POWERYOU TOOL

Content

Introduction

We all can agree – digital literacy brings countless benefits for our personal and professional lives. Unfortunately, digitally untrained people, in particular the older generation (50+), find it tricky to handle new technologies and therefore they often remain disadvantaged from the opportunities of the digital world.

That`s why we are here – 19 partners from 8 countries (Hungary, Austria, Bosnia and Hercegovina, Bulgaria, Czech Republic, Romania, Slovenia, Ukraine) gath- ered in eDigiStars project, co-funded by Danube transnational programme.

Welcome to the eDigiStars journey and learn more about how to deal with 3 common issues in the Danube macro-region:

• Lack of skilled workforce in digital fields

• Ageing population & employability difficulties

• Lower competitiveness of the whole Danube region

The solution is hidden in eDigiStars' innovative ecosystem based on three tools:

• POWERYOU tool – how to reach elderlies and their change mindset that they can learn and scale up their digital career

• CAMPUS tool – how to adapt training courses to the needs of elderly

• LABEL tool – how to build trust and prove elderlies competences to employers

POWERYOU tool

CAMPUS tool

LABEL tool

All tools are developed by professional cooperation of vocational training and adult training organizations, labor offices, NGOs, local governments, chambers of commerce, industry and economic development organizations and disadvan- taged target groups.

Developed tools will be tested and adjusted according to the feedbacks. We will start with the POWERYOU tool and train the employees of labour offices or NGOs targeting elderlies how to build positive attitudes towards elderly, how to engage and motivate elderlies. In each territory, we will select one education provider who will, based on CAMPUS tool, adjust one existing training course. Afterwards this course will be carried out with the 40 unemployed elderly recruited / selected per territory (320 in total) at the end of POWERYOU tool pilot. Furthermore, certification of elderlies and building trust towards employers with the LABEL tool pilot is necessary. LABEL tool is targeting actors working intensively with industry or representing them, e.g. chambers of commerce, industry associations and other business supporting institutions. With the help of this tool two things will be achieved: First of all, widely recogniced certificates for participants of eDigiStars. Secondly, trust in the (re-)qualified target group 50+ (in total 120 persons) will be established, that they are valuable contributors to the digitalised working environment.
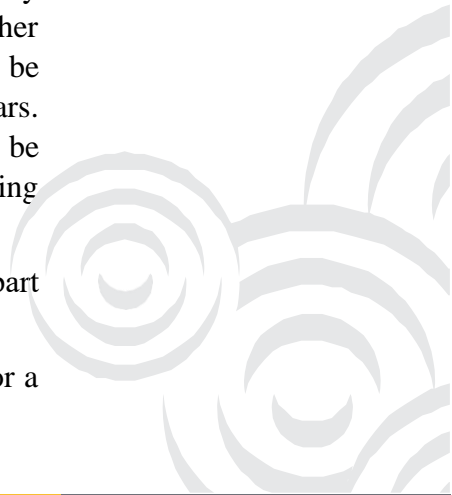
We stronly believe that you'll find eDigiStars tools useful and one of the crucial part for changing elderly people chances for a new career in the digital work.

Wishing you a pleasant eDigiStars journey in empowering the generation 50+ for a brighter future.

Chapter 1: Characteristics of elderly people/workforce representatives over 50 years

"Why invest in an older one, it's easier to hire a younger one."

"There won't be enough younger ones."

Older workers are an important part of the workforce since demographic changes of falling birth rates and longer life spans. Their numbers will increase in coming decades. In many countries older workers will make up 30% or more of the working-age population.

The digital transformation of work is in progress. It will tremendously change the whole nature of work and employment on several dimensions. It re-shapes established job-roles and workforce-skills; workers have to acquire basic computer skills to be able to interact in a digitalized working environment, and have to develop data-related skills like data monitoring, analysis, and diagnostics, while machinery operation and physical strength will be of decreasing importance.

The demand of labor power is shifting towards a competence profile of employees that focusses computer skills as well as creativity and interpersonal skills. It will force (potential) employees to focus on computer related competences, training and flexibility. Especially elderly play a key role in this transformation process for several reasons:

1. they started to work in pre-digital environments and—even if digital transformation is different from previous industrial revolutions—they possess a very experienced perspective and a very elaborated viewpoint on technological change in general.

2. they have different needs in terms of technology acceptance, making them harder to address by technology developers,

3. industrial countries perform a demographic change, which makes elderly work- ers the largest working group in the near future.

Digital transformation of work might profit considerably from understanding the perspective and needs of people 50+.

People 50+ have different skills and competences compared with other generations. Without their participation in working life, a shortage of professional, structural and networking capacities will arise. Also, the transfer of their tacit (silent) knowledge to younger generations is important. The strongest combination of competences in the workplace is based on the different strengths of different generations.

The employment rates of older workers (55–64 years old) in the EU-27 are currently 60%. Satisfactory employment can help people 50+ avoid sickness and physical or mental deterioration, secure good cognitive and physical capacity, and promote positive and active attitudes towards life.

Therefore, better and longer work careers of people 50+ are urgently needed. Let's support them to remain active and ensure that Danube macro-region society benefits from their strengths and talents.People 50+ are hidden treasure for building up a sustainable and caring society, where solidarity exists between the generations.

SWOT analysis of people 50+ on the labor market

STRENGTHS	WEAKNESSES
Committed and engaged.	Decline of physical work capacity – cardiorespiratory capacity and muscular strength fall. *It's not expected to be a Superman anymore, but they can still do squats and run.*
Awareness of the importance of training and development of competences related to digital technology.	Age was negatively related to counterproductive work behaviors.
Strong work ethic.	Less effective in training programs, *Training programs nowadays - everything is so quick and written so small.*
Professional competence, tacit knowledge.	Less experienced in the use of technology. *But know how to "light a fire" by the old-fashioned way.*
Less absenteeism than other age groups.	Difficulties in adapting the changes. *Everything works just fine; changes are not needed at all.*
Compensate work experience for the decline of some cognitive processes - memory functions and psychomotor skills.	Age meta stereotypes refer to an individual's beliefs - what representatives of other age groups think about his or her age group. In the elderly, meta stereotypes are most prevalent, relating to their experience, the presence of fear of technology, and the slow learning of novelty. *Computers are scary, if you press the wrong key, you can lose everything.*
Better life management/control of life.	Health problems and chronic diseases increase with age (musculoskeletal and mental disorders, depression). *Poor eyesight, cough, slow speed … doesn't mean Game is over.*
Stay in jobs longer.	Fear to carry not only the responsibility for their action and decisions, but in addition the responsibility for the maintenance of technology.
Teamwork orientation.	Fear of being substituted by technology. *Should we stay or should we go now?*
Strong social capital/networks.	Elderly in disadvantage – inexperience, visual impairment, struggle to change their habits. *Using cell phones is not so hard – Viber calls are super!*
More reliable.	
Consistency and personal attention.	
Strategic thinking, sharp-wittedness, considerateness, ability to deliberate, to rationalize, holistic perception.	

OPPORTUNITIES	THREATS
Play a critical role in training of the next generation of workers.	Working tasks my change to an extend that elderly worker might not benefit from their experience anymore. *I'm starting to think I'll never be old enough to know better.*
Sharing knowledge and experience with others – multigenerational co-operation.	Age discrimination in the labor market & society.
Using existing skills in new ways, new business opportunities.	Lack of solidarity between the generation. *Elderly can teach youngsters gardening; youngsters can teach elderly how to use Facebook.*
Using Work Ability House model describing the different dimensions effecting human work ability – balance between work and individual resources. Besides the workplace, also family and close community influence the balance (Based on Ilmarinen, 2006, Finnish Institute of Occupational Health).	Adjustments at work due to health and functional capacities is needed – investments in occupational health and safety. *Apparently, you have to eat healthy more than once to get in shape.*
Multigenerational teamwork - updating skills and competences.	Early retirement and work disability. *I always knew I'd get old. How fast it happened, was a bit of a surprise, though.*
Open and inclusive organization/society that prevent and tackle any age discrimination and prejudice at all levels.	
Open and fair access to LLL, developing/implementing training based on labour market needs.	
Promotion active ageing and career development opportunities for people 50+.	

Chapter 2: New career after 50

The eDigiStars partnership is dedicated to change the image of senior workforce and prove that employers can count on them as digital workers. Therefore, the partners representing numerous Danube regions have decided to collect good examples of seniors who became digital entrepreneurs or are employed as digital workers. Beyond these examples there are real life stories of individuals who were brave enough to start a new, digital carrier in a later stage of their life. The following chapter aims to present their stories and will focus on how they tackled the challenges related to the digital employment or entrepreneurship.

2.1. A digital carrier for professionals over 50

Many people after 50 have lost their jobs in the last year because of the COVID 19 outbreak crisis, the closing of businesses or simply because part of the professions have become useless after the massive digitalisation. But they still have their extensive professional expertise in specific fields and on differ- ent levels.

On the other hand, digital transformation is all around and many businesses are facing challenges to expand their teams with new professional positions at which the employees should have BOTH professional and digital skills.

So there has never been such a great opportunity for experienced profession- als to start a new career even after 50, combining what they know how to do with what the labour market need at the moment with just adding basic digital skills to their expertise.

This is what the eDigiStars innovative systems offer to seniors across all pro- fessional fields willing to expand their career further, taking challenges related to a digital career.

If in 2021 a senior does not have a job but still feel they have the energy and will to start a new challenge, a career combining their expertise with new dig- ital skills will provide them variety, excitement, and learning opportunities. This field – the digital business - never existed 60 years ago. The internet rev- olutionizes the way we live, communicate, work and travel. But also how busi- nesses can produce, promote and sell their products and services to the right people.

The seniors prompt to the challenge of a new digital careers does not have to commit to become a programmer or IT specialist at all. They can begin learning the skills that will upgrade and put ahead their existing professional skills in the digitalised business they have been working before. Additionally, as work- ing in the digitalised businesses, their career can take many different paths. They can select to work remotely as an employee, work as a freelancer, start their own project or small business, or work for an institution. Whatever path they decide, they can be sure that they'll constantly be learning and growing as the digitalisation is growing and new opportunities and challenges emerge.

What seniors can do with a digital career

Location

Despite what people may think, being based in a big city is not the be all and end all when it comes to digital jobs. Most of the digital jobs can be worked remotely.

Online marketing

This is a blanket term used to cover more niche areas, such as search engine optimiza- tion (SEO), search engine marketing (SEM), pay-per-click (PPC) and social media. It in- cludes any process involved in promoting a brand and raising its profile online. From interacting on Twitter to increasing a website's ranking on Google, there are lots of different elements which all require a number of different skills and experience. When it comes to SEO, PPC and SEM, a knowledge of the search industry and best practice is essential, while practical experience is favoured for social media roles.

Online content

The natural choice for anyone who loves writing, online content covers everything one can see on a website. From blog writing to video production, creativity is the essential skill. It's about creating compelling material which strikes a chord with the website's target audience.

E-commerce

Jobs in ecommerce can be anything to do with buying and selling online. It could be digital sales and account management, or more niche areas related to online advertising. The skills required depend on the role one is interested in. For in- stance, if someone is interested in account and campaign management or sales, a career in sales ensures success.

Analytics and research

It's no good having a website if businesses don't know how well it's doing or how it can be improved. That's where analytics and research roles come into play. Professionals use tools like Google analytics to monitor traffic coming into the site and conversion rates – data that is used to make improvements and predictions to help brands plan and strategies for the coming months and years. These particular roles are all concerned with data and numbers so a strong an- alytical and numerical mind is essential. An experience in a field where one has gained expertise related to numbers is a good starting point

Web and graphic design

The perfect choice for creative types, web and graphic designers are responsible for creating compelling onsite designs, graphics and images which fit with brand values. A strong portfolio is a must, while a good working knowledge of popular programmes like Photoshop, InDesign and Fireworks is also usually essential. Some basic knowl- edge of HTML and CSS could also help to secure a web design job.

Web and software development

The web development industry is now more diverse than ever, with gaming, mobile and apps all being important areas. In this sector a degree in computer science or a related discipline can go a long way. However, it's a good working knowledge of things like coding and HTML, and experience with iOS, Android and Blackberry development that is really valued by employers.

3D printing

3D printing technology has grown so rapidly that it´s making waves across every industry. It´s a very good opportunity for those who are creatively and mechani- cally inclined. Knowledge of 3D printing can be used in various positions such as 3D printing specialist, service technician but also in the field of sales, marketing and education.

PLC programming and robotics

The world of manufacturing becomes more and more dependent on various types of robotic processes, automation, and the need for workers skilled in the programming of such systems grows exponentially in demand. It´s an ideal ca- reer development possibility for people with electrotechnical background.

Other IT positions

There are a diverse number of positions using IT skills in the market such as Computer support specialist, Database administrator, PC technician, Systems administrator, IT Security specialist, etc.

The future

The digital industry is growing at incredible rate and, with new platforms, web- sites and apps being released daily, it shows no signs of slowing down. There are a wealth of niche job boards, specialist recruiters and career sites dedicated to jobs in the sector, most of which weren't around a few years ago.

2.2. eDigiStars educational program for older adults 50+

As described in the previous chapter, there is a diverse number of posi- tions that older adults with digital knowledge can obtain. eDigiStars prepared a system of training to gain the knowledge in several areas of digital career. eDi- giStars training consist of 5 modules that can be chosen and combined based on territorial needs.
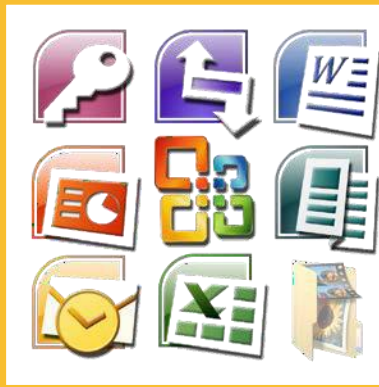
Modules 1 – 3 are mainly preparing participants for the following positions: clerk, receptionist, general office support, customer service agent and special- ist, online support specialist, digital marketing specialist, digital content special- ist, etc. There are necessary tools and applications for creating various content, text and spreadsheet documents, photos, videos, ability to provide their adjust- ments, collaboration within the company and with other business partners, cre- ating and publishing content in social media.

Module 4 is focused on PLC programming (Programmable Logic Controller). The world of manufacturing becomes more and more dependent on various types of robotic processes, automation and the need for workers skilled in the program- ming of such systems grows exponentially in demand. This module is ideal for participants with electrotechnical background.

Module 5 is related to IT security. It´s a general module focused to protection of content, personal data, privacy and to understand risks and threats in digital environment.

Module 1
Microsoft Office
(Word, Excel, PowerPoint)

Module 2
Digital Marketing and Social Media Management
(Principles, Platforms, Strategy, Tools, Adds)

Module 3
Communication and Collaborative Tools
(Video conf. platforms, shared documents)

Module 4
Introduction to PLC Programming
(Electrotechnical, PLC hardware)

Module 5
IT Security
(Personal data and privacy protection, cyber threats)

Chapter 3: Methods and tools to engage and motivate adults 50+ in training and digital career building

The eDigiStars Innovative System comprised of three parts

The following chapter is designed for Labour Offices, and NGO's or other organisations working with seniors. The eDigiStars partnership aimed to provide the above organizations with the Tools to select possible senior candidates for digital courses and digital employment. In the following first the eDigiStars Innovative System will be presented. The eDigiStars Innovative System comprised of three parts, guidance for the selection and motivation of seniors, a dig- ital training adopted to the seniors needs, and the certification system. After presenting the system, an overview of various methods will be presented that can support the selection of candidates for digital courses.

3.1. Presentation of eDigiStars innovative system and its benefits

The project delivers the so called eDigiStars Innovative System. The system comprises of three Tools that are developed within the project: the POWERYOU, the CAMPUS and LABEL Tools. The three Tools aim the building of capacities of employment market organizations.

POWERYOU Tool aims to support Labour Offices and NGOs or associations working with seniors to build awareness and motivate elderlies with employability difficulties to become digital employees or entrepreneurs.

CAMPUS Tool aims to support with methodological guidance the requalification centers, training providers and other organizations in adjusting their courses to the needs of seniors. Therefore, the development of their digital skills follows a special path and it considers the seniors specific needs.

LABEL Tool will serve as a guidance for chamber of commerce and other organizations to create a quality certification system for elderlies who gained relevant digital knowledge within the eDigiStars System. This aims to overcome the skepticism of the employers related to seniors.

To demonstrate impact and usefulness of the System, pilots will be initiated in all partner countries. First, 40 unemployed seniors will be engaged and selected with the help of POWERYOU Tool in each territory. Among the select- ed seniors there must be representatives of MINORITIES, MIGRANTS and those who become unemployed due to the recent pandemic. The engaged seniors will raise their awareness about digital carriers. The selected candidates will be participating in the piloting of CAMPUS Tool, they will test the adopted digital

courses. The physical digital course will be at least 40 hours length which will be held at the premises of a pre-selected training provider. The participating seniors will fill in an impact questionnaire before and after the testing of the adopted course. This will enable the partnership to measure the educational impact of the adopted digital course. At the end, at least 15 seniors should pass the adopted digital course and will receive a LABEL certificate. Therefore, they will be ready to be employed as a digital employee or to become a digital entre- preneur.

Certification process is based on few principles that are set by the LABEL Tool.

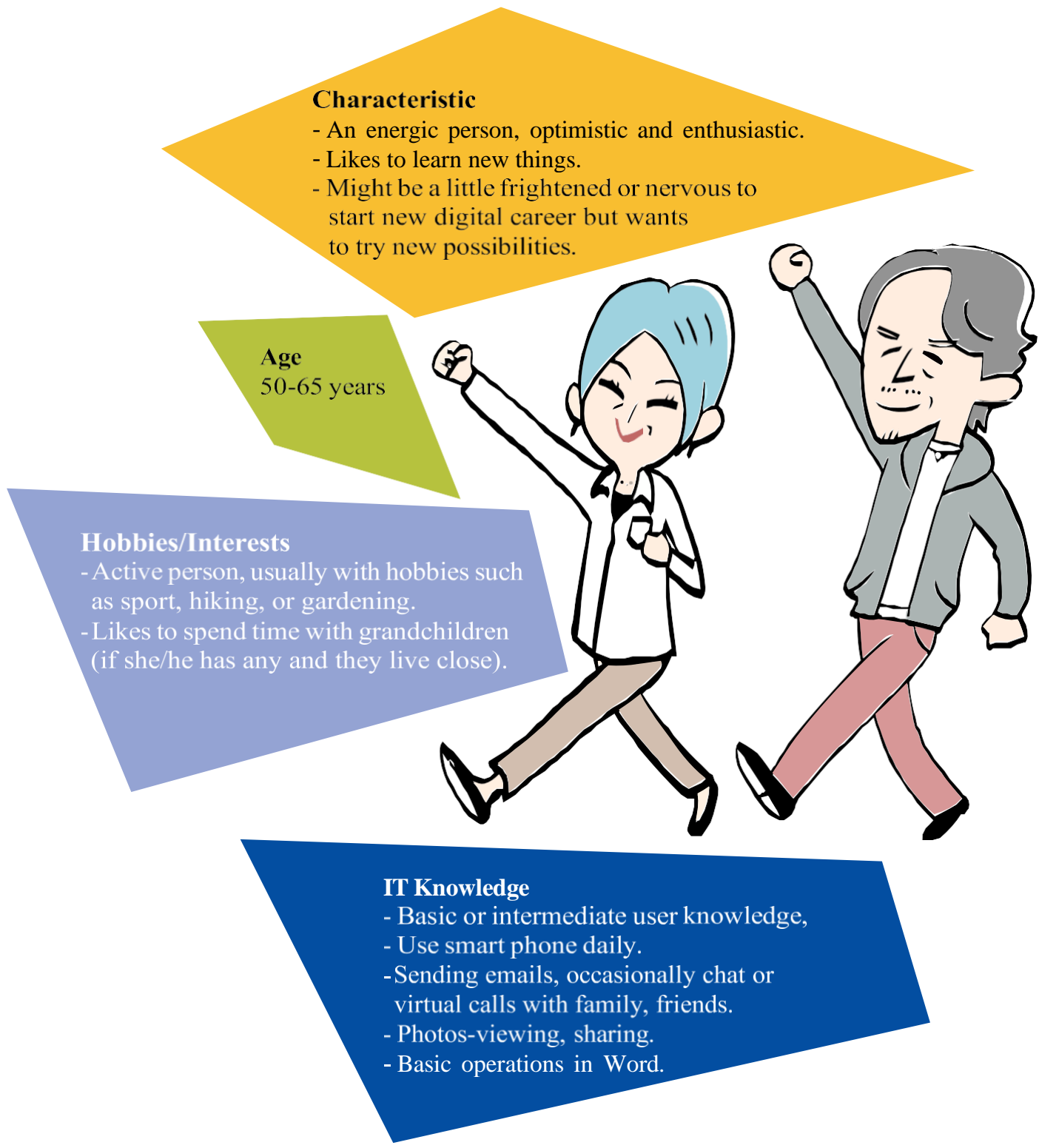The partnership suggests to organizations certifying the seniors to:

• assessment of course should be based on a test related to the content of the course,

• assessment should be reliable, impartial, objective, fair, and comparable,

• the test should be balanced among developed skills and at the same time should focus on the specificities of the course,

• the test emphasizes the practicality and usefulness of the training,

• scoring of the tests is overall following a requirement of transparency.

Benefits of the eDigiStars Innovative System:

• Provides a complete training program from selection of participants to certi- fication,

• Provides specific tools to be used when selecting members of a challenging target group (seniors, minorities, migrants),

• Provides valuable suggestions to adaptation of digital courses to needs of seniors. In this aspect, CAMPUS Tool will help in the development of training courses that are unique in many of the Danube Region countries.

• The high quality of the System is ensured by the involvement of an international consortium and their territorial stakeholders from various fields (Labour Offices, NGOs working with seniors, Training providers, Industry representatives, Chamber of Commerces, and other relevant public authorities).

3.2 Characteristics of the eDigistars training participant

Characteristic
- An energic person, optimistic and enthusiastic.
- Likes to learn new things.
- Might be a little frightened or nervous to start new digital career but wants to try new possibilities.

Age
50-65 years

Hobbies/Interests
- Active person, usually with hobbies such as sport, hiking, or gardening.
- Likes to spend time with grandchildren (if she/he has any and they live close).

IT Knowledge
- Basic or intermediate user knowledge,
- Use smart phone daily.
- Sending emails, occasionally chat or virtual calls with family, friends.
- Photos-viewing, sharing.
- Basic operations in Word.

3.3 Helpful methods and tools

3.3.1 METHOD FOR SELECTIONS

Calls for applications
By writing calls for application potential participants for training or a job can be attracted. In this case the words and languages used in the call for application are very important. Writing effective calls will ensure that the right candidates will be attracted
More information: **Annex 2** or https://coburgbanks.co.uk/blog/attracting-staff/write-great-job-adverts-and-attract-world-class-staff-a-10-point-checklist/

Seletion based onf pre-defined criteria
Selection of possible candidates can be done based on pre-defined selection criteria. In this case, adults 50+ are compared based on pre-defined, objective standards or criteria which reflect the needs of the Labour Office, NGO working with the target group or human resource managers on the employer side.
More information: **Annex 3**

Interviews
Interviews are basic elements of a selection procedure. However, it is important to mention that not all interviews have the same effectivity in measuring the competencies and fitting of a candidate to a new role. In general, two types of interviews can be differentiated: structured and unstructured interviews.
More information: **Annex 4**

On the job testing
This test in normally conducted in real life job situations to determine the efficiency of the candidates on certain job, machine or equipment. This test reveals the worth of the candidate on the job practically. The tool can also be used to test digital skills.
More information: **Annex 5**

Reference checks

At the end of the selection process, you might want to receive some references from your candidates. This way, you will receive feedback about their performance from people they have worked with in their previous workplace. You may ask the candidates to provide a written and signed reference from their previous employer or you can ask for contact details to the former employers or coworkers.

More information: **Annex 6**

3.3.2 METHOD FOR FOR SELF-ASSESSMENT AND MOTIVATION

Ikigai

Ikigai is a good tool for personal planning, analysing obstacles and ways to overcome them successfully. This method helps discover values, effect, result and usefulness as overlap of passion, mission, profession and vocation. Finding one's Ikigai is a lifelong self-reflection and experimentation. Each Ikigai may change as our identity and circumstances evolve over time.
More information: *Annex 7* or
https://lifengoal.com/ikigai/

Evaluation of learning agility

Learning agility is the ability to adapt in a new situation, in which one does not know how to handle it at first, but then figures it out anyway. An agile learner can apply his or her past learnings to new scenarios that they have yet to experience. Learning agility is often associated with successfull business leading, however, within the framework of eDigiStars project we focus only on the adaptation capabilities.
More information: *Annex 8* or https://harver.com/blog/learning-agility/
#BestPractices

Questionnaire for digital literacy self-assessment

Questionnaires are often used tools to receives measurable data from people. Questionnaires usually operate with closed-ended questions; however, open-ended questions can be included as well. The main purpose of the questionnaires is to receive information from a larger group, asses, evaluate and compare their answers to each other.
More information: *Annex 9* or https://www.surveymonkey.com/mp/survey-guidelines

Europass Digital Skills Test

This digital skills test is based on the EU's Digital Competence Framework and tests five different competence areas in a 25-minute online test. It is a great way to assess where a person is in the digital skills area.

More information: https://europa.eu/europass/digitalskills/screen/questionnaire/generic

Emotional Intelligence

Knowing more about ourselves in conjunction with others may help us become better in working with people. For those being involved in talking to adults, may be essential to understand themselves and to learn how to manage their emotions. Of course it is ideally to have the same assesment also for the 50+ that you will talking to.
More information: https://www.psychologytoday.com/us/tests/personality/emotional-intelligence-test
or a more in-septh analysis: https://www.thomas.co/assessments/emotional-intelligence-assessments-tests

3.3 Who can help?

Would you like to get to know more? Contact one of the eDigiStars partnership organizations!

Austria
Business Upper Austria - Plastic Cluster
Jürgen Bleicher
juergen.bleicher@biz-up.at

Bosnia and Hercegovina
Development Agency of the Republic of Srpska
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Bulgaria

Business Agency Association
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Czech Republic
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Slovenia
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Tetiana Kulyk
kulyktetiana@gmail.com

Annexes
Annex 1. Success stories from the eDigiStars partnership countries

Name and Surname	Ullrich Kapl
Age	61
Short description of business	Editor of the News Desk at the corporate communication department of Business Upper Austria Editing the quarterly magazines (Plastics-Cluster, MedTech-Cluster) Preparation of press releases
What was the reason to start a business in his/her mature years	Change of jobs with new tasks and new digital programs, e.g. CRM (database), newsletter channels Change from Apple (MAC devices) to Microsoft
What were the biggest challenges on the entrepreneurial path	• Seamless transition from one job to another • Many training days in the new job (transfer of training content) • Digital systems at the new job: operating system, database • Administrative work in the new job (documentation)
How did she/he overcome them	• Intensive training plan • Patient and considerate colleagues, who accompanied the training phase • Internal mentoring system with co-workers • Appraisal interview with line manager (MBO system at Biz-Up) • Multiple weekly team meetings

Name and Surname	George Georgiev
Age	54
Short description of business	Digitization of information from books and paper media, printing of scanned images and their visualization on large-scale canvases and billboards.
What was the reason to start a business in his/her mature years	As an engineer I built up a career in the advertising business but finally decided to move to the digital solutions related to advertising
What were the biggest challenges on the entrepreneurial path	Enlarging my knowledge related to digital innovations in the business I have spent my whole career and ensuring financing for starting my own business.
How did she/he overcome them	Constantly searching for information related to new knowledge and courses. Also in the field of project management to ensure financing through European projects

Name and Surname	Goran Drakulić
Age	29.12.1970. (50 years)
Short description of business	Company name: PG Service The company is established in 2019. with the primary goal to develop and implement an original electronic service for non-cash payments in the Republic of Srpska/BiH. "PG Service" is a service for payments via mobile phone/online payments, which is used for direct payment communication between payees, who offer different goods and services, and payers who enjoy and use those goods and services. Realizing that payment is just an instrumentality for people to exchange goods with each other, "PG Service" made a service that makes it as easy as possible for both parties participating in the specific payment. Different methods are used to speed up and simplify payment communication (QR codes, bar codes, dedicated codes, etc.). It is a 100% domestic product that combines successful business models that exist in different segments of life, public and private services.
What was the reason to start a business in his/her mature years	The main reason why the "PG service" company is established was the owner's decision to quit his daily job and start his own business. He was inspired by the story of digitalization and the modern way of life. At that time there was a lot of talk about digitalization and new technologies in the Republic of Srpska/BiH, but there were no real solutions in practice. Goran decided to turn ideas into reality and start his own business.
What were the biggest challenges on the entrepreneurial path	The biggest challenges along the entrepreneurial path of "PG Service" were related to the very limited funding options for startups, the complete project is financed with personal funds/capital including non-financial capital and enthusiasm of the included project team. Also, the conservative market and the lack of effective government support in terms of introducing digitalization and e-government were some of the challenges that needed to be overcome.
How did she/he overcome them	The founder of the company was determined and persistent to develop something innovative that would make everyday life easier. That final goal helped the company to overcome all obstacles and to meet and cooperate with other people who share the same vision as the owner.

Name and Surname	Nóra Horváth
Age	62
Short description of business	Data recorder. Her task is to record various data in a pharmaceutical company, for example related to storage capacity, stock and others.
What was the reason to start a business in his/her mature years	She always lived an active life. Before she moved to Budapest, she lived on the countryside and once she retired, she found herself living in a block of flat with a plenty of time. She realized that as a woman from the countryside, work- ing and contributing to the community are the fundaments of her life, without those she has no purpose of her life. Besides, she also though that she must keep the speed with today's world and was open to learn how to handle the new digital technologies. Therefore, she decided to apply to a digital education course at one of the workforce hiring agencies. The course she completed suc- cessfully and was hired to the pharma company as a part time worker. Overall, her motivation was to keep being active, contribute to the community, find an activity that makes her busy and gives her purpose, and learn something new.
What were the biggest challenges on the entrepreneurial path	She claimed that without the digital course that she completed, she would not been so confident that she can do it and fulfill a job that requires digital knowl- edge. Besides, as a pensioner she also faced with some minor difficulties in the workplace community due to her speed of learning new things. All her colleagues are young and learning everything fast, while for her it takes more time.
How did she/he overcome them	She kept trying to learn everything and being open for new technologies. Her personal motto that she quoted was "the world is ever-changing, and you must accept and move on too". And she has a general positive attitude towards new technological solutions.

Name and Surname	Miroslava Vránová
Age	72
Short description of business	Outlet fashion clothes shop, local distribution of goods imported from Spain and Italy
What was the reason to start a business in his/her mature years	Miroslava in the past years lived a very active life and did not want to re- tire in the classical "lined-up" way some people quit their jobs when they reach certain age. Due to the fact that she was in proactive business life through all her economically productive years, sudden stop was not an option for her, in both financial and mental health terms.
What were the biggest challenges on the entrepreneurial path	Economical challenges on the beginning, external threats from suppliers, renters etc.
How did she/he overcome them	By tough attitude, her capability to adapt to modern trends, with a sup- port of the family and enterpreneuerial mindset.

Name and Surname	Gábor Berkovich
Age	68
Short description of business	His business specializes in software development and consulting. Their main profile is the design and development of applications that support business processes, which can be operated on a desktop, web and mobile device base
What was the reason to start a business in his/her mature years	An internal crisis hit his head at his previous job. The owners' perception of running the company has changed, people have gone away with the crowd, a quarter to a third of people have been looking for other jobs in a quarter. As a result, there were no normal working conditions, He also resigned.
What were the biggest challenges on the entrepreneurial path	I. The first serious challenge was to raise the right amount of share capi- tal on which to start a business. Only half of the optimal amount could be collected. So the first challenge was what to fund? II. The second challenge is how to fill the company with professionals, as he was not thinking of a one-man company, but was designed to serve a large corporate market.
How did she/he overcome them	I. Already at the start of the company, they met with colleagues from their previous job, and then in the next year even more people from the dis- integrating company joined them. At the start, it mattered a lot that the specialist guard was used to it. II. Due to their mature age, they had strong market knowledge and many years of experience behind them. Thus, the orders came quickly, from which they could start the development of a product group that could be sold many times, and after the first year, their financial problems had practically disappeared, they could become self-sufficient.

Name and Surname	Bradea Emil
Age	58
Short description of business	VR Agency - offering support to create VR content for presentations, technical simulations, courses. Main areas: Health and Safety, Fire Protection, soft skills, Road Safety for kids https://vrtrain.ro/
What was the reason to start a business in his/her mature years	I was already an entrepreneur in the food industry. The opportunity to have an European project for IT development and curiosity for a growing industry made me apply for the Start-Up nation European program. Being used to work in a well known industry, with an expertise of more than 25 years, I was facing a completely new domain: IT. It was difficult to acquire the knowledge necessary to understand the clients needs and also the solutions proposed by the partners.
What were the biggest challenges on the entrepreneurial path	I am learning every day and he hired experts or developed partnerships with specialized people. The fact that I am engineer and I easily understand technical staff it is a big support.
How did she/he overcome them	I am working also every day to understand the VR possibilities and I am participating in conferences and workshops that helped me to develop my digital skills to a complete other level!

Name and Surname	Matjaž Kristan
Age	54
Short description of business	We help companies of all shapes and sizes generate more revenue on the internet. We do this by designing high-conversion websites and directing traffic to your website through search engine optimization, content marketing, social marketing, and advertising.
What was the reason to start a business in his/her mature years	The company where I was employed made decisions that I did not agree with. The potential of the web impressed me that I left my job at the time and embarked on an independent entrepreneurial path on which I would help other entrepreneurs.
What were the biggest challenges on the entrepreneurial path	The biggest challenge was how to set up a successful company development team. I came to my new love - online marketing almost naked and barefoot. Without everything. Creativity, faith in a new love and passion for new challenges led me to an innovative, professional and successful entrepreneur.
How did she/he overcome them	I came to my new love - online marketing almost naked and barefoot. Without everything. Creativity, faith in a new love and passion for new challenges led me to an innovative, professional and successful entrepreneur.

Name and Surname	Halyna Plotnytska
Age	63
Short description of business	The Ba & Di Freelance community is a social project for active retirees. We help the elderly of Ivano-Frankivsk to find a job and give them the opportunity to earn a penny.
What was the reason to start a business in his/her mature years	The reason for creating the project was a conversation. I was walking in the park with my grandchildren and for a few days I watched a woman look at us. And you know, in her eyes was not envy, but sadness. One day I couldn't stand it and approached her. And she says, "I have grandchildren too, but they're not with me." And it hurts. Then I began to think about how to help such lonely retirees.
What were the biggest challenges on the entrepreneurial path	The biggest challenge for us was to organize the funding process. Because our project is self-financing. Volunteers help us. In addition, there are mandatory contributions from members of the organization - 50 UAH. But these funds are only enough for the organization of leisure - work- shops, lectures, various courses. Now we need an office.
How did she/he overcome them	Thanks to our company, we integrate grandparents into society. Because usually they somehow so actively observe active youth. And here they are most active! I hope that in the future we will be able to create such clubs where parents can bring their children, and grandparents will spend time. If there were more such organizations in the whole country, pensioners would not feel lonely.
	It was easy for me to start, because I had a ready-made idea, which was supported. But I have some tips from my own experience: • Think about a product or service. Social entrepreneurship is not just about employing vulnerable groups and plugging holes in areas where the state cannot work effectively. Think carefully about your product, the manufacturing process. • No way without a team. One person will never do it alone. And if there is a team, then you need to build a public organization. • Do not rush. • Describe all the work of the company on the types of work. This will make it easier to distribute responsibilities. • Do not be afraid and believe in yourself.

Annex 2. Writing applications

Writing calls for candidates or applications may seem at first less impor-tant. However, the number and type of candidates you receive also depends on your call. In fact, the way the call is written, meaning the words and language used in it, has a direct impact on the people you attract. Therefore, having effec-tive calls will ensure that the right candidates will be attracted.

Rules of writing applications:

• Use searchable title. It applies only to only calls,

• Specify the location. Defining the location is fundamental. However, it worth to mention specifics of the location, for example how to get there, is there a good public transportation connection, etc.

• Have a brief introduction. Define shortly what will be the applicants doing, what kind of training they will receive, how long it will take and how many oc-casions, etc.

• Define benefits. Define why is it worth it to participate in the program. What are the benefits for the applicants?

• Describe the tasks or activity. Describe in detail what kind of obligation is re-quired from the applications, what they will do in details.

• Define the person. Explain in detail who are the fitting candidates for this pro-gram.

- Call for action. Make it clear what the readers must do to apply. If the call is off-line, then provide contact details of where to send applications.

Do not forget the followings:

• Proof-read the application.

• Do a follow up. Write a mail to applicants and let them know what happens next. When they will find out if their application was successful.

For more information click here.

Annex 3. Selection based on pre-defined criteria

Selection of possible candidates can be done based on pre-defined selec-tion criteria. In this case, seniors are compared based on pre-defined, objective standards or criteria which reflect the needs of the Labour Office or the NGO working with the elderlies.

The selection process can be divided into 2 phases. These are pre-selection based on minimum criteria and selection based on selection criteria.

Pre-selection based on minimum criteria:

In this stage, minimum criteria are set to screen the applicants by comparing their certain features to those that are necessary for being enrolled to the adopt-ed digital course training.

In the eDigiStars project, due to the project application few minimum criteria are set, minimum age (at least 50) and employment status (unemployed). Ad- ditional features can be added by the organization (for example: educational background, length of unemployment, type of previous workplace). The aim is to apply the same minimum criteria to all candidates.

Selection criteria:

Selection criteria are used to determine the most fitting candidates from among all of the applicants who have met the minimum criteria. Selection criteria go beyond minimum qualifications and look at quantity, quality, and relevancy of education, experience, knowledge and other skills that each applicant possess- es. Selection criteria also include qualifications that may be unique to the terri- torial situation than the more general minimum qualifications. When applicants are compared to each other and selection criteria are applied, the best-qualified candidates can be selected.

Selection Criteria 1: Education: Level completed, relevancy and quality.

Selection Criteria 2: Previous Work Experience: Amount, relevancy and quali-ty; digital skills including the ability to work in a digital environment.

Selection Criteria 3: Technology (if applicable): Amount, relevancy and quality of information technology training and/or experience.

Selection Criteria 4: Licenses and Certifications (if applicable): Possesses or can timely obtain necessary licenses and certifications.

Selection Criteria 5: References: Relevance of the organization; Skills described.

Each criterion is assigned a weight to signify the level of importance in the over-all selection. The choices are 5, 10, 15, 20, or 25. If the criterion is not used, just indicate No Response. The total points should equal.

Annex 4. Interviews

Interviews are basic elements of a selection procedure. However, it is im- portant to mention that not all interviews have the same effectivity in measuring the competencies and fitting of a candidate to a new role. Generally, structured interviews are one of the most effective ways of evaluating a candidate, while un-structured interviews considered less effective. In the following both interview types are going to be presented.

Structured interviews:

In a structured interview, a standardized set of questions is used. This provides the interviewer with a uniform method of recording information and standardizing the rating of the applicant's qualifications. The structured inter-view enables the interviewer to accurately compare candidates and to make the best decision purely on data.

Suggested questions for structured interviews:

1. Please, tell me about your professional back-ground! What expertise do you have?

2. Please, explain what you were doing in your latest relevant job?

3. What is the reason you would like to join to the program and develop your digital skills?

4. What kind of digital skills do you possess at the moment?

5. Please, tell us what kind of digital software do you use frequently?

6. Is there any digital software that you think you are an expert of?

7. Where do you see yourself within few years?

A standard interview operates with questions that aim to explore the applicants background (both educational and work experience), the tasks the candidate was doing, motivation for applying, overall goals in work life, strengths or weak- nesses, and depending on the application, some specific questions. In eDigiStars project specific questions could be related to (technical) problem solving, inter- est in digital devices, etc. Based on the above topics, one can prepare a standard- ized interview questions for selecting the applicants.

Besides having standardized questions, a common method used in interviews is the STAR method. This method offers a structured way to retrieve information from the candidate. STAR is an acronym for:

Situation. Have the candidate describe a specific situation that they were in and had to accomplish something.

Task. What goal was the candidate working towards?

Action. Have the candidate describe in detail what actions they took to make the best of the situation and complete their task.

Result. Have the candidate describe the outcome of the action and ask what the candidate learned.

For more information about STAR method, click here.

Unstructured interviews:

An unstructured interview is a type of interview in which the interview- er asks questions that are not prepared in advance. In unstructured interviews, questions arise spontaneously in a free-flowing conversation, which means that different candidates are asked different questions.

The main advantage of unstructured interview is their personalized approach. This is especially useful when you compare candidates who are equally qualified or for jobs where their personality and communication skills are crucial. Ad- ditionally, since unstructured interviews allow for a free-flowing conversation, they seem much more casual and help candidates relax and feel more comfort- able during the interview. However, in unstructured interviews different candi- dates are asked different questions, therefore it is harder to compare their an- swers and evaluate candidates equally and objectively.

How to do it?

Although unstructured interviews do not use pre-prepared questions, that does not mean that the questions asked are totally random. Here are some tips:

1. Keep in mind the interview's overall purpose and the qualities you are looking in candidates. Your goal is to gather and record important information about candidates.

2. Make sure you have a focus but be flexible and proceed based on the candidate's responses.

3. You can start by asking "tell me about yourself" and then proceed by exploring specific interesting points from your candidate's application.

For more information click here.

Annex 5. On the job test.

This test in normally conducted in real life job situations to determine the efficiency of the candidates on certain job, machine or equipment. This test re- veals the worth of the candidate on the job practically.

Within eDigiStars project, we suggest testing digital skills of candidates during the selection process. The on the "job" test can be based on testing of certain digital skills or digital literacy of the candidates. The content of the assessment can be prepared by the Labour Office, although, the partnership suggests the evaluation of the following skills:

o   Navigation in computer (including browsers and desktop)

o   Editing word documents

o   Editing excel tables

o   Editing ppts

o   Editing picture

o   Using social media platforms

o   Knowledge of Outlook (optional)

Note that the evaluation should be as objective as possible, testing could be based on pre-prepared tasks.
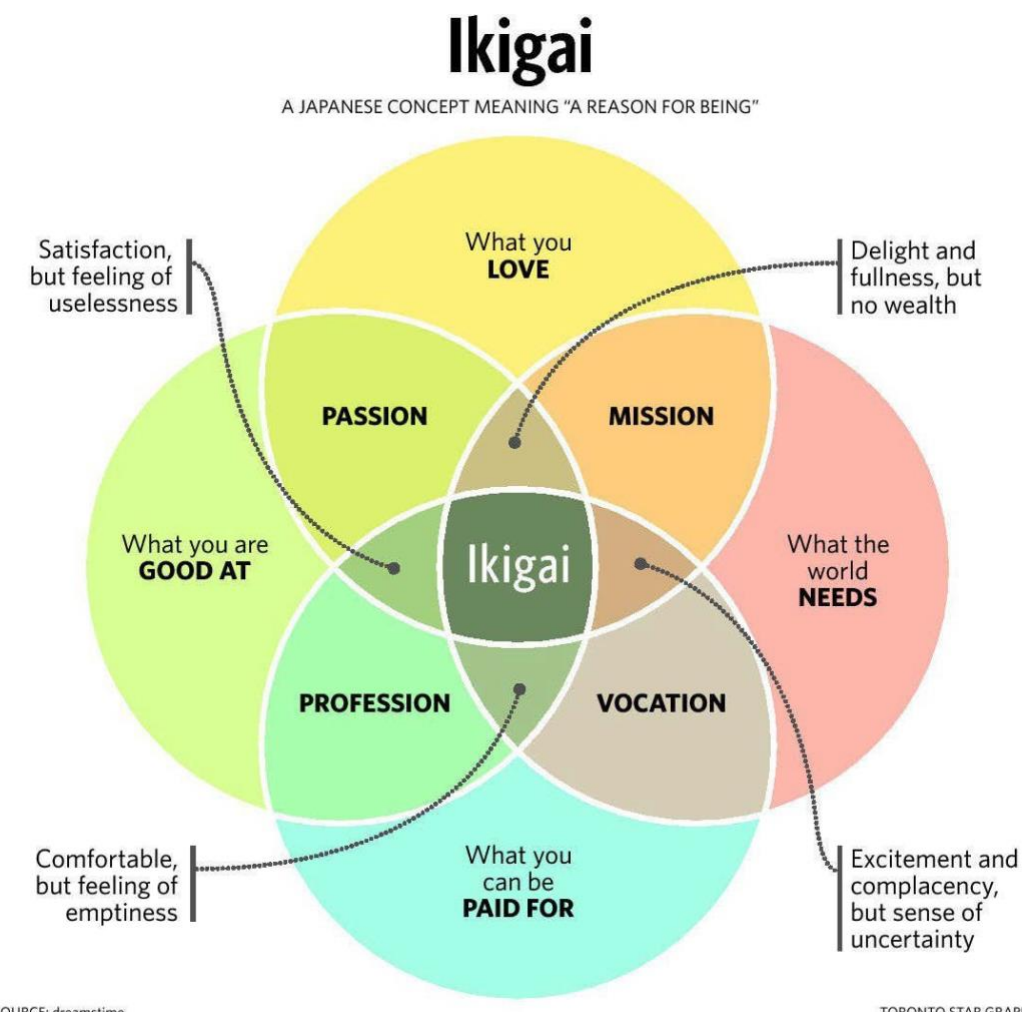
Annex 6. Reference check.

At the end of the selection process, you might want to receive some references from your candidates. This way, you will receive feedback about their performance from people they have worked with in their previous workplace. You may ask the candidates to provide a written and signed reference from their previous employer or you can ask for contact details to the former employers or coworkers. Therefore, you will be able to:

• Confirm what candidates have already told you (e.g about previous job responsibilities)

• Learn how candidates use their skills in a job

• Discover potential weaknesses

• Understand how candidates behave in the work environment (punctuality, attitude, adaptation)

To obtain objective and relevant information, you need to ask targeted questions. Here are a few sample questions to ask when getting references for candidates:

• When did the candidates work at your company and what was their job title?

• What were the candidates' main responsibilities?

• Could you mention one or two group projects the candidate was involved in?

• How the candidate collaborated with their colleagues?

• etc.

• For more information click here.

Annex 7. IKIGAI

How can we discover our IKIGAI?

Step 1: Facilitator distributes PERSONAL IKIGAI CANVAS WORKSHEET to each participant.

Step 2: Facilitator explains and presents IKIGAI worksheet to the participants. Facilitator reminds participants to be mindful, to pay attention to their behavior, thoughts, reactions of others and their needs.

Step 3: Participants write answers to the questions on the worksheet. If necessary, facilitator helps participants with sharing some examples of answers.

Step 4: Some participants probably need more help in a form of one-on-one guidance and consequently more time while thinking and writing about their feelings, relationships, goals, etc..

Step 5: Facilitator invites participants, those who want, to present their IKIGAI answers. Facilitator encourages discussion with questions e.g.: Was there anything in common? Which of what you heard might be useful for your IKIGAI as well?

Step 6: At the end facilitator emphasizes that personal IKIGAI can be reviewed and modified anytime.

Annex 8. Evaluation of learning agility

How to do it?

• Measuring learning ability can be done in various ways, we present here inter- view questions and tests.

1. One may test the adaptability of the candidate within a recruitment interview. The interview questions presented below aim to explore how the candidate can adapt to new situations during the interview:

o Tell me about a time when you asked for feedback from your boss or a col- league. Who did you ask to give the feedback? What was the feedback you re- ceived? Why did you want the feedback? Tell me about a time when you made a mistake at work. What was the mistake you made and what did you learn? Who did you tell about your mistake? How did they react to the news?

o Tell me about a time when you had to do something you have never done be- fore. How did you feel about it? What did you learn doing it?

o Test the candidate's ability to change with "what if" style questions. It creates a situation in which the candidate must try to resolve a challenge.

For example: What if you were given a new task to complete, what steps would you take to get started on it?

• In the answers of the candidate search for the following personality dimensions:

o Flexibility: open to new ideas and situations, proposing solutions
Experimenting: trying out new behaviors to determine what is effective
Collaboration: collaboration skills are necessary as they support learning from

others

• Feedback-seeking: it ensures that candidates receive sometimes negative feed-
back as well, which can lead to reflection and later improvement.
• Risk-taking: not afraid to trying out new activities
• Reflection: evaluation of own performance in order to become more effective.

2. Agile learning can be evaluated by various tests in forms of questionnaires.

A simple assessment can be done by the following test:

How well the following questions describe you?	1 point = Strongly disagree, 2 points = Disagree, 3 points = Agree
• It is important they I pay attention to every detail.	
• I accept nothing less than perfection.	
• The work is not finished until every detail is worked out with due diligence.	
• Rules are not made to be broken.	
• I work best when my goals and solutions are clear.	
• Stability and clarity are key to a successful carrier.	
• Flexibility leads to mistakes.	
• I always try to reach certainty so that the work is done correctly.	
• Making decision without full information is bad for the company.	
• It is important to achieve a stable and reliable work environment.	

o If the received score is between 10 and 20, it means that you are learning agile. The ability to deal with uncertainty and change, while having the capacity to tol- erate a lack of details, is a hallmark of the agile approach to work.

o If the received score is above 20, it means that you are detail orientated and have a need for certainty. But in many ways, you have the opposite of the agile approach to work.

It is important to mention that requirements from senior candidates towards agile learning should not be too high. The partnership suggest that assessment should consider rather the main patterns of the candidate's answers. Even though, one might not be an agile learner, he or she can be successful in certain positions for example in administrative function.
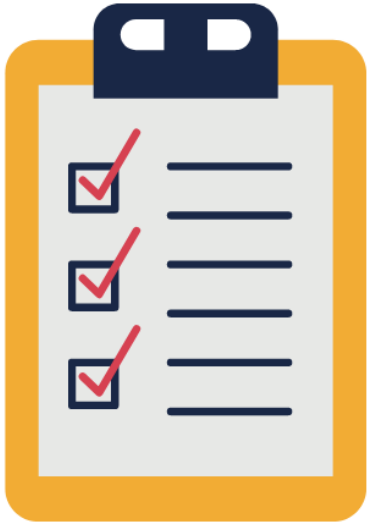
For more information click here.

Annex 9. Questionnaire for digital literacy self-assessment

How to make a questionnaire?
1. Decide what information do you need.
2. Plan the questions that will help you to get that information.
3. Use closed-ended questions to gather specific answers.
4. Use open-ended questions to receive answers that you may not think of in advance.
5. Formulate the questions carefully. For example, avoid asking two questions in one. Do not suggest answers. Be clear enough and straightforward.
6. Ask someone to overview or fill-in your questionnaire.
For more information click here..