultra-Orthodox population risks being left behind due to the lack of employment-suited education and rapid technological change.

Two major solutions are therefore required:

- enable the community to leap forward to future professions;
- access learning that will enable entry into the world of knowledge at an early age.

Overarching Goals

The 2018-2020 strategy will focus on two areas:

- Expanding the community and family programs;
- Expanding the leadership and identity programs by creating specializations for academics, professional communities, female leadership, hi-tech professionals and more.

New Directions

- Introduce alternative opportunities for young men unsuited to yeshiva study and enable them to prepare for professional study and quality work while remaining part of their community;
- Create networks of professionals in different areas (therapists, hi-tech);
- Develop English-language courses;
- Introduce the concept of professional lifelong learning;
- Introduce solutions in the employment centers for ultra-Orthodox men after their military and community service that will provide them with employment opportunities.

Arabs

Introduction

Policy changes in recent years have resulted in improved economic circumstances for Israel's 21% Arab minority⁶. Nonetheless, this segment of the population does not participate fully in the Israeli economy, resulting in poverty that affects the country's economic indicators. The limited economic integration also has social implications, alienating Israeli Arabs from the state and its institutions.

The Arab community's participation in the labor force, particularly of women, is low compared with that of the general population:

- Only 33% of women are employed, compared with 71% of all Israeli women⁷.
- Women with limited education are largely excluded from the labor force due to their lack of skills and conservative societal norms. The more educated women participate more fully.
- More than one-third (38%) of employed Arab women are university graduates, a higher rate than among employed Jewish women. Nonetheless, the rate of Arab women employed in unskilled jobs (12%) is higher than of Jewish women (5%)⁸.
- Arab men retire at a relatively young age, in part due to often being employed in physical labor (construction, for example).
- Only 10% of enterprises are Arab owned, most of them small businesses that require few workers, also affecting the employment rate of this population⁹.

Present Activities

Given the above-mentioned data, our work in the coming years will focus on lifting individual barriers to employment, enhancing the human capital of young Arabs prior to their entry into the labor market, and addressing structural impediments to local employment within Arab communities.

6. Ahmad Chalichal The Arab population at the beginning of 2017 and population growth forecast CBS 2017

7. Economics in Arab Society in Israel (draft) Yashiv, Katzir, 2017

8. Economics in Arab Society in Israel (draft) Yashiv, Katzir, 2017

9. Ministry of Finance and others 2016

Our work continues in four main areas: operating employment centers, developing and running human capital and career development programs, developing programs and tools and integrating them into existing employment infrastructure, and adopting and adapting crosscutting programs and tools developed by JDC-TEVET for the Arabs.

Existing infrastructure includes:

- Riyan employment centers in the Arab, Druze and Circassian society. In keeping with JDC-TEVET's contractual arrangement with the government, the centers will be handed over to the government in 2018 and JDC-TEVET will continue to provide support in the coming year until they are fully integrated into the ministry's infrastructure;
- Employment center in East Jerusalem, based on know-how and tools developed for the Riyan program and adapted to the needs of local residents, has been expanded to include all neighborhoods;
- An employment center in the mixed Jewish-Arab town of Lod is in advanced stages of development, with a focus on women and/or welfare recipients;
- A Hebrew-language instruction program for Arabic speakers is in advanced stages of development. It is designed to overcome one of the main obstacles to employment for Arabs in the Israeli labor market;
- Integrating tools into existing employment infrastructure;
- Advancement of low-income workers with the help of seven specialists operating within the Riyan employment centers;
- The "Ramp Up" program for workers with disabilities is available at three Riyan centers and plans call for its expansion;
- Referring program participants to the "Starter" vocational training program;
- Matching up mentors with mentees;
- The Digital Talent program also includes dozens of Arab Israeli participants.

Insights and Conclusions

The preponderance of Arab women employed in education and services is influenced by

the shortage of other jobs available to them in Arab towns and villages, combined with their preference for working close to home both due to conservative societal norms and the significant costs involved in working farther away. This factor affects women's choice of study. OECD research has found a need to develop unique programs to boost small and medium businesses in the community, which can then provide employment. Therefore, we must expand our interventions beyond upgrading personal capacities to develop programs that create employment opportunities within communities.

Nearly 45% of Arabs aged 18 to 22 neither study nor work, compared with 17% of the general population cohort (which is comparable to European figures)¹⁰. Young Arabs possess less human capital than their Jewish counterparts in terms of education, professional certification, digital literacy and English language skills. This requires developing employability to prepare this group for academia and work by expanding its personal and employment resources.

Men's dropout rate from the labor market at a relatively young age due to the physical nature of their work, along with women employed in unskilled labor or in the service and sales industry, requires expanding career development and advancement as part of the support provided to our clients in the Arab society.

Challenges of a Changing Work World

The dynamism and transformation of the workplace as we know it poses many challenges for Arabs. The growing digital and technological skills demanded are a significant hurdle given the low skill level of young Arabs. It is therefore incumbent upon us to integrate into our programs digital and language skills, inter-cultural competence, lifelong learning and the ability to handle complex situations to better serve this community.

Overarching Goals

The 2018-2020 strategy will focus on:

- Increasing skill training programs and career advancement programs in Riyan centers;

10. Meyers JDC Brookdale, Neon, 2013

- Ensuring the smooth handover of the Riyan employments centers to the Government;
- Launching activities that create job opportunities within Arab towns;
- Introducing career development programs for Arab youth.

New Directions

- Incorporate crosscutting JDC-TEVET programs and tools into Riyan employment centers by increasing staff training, expanding the number of Arab participants in programs such as Starter and Digital Talent;
- Encourage the creation and development of small and medium businesses within Arab communities thereby creating new employment avenues;
- Devise programs to develop career and human resources among Arab youth;
- Create counseling programs for academic study and employment among high school students;
- Continue developing models to support university graduates from East Jerusalem in their quest for employment;
- Create a framework for professional support of programs in various stages of acceleration;
- Continue to develop and operate employment infrastructure, alongside the Riyan centers, expanding activities in the East Jerusalem center and strengthening the activities in Lod;
- Launch a model for Hebrew language instruction in Arab society by preparing a cadre of experts in this field and activating several pilots.

People with Disabilities

Background

The issue of employment for people with disabilities has gained traction in Israel, with new legislation recently passed affecting the daily interaction with employers.

Under newly enacted laws and regulations, a work place of 100 or more employees must include at least 3% of workers with disabilities. In the public sector, this ratio rises to at least 5% of workers who have significant disabilities. These provisions are expected to generate increased requests from employers for guidance and support, requiring us to develop new responses.

The Ministry of Labor, Social Services and Social Affairs government partner has undergone a major re-organization, which is also expected to influence the activities of JDC-TEVET. In keeping with the basic concept underpinning the newly founded administration for people with disabilities in the Ministry, JDC-TEVET is also striving to integrate a “people-centered” service approach into the work world and our activities.

Despite all the plans and services developed in recent years, the data on employment of people with disabilities remains largely unchanged. Only 50% are employed, compared with 73% among work-age Israelis without disabilities, they earn on average NIS 1,200 less than Israeli workers without disabilities; among recipients of disability benefits, only 20% are employed, mostly in jobs not commensurate with their skills or education. In sum, we have lots of work ahead.

Present Activities

The “Ramp Up” program that integrates people with disabilities into the work force has crystallized the working model and is preparing for government takeover. “Ramp Up” functions in universal employments settings and has adapted its working model to meet the unique needs of Arabs, ultra-Orthodox and the general population.

College graduates with disabilities struggle to transition from the learning environment to

a work environment as they lack soft skills and professional experience. “Siftach” provides tools for graduates to take their first steps into a professional work place.

The “Focus” program for people with learning disabilities who are challenged in the work environment has recently been launched.

Integrating people with disabilities into the finance, insurance and hi-tech fields in the greater Tel Aviv area is the goal of “Incorporate Israel.” This program was spearheaded by Avner Stepack, one of the major shareholders and ex-CEO of Meitav Dash Investment House, the 2nd largest investment house in Israel. Stepack, together with the Ruderman Family Foundation and the Ministry of Labor, Social Affairs and Social Services, believes that this goal is attainable.

Insights and Conclusions

The handover of the “Ramp Up” program to the Government and its integration into the overall government services in mid-2018 poses a significant challenge for the next two years. We intend to work closely with the employment centers to ensure the efforts we invested thus far are not lost – the inclusive approach (offering services in a universal setting), and the know-how and tools we developed.

Experience has led us to include two elements in the development process of programs. Firstly, to ensure that the response is innovative and does not duplicate a service that already exists. Secondly, we aim to get as many relevant partners on board as possible. This is a complex task given the large number of NGOs active in this field.

Accompanying employers is a lengthy process. From our work at employment centers and in academic institutions, we have learned that even when there is great willingness to employ workers with disabilities, much time and resources are required to train staff, equip them with information and tools, and help them deal with stigmas and attitude change.

The definition of a person with disabilities is not yet finalized and this leads to confusion for the participants and the professional staff. Initially, we designed our programs based on employment capabilities and not disabilities, but we were forced to adapt our definitions in programs where we collaborate with the government.

Challenges of the Changing World of Work

The transformation of the work world is forcing us to deliberate on how these changes will influence work for people with disabilities. Digital gaps, changing forms of employment, telework, new professions and skill sets are forcing us to study and reconsider how to adapt our tools. These changes present challenges but also opportunities for this population group.

Overarching Goals

The 2018-2020 strategy will focus on two areas:

- Building an interface between our activity with individuals and employers in order to create complementary services;
- Identifying unaddressed issues in a multi-player environment.

New Directions

- Adapt every tool developed for the general population and make it accessible for people with disabilities;
- Launch a mentoring program for people with disabilities to provide advancement opportunities;
- Continue working with large employers to raise awareness and create a professional network among employers;
- Conduct study days and workshops to ensure knowledge transfer and dissemination
- Promote employment program for parents of children with disabilities;
- Develop programs to ensure retention of people with disabilities in the workplace.

Older Adults

Introduction

The decline in the workforce participation of older adults began in the 1970s, partly as a result of government policies that encouraged early retirement and incentivized it. In recent years, this decline has become a source of growing concern for policy makers, both regarding the ability of older Israelis to make a living as long as they are of working age, and regarding their ability to accrue sufficient retirement savings. This trend, coupled with the growth of this population cohort, intensifies the severity of the problem. Increasing the workforce participation of older adults could contribute to easing the burden on the public coffers and improve the financial circumstances of Israelis as they age. However, some of those wishing to work at an older age experience difficulties. In many developed economies, Israel included, the growing pressure on pension funds and similar resources has led to changes in retirement laws. The hike of Israel's retirement age – from 65 to 67 for men – has indeed slowed the decline in workforce participation.

In addition to the ability to make a respectable living, the longer people work, the more savings they will accumulate for their old age. Some 38% of retirement age Israelis (62 for women, 67 for men) who are not employed get retirement benefits that average NIS 4,900 (\$1,400)¹¹. Work at an older age also fulfills emotional and social needs. Work is a source of interest and substance in a person's life, providing a meeting place with others and a sense of belonging and usefulness. Surveys consistently identify loneliness as among the most difficult issues for older people. In Israel, among those 65 and older, 40% report feeling lonely¹². According to a 2012 survey by the Central Bureau of Statistics, 76% of those aged 55 to 64 would like to work, with the rate rising to 81% among those aged 65 to 74.

Negative attitudes by employers regarding lack of suitability and productivity constitute an obstacle to hiring older Israelis. Attitudes stemming from generalizations and negative stereotypes could result in discrimination in hiring, firing and investment in training and

11. Niv Brodetsky, Itzhok Shnor, Shmuel Beer (2013) The Elderly in Israel - The Statistical Abstract, The Center for Research on Aging, Myers-JDC-Brookdale, graph 3.17

12. Shnor; Program for Employment of Older Adults, Research paper for NI (soon to be published)

promotion of older workers. To a certain extent, the reluctance of employers to invest in training stems from thinking that given the age of the trainee, the return on the investment might be limited. An objective factor cited by employers is the higher cost of employing people with seniority compared to their productiveness. Various studies indicate a decline in productivity at an older age but it is partly offset by experience, workplace adaptation and the use of aids (visual, hearing, etc).

The rapid changes in the labor market mean constant changes in skill demands. That, in turn, translates into a constant need to upgrade existing skills and acquire new ones.

The growing rate of workforce participation by older adults necessitates suitable support in finding work. Some countries provide this support within their existing employment centers while others establish dedicated employment services for older workers.

One of the more extensive employment programs for older adults was conducted in Canada from 1999-2006, finding that the most effective interventions were holistic ones that included personal evaluations, training, job search support and flexibility toward the needs of the job seeker and connection with the community.

Israeli data indicates that older Israelis with low education levels are more prone to unemployment at an older age. This could point to the difficulty of re-integrating into the workforce in light of its rapid transformation. At the other end of the spectrum, older workers have become redundant in the hi-tech sector at a more rapid pace compared with other industries. This finding also reflects the changing nature of the labor market and of the hi-tech sector's demands, which preclude older workers from persevering in such jobs.

Present Activities

Activities today are focused on adults aged 45-60 in three centers in Tel Aviv, Kfar Saba and Modi'in. Participants receive group and individual counselling. In addition, a partnership was created with the Technion to upskill and retrain engineers who have lost their jobs in hi-tech.

Insights and Conclusions

Barely 18 months after opening our first center in Tel Aviv and despite great efforts and success, we have yet to identify a single, unique response that we can adopt and disseminate. A recent study seminar contributed much to the knowledge and thinking that will come into play in changes planned for the last quarter of 2017 and next year. Cooperation with employers and deepening our insights into the challenges of embarking on a path of self-employment are next on our “to-do” list.

Challenges of the Future World of Work

The greatest challenge facing older adults in the changing world of work is insufficient digital literacy. Their outdated professional know-how impedes their reintegration into the work force.

On the demand side, there is a need to confront ageism and negative employer attitudes regarding the hiring of older workers.

Conceptual and legislative changes are required in light of the growing number of adults wishing to work up to and beyond retirement age, given the increasing longevity and good health of many seniors.

Overarching Goals

The 2018-2020 strategy will focus on:

- Studying the needs of the target population;
- Developing unique responses;
- Improving the socio-economic situation of the target population and its contribution to the economy.

New Directions

- Create partnerships with employers;
- Create avenues for self-employment;

- Change the attitudes of society and of the target population toward work;
- Influence government incentive policies to encourage older adults to work;
- Introduce programs for older adults into central and local governments and civil society organizations;
- Identify elements of employability that enable the planning of a second or third career. This requires developing mechanisms to empower individuals to deal with significant mid-life changes and to provide them with effective means to re-integrate into the labor force and make new beginnings with younger people;
- Prevent older workers from dropping out of the workforce: This is undoubtedly one of the most rewarding interventions for the economy, society and the individual. Thinking in this area has begun and we will be seeking to deepen it;
- Link up with other initiatives that have emerged in recent years in order to learn from their success and failure and identify new areas of intervention.



The Future of Work

The Future of Work: Central Trends

JDC-TEVET commissioned a review of professional literature from the Myers-JDC-Brookdale Institute to help plan programs and prepare for the transformation of the world of work. The document reviewed the major dimensions of change, based on reports by leading Israeli and international organizations, position papers, academic articles and products of learning processes that JDC-TEVET initiated or in which it participated.

The world is witnessing technological, demographic and other major trends over the past decade that affect many aspects of the labor market. Some of the changes are already evident; others are expected to emerge in the future. Those involved in promoting employment understand the importance of detecting these trends at an early stage in order to adapt human resources and staffing accordingly.

Technological and scientific advances are already affecting occupations, changing the essence of jobs and the skills they require, and forcing workers to keep current in order to remain relevant. Various forecasts indicate that in the next two decades, automation will replace employees engaged in doing routine work, whereas developments in the field of computerization and the internet will encourage the growth of complex occupations requiring creativity and a demand for highly skilled workers.

The entry of new population segments into the work force, among them older people, migrants and workers from a variety of cultures, is making the workforce more diverse in Israel. An increase in the number of Arabs and ultra-Orthodox Jews in the workforce is already evident and expected to grow. Some fear the entry into the labor force of unskilled workers, while others point to the many intrinsic social and economic benefits of a multi-cultural work force and encourage employers to embrace it.

An increase in the number of young generation Y parents seeking a viable work-life balance is expected to encourage changes in traditional employment structures, making them more flexible and fluid. We are already witnessing more and more telework, and the growth of new forms of employment, typified by flexible employer-employee relationships and frequent

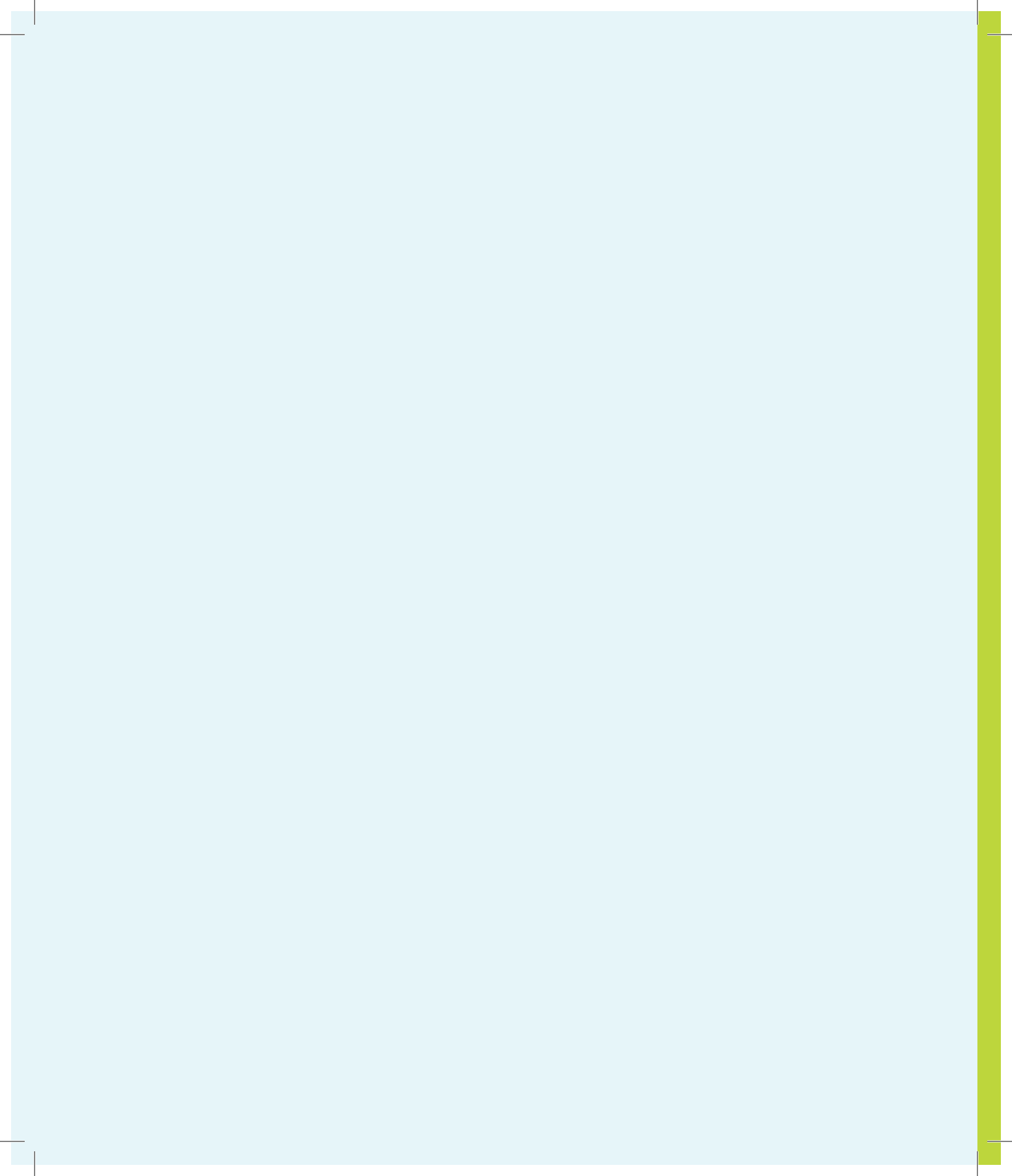
job and occupation changes. These changes challenge the linear, long-term and binding relationships between worker and employer, and the manner in which workers define the nature of career advancement, whether as a linear progression or a more flexible, “roller coaster” pattern.

The expected changes underscore the need for continuous skills adaptation. Technological literacy, flexibility and adaptive ability, emotional intelligence and teamwork capacity are emerging as essential and basic components of many next decade jobs. Given the less stable labor relationships and career development patterns, workers will also have to hone career management skills and be proactive in order to survive in new employment frameworks.

The education and vocational training systems are central tools for tackling the challenges of the future. The need for continuous upskilling has led many experts to recommend overhauling the education and training systems, and moving from an approach that supports a one-time acquisition of education and skills prior to entering the workforce to one underpinned by lifelong learning. The different approach requires renewed thinking about school curricula and coordination among all relevant stakeholders – the education and training systems, employers, students and workers – to ensure compatibility between education and training and the needs of the economy.

Having said all of the above, there is still the question of responsibility for ongoing upskilling within the framework of lifelong learning. Most studies recommend joint responsibility by the state, employers and the individual – with employers training workers in accordance with changing professional demands, workers assuming responsibility for keeping their skills current and relevant, and the state enabling it all through legislation and regulatory activity. In some countries such cooperation is already underway between employers and training and educational institutions in order to make supply and demand most compatible. It appears that in Israel, the concept of lifelong learning has not trickled down into the traditional education system. Rectifying the problem requires greater compatibility between the training and education systems and workforce demands.¹³

13. Executive Summary from an article by: Smadar Somech and Haled Khadri : The Future of the World of Work 2017



Tools

The Changing World of Work

Introduction

Based on extensive study and learning, compilation of knowledge from Israel and abroad, and dialogue with various partners, we have come to understand the changes that should be offered and developed in employment:

- Mapping and exposing current and future trends for all those involved in advancing employment;
- Developing new responses and updating existing services;
- Upgrading skills and capabilities to enable career development in a dynamic world of work;
- Mobilizing partners with expertise in the areas of technological capabilities, language skills and career management;
- Adapting development processes to an accelerated pace of change in order to create relevant, effective, feasible and sustainable responses;
- All of the above requires a climate of openness, flexibility, daring, initiative and creativity in order to match the prevailing conditions in the new world of work.

Challenges of the Changing World of Work

Skillful maneuvering of the changes and capitalizing on opportunities provided by the work world present significant challenges.

Planning and implementation of our activity within a dynamic, changing environment:

The employment eco-system is evolving and affecting concepts and terms related to work, wages, tools, skills, relationships between employers and employees, and more. JDC-TEVET will have to choose and develop pilot programs at a pace commensurate with the rapid change and with the flexibility to allow us to correct, improve and update as we go.

Developing models simultaneously with the evolving state of knowledge:

The theoretical and practical knowledge about the changing employment arena is limited

in both Israel and the world. It is difficult to set goals because the knowledge base is being formulated even as programs and activities are being developed, with new models in initial stages of piloting. We must therefore create innovative, original ideas that can be translated into action in an unstable environment.

Identifying new opportunities for remote work:

Digital commerce and telework, new working spaces, combinations of self-employment with salaried work, and professional networking are some of the opportunities offered by the new world of work. We must find the tools to bridge and provide access for various population segments whose participation in the workforce is growing, and help them realize the new opportunities being offered.

Mapping partnerships in the new world of work:

Various new players are entering the field of employment. Startups that develop tools and responses for the labor market, social enterprises that combine business profit with social values, non-profits and social initiatives, business investors and new philanthropy are all changing the face of employment. JDC-TEVET must identify potential new partners and find ways to mobilize them for new employment projects and programs. In addition, we must propose a renewed and up-to-date discourse with veteran strategic partners, including employers, and offer new and added value in the interface with employment programs.

Overarching Goals

For JDC-TEVET to remain relevant, it will need to initiate flexible pilot programs that are responsive to correction and improvements on the go. At the same time, we must develop a mechanism sensitive to identifying new trends in employment.

The 2018-2020 strategy will focus on:

- Initiating startups: Provide innovative instructive pilot programs reflecting the new opportunities and changes in employment and offering alternative, feasible and effective ways for workers to utilize them.
- Updating and adapting methods of developing, measuring and evaluating startups and pilot programs to provide modular, effective and up-to-date responses.

The pilots will include:

- new forms of employment and earning, such as digital commerce in goods and services and self-employment;
- new employment spaces and worker communities in joint spaces;
- new employment skills for career development.

The changing world of work is a central strategic arena for JDC-TEVET that will require fervent efforts.

Learning

Developing a quality learning process is vitally important in preparing and providing new responses for employment. JDC-TEVET staff will be required to understand and conceptualize questions pertaining to the changing world of work and identify the significance for marginalized populations and employers. The new knowledge will provide practical insights and will be a central tool in the work plans of our employment programs.

We will also seek new, dynamic and modular evaluation tools in the process of designing the various pilot programs, along with the evaluation tools in use today.

Pilot Programs

Digital Literacy for Arabs

JDC-TEVET has mapped out several clear directions in orienting its study and planning toward the dynamic and accelerated rate of change in the world of work. One of the major directions is developing digital literacy to promote employment.

Digital skills in the Israeli Arab community are particularly weak, with young people having less education and human capital than Jews of the same ages, and fewer computer and English language skills. In light of these worrying findings, targeted responses must be developed specifically for the Arab population, adapting content and learning methods to their needs.

Such a program would formulate a model and methodology to support program staff through digital empowerment stages, and develop digital tools to support program participants in such digital activities as online job searches, simulation and feedback ahead of job interviews, etc.

Human Capital for Advanced Production

The manufacturing industry is undergoing significant change with the introduction of advanced technology. New research indicates that the integration of technologies into assembly lines requires different skills than industry demanded in the past, and the rapid pace means workers are required to learn and upskill on the go. The research identifies lack of highly skilled human capital in science, technology, engineering and mathematics as a central obstacle to integrating advanced manufacturing technologies. In addition, a large number of employers report that the young generation of workers is different in its approach to concepts such as professionalism, work and career. Most industrial plants are not geared toward investment in managing and developing human resources. The changing profile of workers and of the technology and skill levels required are confronting some industrial manufacturing, especially traditional ones, with a significant challenge.

The program is designed to provide employers with tools to handle staff recruitment, training and retention, along with building organizational infrastructure for individual production plants or for a regional group of plants to deal effectively with these issues. The program consists of teams providing holistic support for industrialists in human capital management to enable them to utilize advanced technologies in production and increase productivity. The service will start with identifying and mapping employer needs and goals, and working with employers as they implement the workplan.

Co-working Spaces for Freelancers

A significant shift is underway from salaried work to self-employment and freelance work. In addition to enabling remote work, new technologies and digitization are spawning a surge in co-working spaces where lively, supportive professional communities thrive and enhance cooperation and business and study opportunities. Such spaces are currently used mostly by upper middle class startup entrepreneurs and are virtually inaccessible culturally and professionally to diverse populations.

Freelancers are facing the challenge of managing their business activity and marketing themselves, and often are encumbered by professional isolation, while responses to their needs are partial, at best, and virtually non-existent for those excluded from the labor market. Developing a cultural and social ecosystem adapted to diverse forms of employment would provide an array of support services for freelancers and make freelance work accessible to far broader groups, helping them integrate into the workforce.

The overarching goal of the program is to develop an ecosystem of diverse forms of employment, targeted at various JDC-TEVET target populations. It would include developing tools for enhancing personal capacity and specific information for freelancers, developing a system of freelance mentors, developing professional communities to provide networking opportunities, and supporting community managers.

Cloud Work

The program, being developed jointly with the Ministry of Labor and Social Affairs and the Small and Medium Business Agency, is designed to encourage job seekers to integrate into new occupations and acquire vocational training and digital skills. It aims to enable participants to explore new horizons, and exposes them to new forms of work, such as freelancing, and provides them with employability and skills adapted to the future world of work. These include teamwork ability, entrepreneurship, creative thinking and problem solving.

Development of the pilot began in 2017 in the framework of JDC-TEVET's Riyan program for Druze and Circassians and the Riyan center in East Jerusalem. It will include targeted training in online commerce with an emphasis on learning techniques and practices enabling integration into work with intensive professional support. Unlike other training, this program provides participants with workshops to improve skills and group guidance by a professional coordinator that will include practical experience, and group support and joint learning. The groups are a central element of the program, allowing participants to work together, support each other, develop skills and lift barriers of distance, time and access.

Vital Skills and Employability

The changing world of work requires revision of employability skills. Insights emerging from the OECD Skills for Jobs Database (OECD, 2017) clearly indicate the increasing importance of social and creative intelligence skills that cannot be carried out by robots or computers. Creative work involves the development of novel ideas and requires the ability to achieve desired goals without explicit instruction. Social intelligence involves a wealth of tacit knowledge about social and cultural contexts, including the ability to notice subtleties in behavior. Social and creative intelligence and STEM (science, technology, engineering and math) skills are in shortage in almost all countries.¹⁴

14. OECD (2017), *Getting Skills Right: Good Practice in Adapting to Changing Skill Needs: A Perspective on France, Italy, Spain, South Africa and the United Kingdom*, OECD Publishing, Paris.
<http://dx.doi.org/10.1787/9789264277892-en>

JDC-TEVET will thus develop a new employability model based on this research. New practices and tools will be implemented into existing and new programs to try out the model. Rapid prototyping of the tools and practices in several programs will serve as the basis for modular capsules of employability in all of JDC-TEVET's programs. The content, tools and practices will be adapted to different client groups, so that programs oriented toward freelancers will differ from those targeting women excluded from the labor force or young people.

Career Advancement

Introduction

Along with the focus on integrating disadvantaged groups into the workforce, JDC-TEVET continues to develop and implement tools for maximizing the career advancement of all its clients. These tools focus on career development of the individual workers and encouragement of employers to increase occupational and social mobility of low-income workers.

The need to promote mobility among workers in entry-level low jobs and low-paying levels corresponds to statistical data pointing to increased employment among all segments of society, on the one hand, and increased numbers of working poor. The following data underscore the need for career development tools to extricate workers from poverty:

- The mobility of the lowest income decile (the lowest 10% of the population in terms of income)¹⁵ has declined in recent years. In addition, research indicates that the lower an individual's income decile, the lower the prospects of his or her rising to a higher one.
- The workforce participation rate in Israel is on an upward curve (78% currently), with a concurrent rise in the rate of working poor.¹⁶
- Two-thirds of households under the poverty line have one or more breadwinners. A sharp hike has been recorded in the poverty rate of families with two breadwinners (from 2% in 1999 to 4.6% in 2011).

Present Activities

JDC-TEVET's current career advancement programs are designed for all its target population groups as well as employers.

Three programs provide participants with individual and group support to help them achieve job placement and career advancement:

- A career advancement program for low earners, which includes setting personal goals, formulating a staged plan for advancement, and providing support tools such as study stipends and mentoring;

15. Galit Ben Naim & Alexai Belinsky 2012 An analysis of the mobility of income in Israel in the last decade
Ministry of Finance

16. CBS Report, "State of Society", 2014.

- The mentoring program recruits mentors from within the business community and the public sector who voluntarily help participants from various programs in issues that are work related;
- The Ministry of Labor, Social Affairs and Social Services provides municipal Opportunity Centers to provide welfare recipients with suitable employment. A significant part of the centers' activity is focused on advancement to better-quality work given that 40% of the clients are long-term low earners;
- The program targeting employers is composed of two elements. The first element is activity geared to developing career paths, especially in occupations that are in high demand and could result in advancement of low earners. The second element consists of encouraging employers to provide workers with benefits, based on the rationale that the horizon for wage increases is limited, but workers can be rewarded with benefits to increase their social mobility.

Insights and Conclusions

JDC-TEVET has concluded that entering the workforce in itself is not sufficient to reduce poverty, and complementary measures are required. The insights gleaned from the programs so far:

- Mentors can help participants achieve career-related results, such as salary increases, professional development and work satisfaction;
- There is great demand for mentoring, especially in the Arab programs;
- Employee advancement is in the interests of employers as an effective tool for finding workers, retaining them and reducing worker turnover;
- Employers are aware of the effectiveness of career advancement and the program should be expanded. Corporate social responsibility can also be harnessed to allocate resources that impact social mobility.

Challenges of a Changing Work World

The evolving and transforming world of work demands constant updating and upgrading of personal and employment skills. One way of achieving this target is by expanding the mentoring

system and providing participants with mentors from innovative technological fields. The rapid changes demand constant upskilling of workers. Therefore, providing training to improve technological skills and digital literacy will improve the skills of the individual; they will have more to offer and they will thus be able to advance in both their skills and their income.

Overarching Goals

The 2018-2020 strategy will focus on:

- Increasing the number of employers participating in JDC-TEVET activities that promote advancement;
- Expanding the target population of the mentoring program to all participants seeking career advancement, especially from the Arab and ultra-Orthodox communities.

New Directions

- Prepare the low earners advancement program for integration into JDC-TEVET's employment programs, using various tools such as training program staff, documenting new knowledge and disseminating it among the various programs;
- Develop the mentoring model and adapting it for extensive use among Arab and ultra-Orthodox participants, both in terms of the number of participants and the number of mentors guiding them, with an emphasis on helping all workers – not just low income workers – get ahead in the workplace;
- Expand the employer-oriented programs, with an emphasis on continued development of career development paths, while increasing the number of employers implementing this model and the number of participants involved. The activity will be focused on fields and occupations in high demand, such as childcare, healthcare, construction and industry. Career advancement training of low earners will be expanded for human resource managers and organizational consultants;
- Establish a virtual center of learning where various models will be discussed to develop human resource strategies that address social gaps in the workforce.

Engaging Employers

Introduction

Employers are both clients and partners. In designing our programs, we are guided by the geographic location and size of the enterprise and its diversity. Many Israeli corporations nationwide are familiar with JDC-TEVET's programs as a resource for their staffing needs. The programs not only include job placement, they also target training and advancement, and engage employers and stakeholders within the organization in managing this human resource. The various programs that provide a pool of potential employers, like the Arab and ultra-Orthodox employment centers and "Ramp Up" for people with disabilities, instill in employers an understanding of the adaptations required in recruiting, motivating, and retaining workers from diverse backgrounds. The business world serves JDC-TEVET as a laboratory for its developments through pilot programs. Employers who open their doors to learning about the potential of JDC-TEVET's target populations know this is a win-win situation.

Present Activities

Over time, JDC-TEVET has developed relationships with employees in order to locate jobs for its clients, carry out on-the-job training and provide access to government-supplied tools.

A basket of services and opportunities in support of the employer's goals has been developed to assist in the integration and mobility of marginalized populations including:

- Diversity training for HR staff in companies;
- Developing career ladders for entry level jobs;
- Encouraging employers to provide workers with benefits to increase their social mobility;
- Developing new vocational training models;
- Training employer outreach professionals from all programs.

Insights and Conclusions

Little attention has been given to small and medium sized businesses, which constitute the largest employer in the labor market. JDC-TEVET needs to mine the potential and identify new opportunities in these small and medium-sized businesses and adapt existing tools for them.

JDC-TEVET will be required to encourage employers to upskill and retain the workers hired under its programs. Companies that provide workers with opportunities for learning and updating knowledge and know-how will contribute to retaining workers and improve their image. JDC-TEVET is able to work with employers in developing career advancement and learning opportunities.

Challenges of a Changing Work World

JDC-TEVET is creating platforms for discourse and research in an unknown new world of work. The terms “freelancers,” “self-employment,” and “suppliers” are already replacing the long familiar “employer” and “employee” nomenclature, whereas “service recipients” are often the new “employers”. JDC-TEVET is tasked with providing responses to these changes to help its participants integrate into employers’ supply chains.

The traditional role of the employer is changing and this requires JDC-TEVET to redefine its relationship vis-a-vis this partner.

New working spaces serve as an arena for initiatives and potential for development of new business ideas. However, marginalized populations have no access to these new workspaces. JDC-TEVET will need to develop paths to these spaces for their program participants.

Overarching Goals

The 2018-2020 strategy will focus on:

- Gaining a better understanding of new professions and the next generation of jobs and the skills required;
- Identifying new opportunities in the business arena due to the changing work environments;
- Identifying new opportunities for freelancers, with the employer acting as a client and

the freelancer as a supplier;

- Turning the workplaces of participating employers into an arena for worker development and peer learning.

New Directions

- Train organizational guidance counselors in JDC-TEVET's concepts of new forms of work;
- Define a basket of services for employers;
- Create a professional forum for employer relations professionals to discuss and develop new responses for employers;
- Hold a "supplier fair" similar to a job fair;
- Initiate diversity seminars for employers that integrate other tools for employers;
- Develop training for online sales of goods and services and cloud services in cooperation with employers that are leaders in the field (eBay).

Vocational Training

Introduction

A 2014 report entitled “A Skills beyond School Review of Israel,” compiled by the Organization of Economic Cooperation and Development (OECD), pointed out a series of challenges facing the Israeli labor market. Prominent among them are a shortage of qualified workers in manufacturing, stemming in part from the retirement of skilled workers from the former Soviet Union who met industry needs since their immigration to Israel in the early 1990s, and the need to promote employment of Arabs and ultra-Orthodox Jews.

The same year, an Israeli commission tasked with recommending poverty reduction policies noted, “Vocational training is the foundation of human capital development for those seeking to integrate into the labor market. This foundation is of major importance to employees, especially those lacking relevant labor market education, and to employers in need of skilled workers. In addition, vocational training enables professional advancement and increased earnings. Israel’s vocational training system is not sufficiently developed. Quality training of unskilled workers, in conjunction with employers and in accordance with their needs, is expected to have a positive impact on wages and productivity.”¹⁷

Vocational education and training in Israel over the past decade and more are, indeed, facing significant challenges:

- Deep budget cuts in training programs, from \$78 million in 2002 (NIS 275 million) to \$12 million in 2012 (NIS 44 million);
- Israel’s investment in active employment policies constitutes 0.1% of the GDP, compared with an average of 0.6% in the 34-nation OECD;¹⁸
- A 30% cut in the unemployment benefits of those engaged in vocational training, providing a clear disincentive to undertake such learning;
- An 80% drop between 2003 and 2013 in the number of participants in government-funded training courses;

17. <http://go.calcalist.co.il/pic/ad/22.6.14.pdf>

18. OECD Review of Labour Market and Social Policies, ISRAEL, published 2010, p.22

- Government funding of students enrolled in technological colleges is only half the funding for those enrolled in academic studies. The colleges complain that this profoundly affects the quality of instruction, prevents them from consolidating a permanent teaching staff, precludes scholarships for the needy, and limits the subject matter, teaching aids and labs. These problems result in a high dropout rate.

The OECD report points out various shortcomings in Israel’s vocational education, among them:

- Curricula unsuited for labor market demands;
- Lack of coordination among various government ministries providing training;
- Insufficient training in terms of quality and quantity compared to the OECD;
- Growing shortage of teachers with both pedagogic skills and practical professional expertise.

The various reports outlining the problems have recommended that Israel establish a national body involving all key stakeholders, including government ministries, employers and unions to provide strategic guidance on the development of the vocational education and training system. Other recommendations include improving the professional accreditation system, building up a funding-enabled strategic program to expand vocational training, improving the quality of vocational and technological education and of the teaching staff, and encouraging the integration of work-based learning into postsecondary vocational programs.

Present Activities

A new vocational training model based on the European Apprenticeship model is being piloted in several industries. The “Starter” model combines theoretical studies and on-the-job training with employers. In order to diversify the human capital in the digital professions, a second model “Digital Talent” has been developed with Google to combine study and practical experience. The areas of vocational training include: CNC, autotronics, robotics and automation, medical assistants, ppc, data analysis, and more.

Both vocational training models:

- are developing human capital for in-demand professions;

- offer career opportunities that have advancement opportunities;
- offer government approved certificates thus allowing participants to seek jobs in the sector that they studied and not only employer specific employment;
- have introduced huge changes in the curricula of the various professions.

Insights and Conclusions

A report by the Israel Democracy Institute to which JDC-TEVET and others contributed noted that the labor market was undergoing massive and rapid transformation, the result of significant technological and demographic changes, as well as globalization. Israel must prepare for the challenges by providing workers with opportunities to acquire relevant skills and constantly update them. The authors forecast that as many as one million jobs are at high risk of computerization over the coming 20 years, further underscoring the need for more sophisticated, effective vocational training. Participants will need to constantly update their skillsets and the government will need to provide the appropriate infrastructure and policies to accommodate the ever-changing needs of the workforce.

A review conducted for JDC-TEVET by the Myers-JDC-Brookdale Institute found that Switzerland, the UK, Germany and many other countries are developing national accreditation frameworks. The aim is to make the various government-funded training programs transparent and accessible, more responsive to labor market developments, and able to provide lifelong learning.

Vocational training needs to be re-branded as the “Starter” program has faced challenges to recruit participants. This is a national challenge that needs to be addressed on many levels. Employers need to play a central role in developing vocational training curricula so that it is relevant for today’s market needs.

Overarching Goals

The 2018-2020 strategy will focus on:

- Making Israel's vocational training system transparent and accessible to students and employers, enabling lifelong learning;
- Designing a national accreditation framework in tune with labor market developments;
- Increasing the relevance of vocational training to the labor market and improving its quality.

New Directions

- Create additional vocational training models that will be adopted by the Ministry;
- Set up a digital platform to identify changing labor market demands and make information accessible to help decision makers choose relevant training areas.

Knowledge Development

Knowledge and Professional Development

Introduction

The core of JDC-TEVET's knowledge and professional development activity focuses on managing the training and professional competence of our teams, along with developing models and tools, and disseminating professional know-how. In essence, we seek to increase professionalism and innovation in the task of advancing employment for minority groups.

Present Activities

Current knowledge development activities focus on accelerating employment for JDC-TEVET's target populations. Our current knowledge development activity includes the following five elements:

- Developing an Employability Skills model for the future workforce as well as tools and training programs;
- Piloting a digital skills program for employment counselors and professional teams in the field;
- Upgrading JDC-TEVET's website as the digital platform for professionals in the field of employment programs;
- Developing community and networking mini-modules for employment programs;
- Accreditation for employment counsellors to ensure professional standards and establish these systems as an accepted practice in the field of employment programs.

Insights and Conclusions

The knowledge development team recognizes the importance of creating a closer link between activities in the field and knowledge development as this will ensure the long-term implementation and sustainability of the knowledge within the programs. This process of working together needs to begin at the early stages of the development of a program.

The need to develop the model of the knowledge development process is essential in creating a unified process in program development.

Challenges of a Changing Work World

Evolving forms of employment, the transformation of occupations and skill sets, and their significance for employability require the development of sensors to detect trends and translate them into practice.

Digital gaps in the program teams hinder effective support for participants in a changing work world.

The pace of change and the need to be relevant on an ad-hoc basis requires constant upgrades of the toolbox and methods we use for development and learning.

Overarching Goals

Over the next three years, we will focus on providing responses to challenges posed by the transformation of the world of work and of learning, and adapting them to the various professional groups we serve.

The 2018-2020 strategy will focus on:

- Ensuring the professionalism and effectiveness of program staff throughout the program, from its development to acceleration. Special emphasis will be placed on development of managers and management tools in promoting employment;
- Providing responses to employment professionals pertaining to the changes in the world of work: developing digital-based models and practices for the changing forms of employment, the changing jobs and skills sets and the significance for employability;
- Establishing a system for continuous updates on innovative methodologies for the development of programs and learning methodologies.

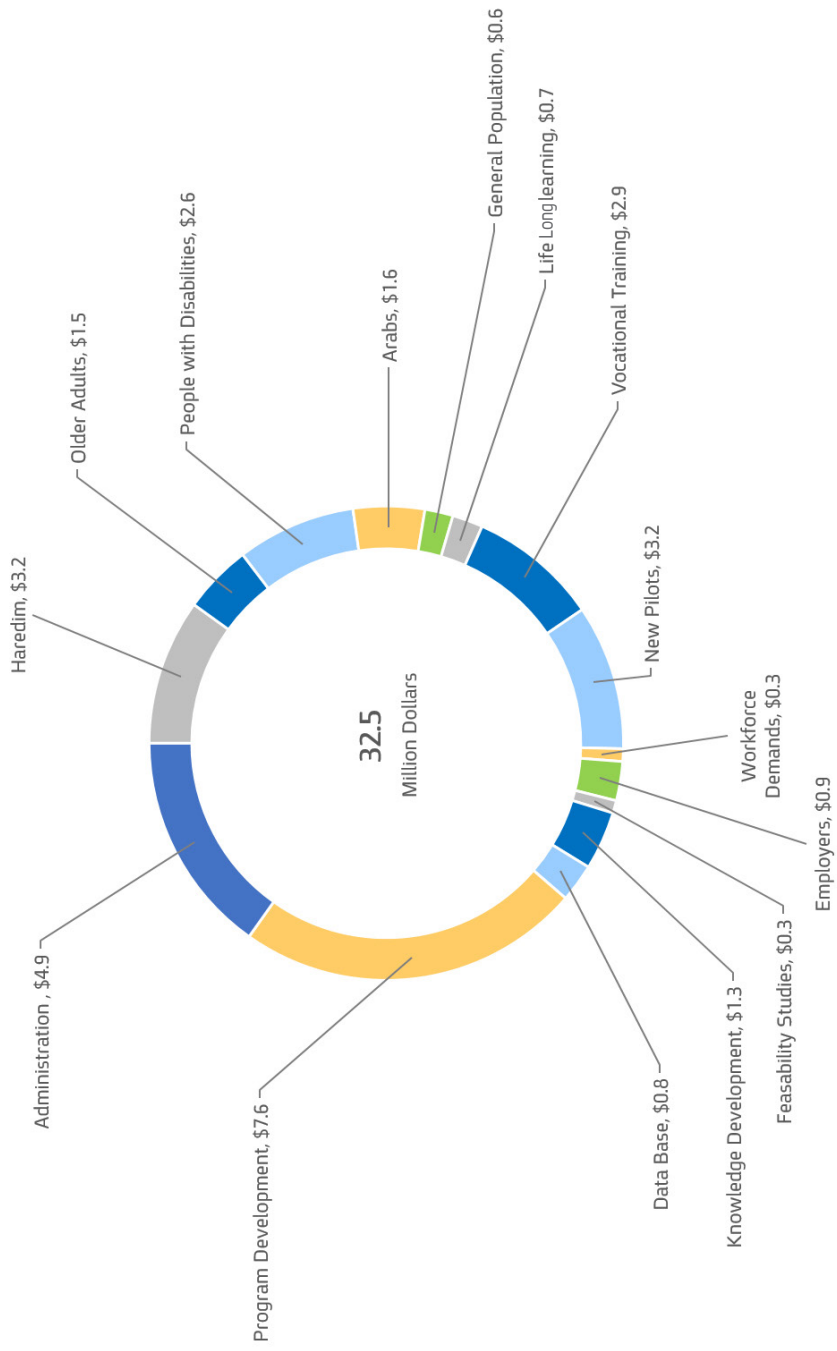
New Directions

- Develop new employability model and tools to suit the new skillset essential in the changing world of work;
- Integrate concepts and tools for digital work by employment teams – especially for the employment counselors working with participants;
- Provide managers with professional tools;

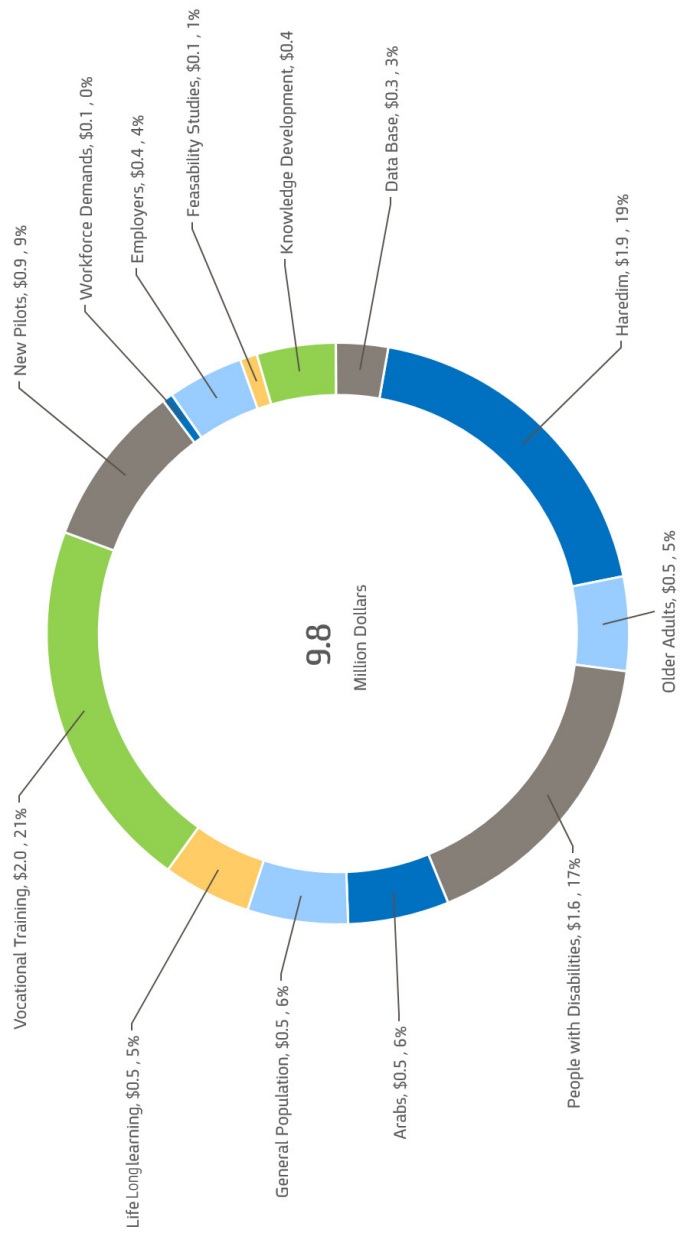
- Implement innovative approaches and tools to program development from design to acceleration, while focusing on support of individual program participants and employers in accordance with a dual client model;
- Implement learning and training processes that integrate learning technologies and innovative approaches in a manner suited to the various professions of program staff members;
- In the realm of employment and community – establish a knowledge and methodology database that integrates elements of community in promoting employment;
- In our ongoing activities - continue training of employment counsellors and managers; roll out management seminars; develop knowledge and know-how in employment programs and disseminate them on digital platforms.

Budget

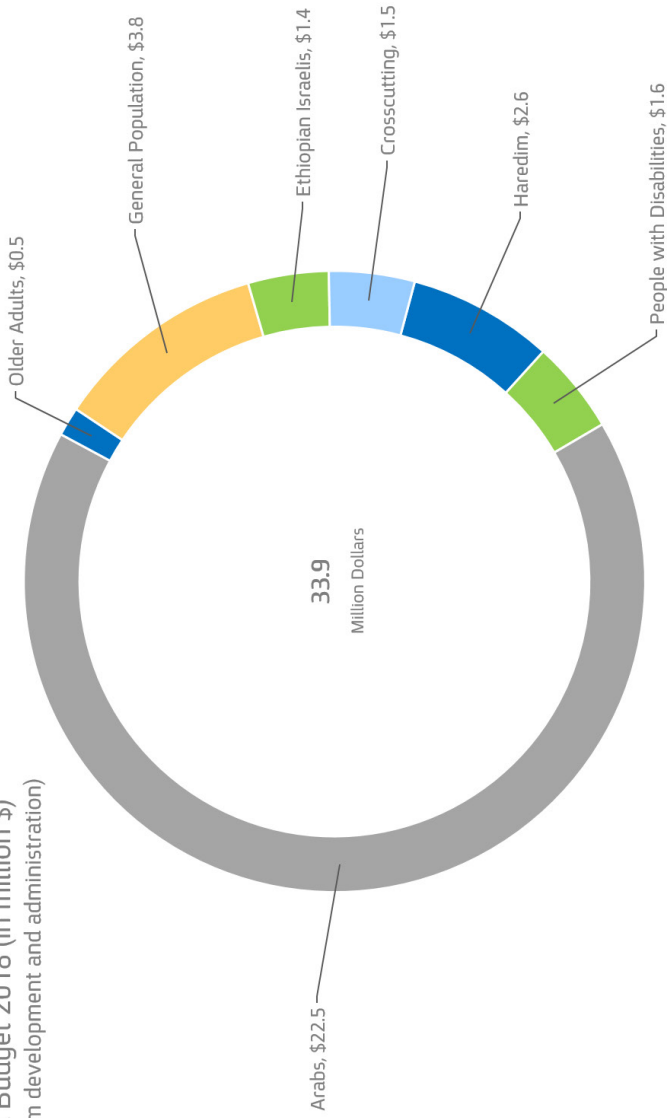
TEVET Budget 2018-2020 (in million \$)



TEVET Budget 2018 (in million \$)



Employment Budget 2018 (in million \$)
(excluding program development and administration)



This graph does not include administration and program development costs

List of Current Programs

Program Name	Description
Alternative Employment Tracks (Chen)	Various vocational training programs as an alternative to teaching in religious seminaries.
Complementary Yeshiva Studies (Hanoch)	Vocational training, high school completion, and army service offered in parallel with full-time Torah study for Haredi young adults.
Developing a Cadre of Haredi Women Leaders in the Workforce (Movilot)	Providing Haredi women with the tools to advance to high-end positions and become role models within their own communities.
Employment Centers for Haredim (Maftach)	JDC developed 10 employment centers to integrate Haredim into the workforce. All centers were handed over in March 2016 and JDC has a role in oversight and on the steering committee.
Employment for the Most Vulnerable Haredi Groups (Derech Eretz)	Charity/welfare counselors in Haredi communities are trained to promote employment for Haredi men and women who do not access mainstream Haredi services.
Family and Community Support Tools (Kishrei Kehila)	A cooperative project between JDC and Haredi charities. JDC provides charity fund case workers with the tools and information they need to offer employment counseling as a means of reducing economic dependency.
Internships and Fellowships for Haredim (Academaim)	Internship opportunities for Haredi college students.
Employment Centers in Mixed Cities (Lod)	Creating an employment center model to bring people into the workforce in mixed cities (Arabs and Jews).

Program Name	Description
One-Stop Employment Centers for Arab-Israelis* (Riyan)	Running 24 one-stop centers for Arabs, providing a wide range of employment-related activities under one roof. The centers work with local businesses, nonprofits, and local government to increase participation of Arab-Israelis in the labor force. The initiative is a joint partnership with Yad Hanadiv and the Government of Israel.
Teaching English and Hebrew to Arab-Israelis (Ivrit)	Developing unique language acquisition programs in Hebrew and English for Arab-Israelis.
From Academia to Employment for People with Disabilities (Siftach)	Providing tools to graduates with disabilities to help them integrate into the work force.
Integrated Employment Services for People with Disabilities (Ramp-up)	Job services for people with disabilities, within existing employment centers, operating as one-stop centers for people with disabilities.
Integrating People with Disabilities into High-End Positions (Incorporate Israel)	Training HR staff to hire, train, and integrate people with disabilities in leading companies.
Career Advancement for Ethiopian Young Adults* (Lamerchak)	Providing career advancement tools to Ethiopian-Israeli young adults so they can acquire better work placements or advance in their current positions.
Employment for Adults 45+ (45+)	Developing interventions to help older adults to enter or reenter the workforce.
Developing Apprenticeship Models Suited to Israel (Starter)	Developing vocational training models that combine classroom-based studies and on-the-job training.
Digital Literacy for Marginalized Populations	Providing training and work placement in digital marketing fields for marginalized populations.

Program Name	Description
Encouraging Companies to Pay Workers a Living Wage (Hevra Metiva)	Working with the business sector to develop a pay policy for low-income workers that will allow them to live in dignity.
Programs to Promote Career Advancement (Kidum)	Developing a pilot program to train JDC employment counselors in techniques for promoting career mobility.
Focus	Assisting people with learning disabilities to integrate in the workforce and retain their positions.
Mentoring	Middle management from large companies mentor participants from various programs to advance them in the work force.
Using Technology as a Tool to Promote Employment (Digital Literacy)	Fostering digital literacy (knowledge and skills) among participants and employees of JDC-TEVET programs.
Employment Centers in the Ministry of Social Affairs (Mercazei Hizdamnut)	Municipal employment centers run by the local welfare department that promote employment as a means of reducing economic dependency.
Engaging Employers	Reaching out to Israeli businesses to actively promote employment of the jobless.
Social Businesses in Companies	Assist in the establishment of social businesses in for profit companies

Program Name	Description
Examples of Programs in the Planning Stage	
Jobs in Demand	Develop a website where participants can see jobs in demand , expected income and skills needed to enter the profession
Coding Bootcamps	Develop coding boot camps for marginalized populations.
Haredi Youth	Working with Haredi boys (13-17) in alternative yeshivot.

*These programs are funded 25% by the JDC and 75% by the Government of Israel.

