UNEET

METHODOLOGICAL GUIDE

REV: 1.0 DRAFT
DATE: 31/01/19

TABLE OF CONTENTS

INTRODUCTION

This document provides high level reference guidelines and recommendations to facilitate the detailed design and development of the uNEET Digital Platform (UDP). This document should be read in conjunction with the other elements of the recommendation which are:

1. Trace Matrix Workflows & Wireframes
    a. Trace Matrix
    b. User Journeys
    c. Company Employer (Product Flow & Wireframes)
    d. Young Person (Product Flow & Wireframes)
2. Technical Recommendations

The recommendations presented in this report are informed by the following key inputs.

- uNEET Field Work & Report (November to December 2018)
- uNEET UDP Platform Co-creation Week (January 2019)
- NEET Persona (Lilly)
- Employer Persona (Hotel California)

In addition to these key inputs, Ember Technology, has exercised professional judgement in developing the recommendations presented below based on our experience and knowledge of digital system development and deployment. In particular, we have balanced several technical, digital-engagement and proposition considerations in order to define a compelling proposition for users, a coherent user experience and a manageable, cost effective technical solution.

This recommendation may differ from the readers original perception of the system. For, example, the concept recommended here is not functionally modular or linear from a user perspective (as per the modular description detailed in the brief). Rather, this is a much more organic approach which caters for all of the functional aspects originally conceived while also catering for non-linear, human digital behaviours.

KEY CONCEPTS & ENGAGEMENT MECHANISMS

VISION

The overarching vison for the UDP system as defined during the Co-Creation process is as follows:

UDP will help HORECA Employers to find Young People who are willing to work with them and (together with Employers) ***will help them to become 'Career Ready'.***

This is a strong, differentiated proposition that recognises very important issues related to the scenario that both Employers and Young People find themselves in. In general, both parties are mutually indifferent towards each other and the simple issue of a Young Person finding an entry level post in the HORECA sector is not necessarily a solution to the problem as either party perceives it.

MUTUAL INDIFFERENCE

EMPLOYERS

From a general perspective Employers view Young People as potentially problematic employees who require significant investment in training, management and induced motivation in order to become more 'useful' employees at a later stage. Employers believe that the highest priority issues that they need to address are deeper inside their organisations than entry level recruitment and they tend to be more concerned with retaining and attracting more senior members of staff than recruiting from the NEET population.

In this scenario it is vastly more important for Employers to find Young People who represent the 'right raw material' in terms of attitude, willingness to participate and to learn on the job. Employers believe that these are qualities that are not particularly well represented in the NEET population. Dealing with NEETs is an additional 'plate' that Employers must spin, while they are already extremely busy spinning the plates that are related to the survival and gradual growth of their business.

YOUNG PEOPLE

For Young People there is also an issue of indifference. Young People in a NEET situation are just as aspirational as their non-NEET peers and expect to find fulfilling, lucrative careers in the future despite what would seem to be a disadvantaged starting point. However, they appear to be indifferent towards the HORECA sector as a means of achieving this, but not necessarily because they perceive HORECA as being unable to meet their future aspirations. In fact, the HORECA sector, with its notionally low entry requirements, actually presents an opportunity for NEETs to engage in the pursuit of aspirations which is counter to the prevailing perception. The problem is that the HORECA sector also presents particular challenges that NEET's have issues with. These are issues that are related to self-confidence and self-worth and they are currently not helped by the prevailing recruitment methods used by Employers in the sector.

A fundamental lack of self-confidence leaves NEETs in a position where they need to overcome anxieties about entering the world of work. The HORECA sector, with its requirement to deal with demanding customers, shouting Head Chefs and hard work during anti-social hours for a very basic wage is not a particularly attractive opportunity for a NEET – resulting in the apparent indifference towards the sector that we find.

In addition, NEETs have been heavily conditioned by society and the education system to see 'success' as being progress through the University system. Any pathway other than this is currently perceived as

sub-standard and there are certain entry level roles in the HORECA sector that will seriously challenge an already diminished sense of self-worth. Society appears to place great value on a hierarchy of formal qualifications which is the one thing that most NEETs are unable to evidence.

This issue of mutual indifference means that the relationship between Employer and NEET can't quite get started as both parties perceive that neither present a solution to the issues that they face. Simply solving the problem of finding NEET candidates to fill entry level jobs in the HORECA sector is not a powerful enough proposition for either party, and in any case, there are many recruitment systems and solutions already available that would otherwise solve this issue.

THE UDP PROPOSITION

It is vitally important for the UDP to present a new kind of proposition for both parties that addresses more significant and meaningful issues for each.

For Employers the UDP must represent a way for find Yong People with the right attitude (enthusiasm, willingness to learn, willing to work hard in order progress) such that these will quickly become valuable employees that can be moulded into more responsible and reliable members of staff in early and middle management roles in the near future.

For Young People the UDP must represent a credible pathway for the realisation of future aspirations while simultaneously reducing anxieties about employment by building familiarity and credibility in the relationship between NEETs and the Employer. They must also be able to present themselves as valuable human beings in the absence of formal qualifications without the suspicion of being patronised or manipulated by the institutions that they come into contact with.

DESIGN SYSTEM DESIGN PRINCIPLES

The design recommendations detailed in this Methodological Guide have been developed with the following principles in mind. These principles are central concepts and themes that have emerged from the Field Research and Co-Design process and these are key aspects of the recommendation which will ensure that the system is attractive for both Employers and Young people to use.

JOBS FIRST

The UDP is essentially a brokering system that brokers the beginning of the relationship between Employers and Young People. As with any brokering system there must be a co-incidence of interests between the parties, however, there is never a symmetrical set of motivations on either side and it is important for the system to recognise this and to consider the time order and relative barriers to entry presented to each party.

In the case of the UDP the key to unlocking the brokering relationship is the existence of job opportunities in the system. The existence of job opportunities is crucial in order to attract interest from Young People and other Stakeholders. Given the issue of employer indifference detailed above this suggests that the UDP must present a compelling proposition to Employers that encourages them to engage with the system.

This can be achieved by presenting a solution that addresses the perceived needs of Employers and offers recognisable value. The UDP can achieve this by ensuring that:

- UDP replaces existing systems and processes – providing a better outcome for less effort on the part of the Employer
- UDP does not represent an 'addition' to the Employers workload – and should actually remove workload for Employers where possible
- UDP addresses issues that Employers perceive as being important to them – such as retaining and developing existing staff
- UDP provides access to information and facilities in one place

In essence UDP should represent welcome support to Employers without giving them additional things to do.

TRUST & CREDIBILITY

There is a credibility issue for both Employers and NEETs. Employers are indifferent towards NEETs and are perhaps even more indifferent to institutions such as support agencies and Quasi Government schemes.

For NEETs the core issue is that they, for a multitude of different reasons, are people who have not fitted into the established pathways of personal development that others have benefited from. This issue of not having fitted in, or not having 'achieved' is deeply engrained in the perceptions and behaviours among NEETs to the extent that many have a fundamental distrust of institutions (even when the institutions are actually there to help).

For any system to engage effectively with NEETs it must transverse this gap in trust and must be seen as a credible attempt to improve the situation as opposed to yet another scheme to move NEETs off the unemployment register. Credibility will be damaged by clumsy attempts to encourage and cajole such as badly implemented gamification. Young people have a highly tuned ability to sense when they are being patronised and/or manipulated and will shut down very quickly if they perceive this to be the case.

So to this extent we recommend that:

- Gamification is used with subtlety and is credible
- Content within the system is presented credibly – i.e. avoid over-adulation and unrealistic claims.
- Case studies are credible – i.e. there is both positive and negative
- Recognise that the HORECA sector will not suit all Young People – but they may gain transferable skills in HORECA that can lead them into other sectors
- Language and references used in the system should not be HORECA, Employability or Education sector jargon
- Information and support from Agencies and Schemes should be embedded in the UDP workflow where possible

PEOPLE NOT QUALIFICATIONS

The very thing that society appears to use to measure value 'qualifications' are the one thing that NEETs find difficult to evidence. UDP should seek to treat both Employers and Young People as humans with a co-incidence of needs rather than categorising or labelling them and/or their attributes in an institutional fashion. In the HORECA sector the dominant method of recruitment selection is a short meeting followed by a trial shift. This is a very organic method of mutual evaluation that exists in the absence of sophisticated measurement and matching systems such as reference qualifications and aptitude testing. i.e both parties want to see 'what each other are like' in order to establish whether there is a fit or not. Employers want to see who candidates are and candidates want to see who Employers are.

So to this extent we recommend that

- UDP should focus on capturing and communicating personal human attributes on both sides rather than qualifications and job requirements
- UDP should support the organic processes that the sector relies on at the entry level and should avoid institutional evaluations and measurements

VIRAL SHARING

Conventional advertising is no longer the dominant methods of recruitment and job search in the HORECA sector. We'd even suggest that job portals are of limited interest as information is often out of date and often misses the intended target. This has been replaced by social media advertising and word of mouth methods of propagation. NEETs often pick up on job opportunities through friends and family. So we believe that the UDP should facilitate, as much as possible, viral sharing methods in order to support a natural propagation process. This includes:

- Embedded share links in all object pages (job ads, articles etc)
- Ability for external stakeholders (parents, teachers etc) to share links
- Ability for users to invite other users into the system

REDUCING FRICTION

By focusing on brokering relationships between Young People and Employers the UDP is disrupting the conventional flow of information in the recruitment process (Job Advertising, Response, Candidate Filtering, Selection). This recruitment workflow is entirely supportable within the UDP, however, there is also the opportunity for a much more organic and direct process to take place.

There is no reason why, for example, an Employer should not be able to contact a Young Person job seeker directly without the need for an advertising and response process to be in the way of this communication process. So, in the interest of reducing friction and supporting an organic recruitment process we recommend that UDP should support direct contact between Employers and Job Seekers at all times without introducing unnecessary conventions and processes.

INSIDE/OUTSIDE & SOFT CONTENT

In this recommendation we need to be very conscious of development cost, duplication and the difference between hard and soft content in the system. It is also vitally important not to dilute or interrupt the fundamental workflows that support the proposition.

In the interest of controlling development costs and ensuring maximum future flexibility we recommend that there are some elements of the UDP system that should be either external to the system or implemented as modular, interchangeable services.

This includes communication elements such as video-conferencing which we believe should not be embedded and other service elements such as diagnostic testing tools and training/eLearning services. UDP should support hand-offs between these systems but should allow for best in class or multiple services to be used interchangeably or introduced over time. There are also many information based elements which may be added to the system as soft content items rather than being hard coded into the system.

INFLUENCERS

We recommend that UDP should support a number of external stakeholders with some limited functionality elements. This includes Parents/Guardians, Teachers/Educators and Advocates and Champions (such as influential industry figures who may not use the system directly). We recommend that these stakeholders should have, as a minimum, the ability to register with the system and an ability to receive and share content items perhaps as a monthly digest or read-only object feed (e.g. parents receive local job notifications).

TECHNICAL ARCHITECTURE

Ember recommends that the ideal technical architecture for UDP is a web-based micro-service architecture with API's for web portal dashboards (Employers & Admin) and hybrid mobile apps (iOS & Android) for Young People. This is explained in more detail in the technical recommendation.

We believe that this configuration offers the advantages of Mobile App functionality (e.g. App Store presence, notifications, usability, offline operation etc), future flexibility (based on the micro-service approach) and manageable development & maintenance costs.

Unfortunately, Progressive Web Applications are not fully supported by Apple at this time. However, should this support become available before development then this approach should also be considered. However, it should be noted that a PWA will present some other usability and engagement restrictions that would need to be implemented differently (such as user notifications, limited device support for cameras etc).

Ember also recommends that 3rd party integrations with e.g. Jobsites and information portals should be treated on a case by case basis (subject to supported integration methods). 3rd party job posts may be fed into the UDP workflow as content items and delivered to the target user via the CMS using keywords and content tags added by Regional Admin.

KEY FEATURES & FUNCTIONS

This section describes the key functions and features of the UDP system. These specific elements are highlighted in order to illustrate some of the concepts and approaches being used in the recommendation.

Please note that more detailed illustrations and explanations of these concepts are contained in the workflows, wireframes and technical recommendations. However, they are presented here to demonstrate how these elements support the core proposition and the reasons why they have been implemented as they have in the design recommendation.
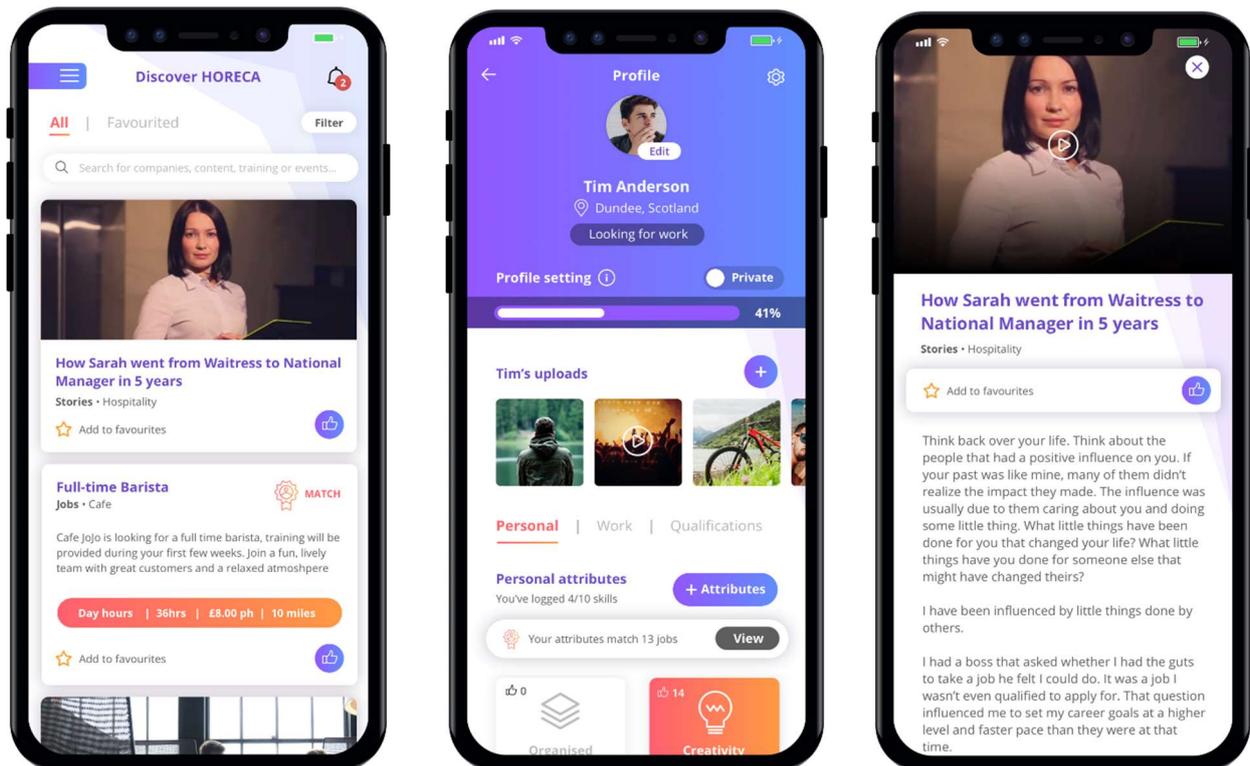
CONCEPT OVERVIEW

The UDP is an interactive system for HORECA Employers and Young People that seeks to broker a relationship between both parties. The concept is that both parties are concerned with more than just the simple issue of clearing entry level job opportunities. Rather, the concept supports the idea that both parties have mutual interest in the development of Young People to the point of Career Readiness (i.e. have sufficient skills and experience to be ready to select career paths that fulfil longer term aspirations).

For Employers this means that the UDP will help them recruit and develop Young People who are motivated to undertake that journey to Career Readiness. This satisfies the Employers requirement for recruits who are willing to engage and learn in the sector becoming reliable and motivated employees at a later stage who will add significant value and capacity to the Employers business in time.

For Young People the UDP facilitates personal development from a NEET situation up to the point where they have the necessary experience, (transferable) skills and confidence to be able to make positive, longer term career decisions – whether in the HORECA sector or elsewhere.

This also means that the UDP proposition is fundamentally different from other job-search and recruitment opportunity clearing propositions in that the point of recruitment is only part of the journey and not the totality of the proposition. Employers will use UDP to find and develop young recruits and Young People will use UDP to help develop themselves into young, career ready professionals

To this extent the UDP proposition straddles the point of recruitment itself and is applicable for both parties before and after recruitment. Germaine to this concept is the idea that Young Person users will change status at the point of recruitment from 'unemployed' to 'employed' and Employers will use the system for both recruitment and early staff development. However, the fundamental features and functions within the system will remain exactly the same.

UDP Proposition	Pre-Employment	In-Employment
Young People	Understand the opportunity offered by the HORECA sector. Get to know Employers better. Find a job either in your own local area or in other regions.	Develop your work skills and personal capabilities Explore opportunities and prepare for your future career.
Employers	Find Young People who want to work with you. Understand who they are and what they offer as individuals. Access information about recruitment, training and support services.	Develop young staff through access to training and skills development
HORECA Sector	Present the HORECA sector as an interesting and viable career and self development opportunity for Young People. Educate parents, schools and wider society about this opportunity.	Train the Young Workforce to enable the development and professionalisation of the HORECA sector in order to deliver the economic opportunity. Improve relationships between Employers and support agencies

USER TYPES & ROLES

The following User Types and their high-level roles are identified.

User Type	Description	Role
Super Admin	Central control and administration	Set up Regional Admin Global/general content management Level 2 support
Regional Admin	Day-to-day running of the system. Regional content & user management	Regional Content Management (Regional Info, Level 1 Support Moderation Invite Employers Management of Mass-Onboarding (e.g. issue invite codes to schools) Add Stakeholder/Agency Support information Regional reporting
Employer	Use of the system for recruitment and early staff development	Create & Manage Employer Profile Recruitment Activities (search, create, publish, share, manage job ads) Add Existing Staff (Young People) See Young Person Profiles & Provide Approval Feedback Chat with Young People See Helpful Content (Training Opportunities, Hints & Tips, Agency Support Services etc)
Young Person	Use of the system for job search, personal and career development.	Manage Profile (including profile & Attributes Mosaic – see below) See & Manage 'The Feed' (Jobs, Training Opportunities, Employers, Content Items) Apply for Jobs Become a Buddy (in employment) Communicate with Employers Use Skills Development Diagnostic Tools
Stakeholder	Recommend the System to NEETs & other groups of Young People that may be interested (mass invite process) Publish information about services and support offers.	Send invites for Mass-Onboarding Provide information/articles/content about offers and support services & events (via Regional Admin)
Influencer	Parents, Teachers, Industry Figures	Register to Receive and Share Opportunities Receive Digest/Newsletter Provide content for case studies & testimonials (via Regional Admin)

THE FEED

The key interaction and engagement mechanism is 'The Feed'. This is a widely used and familiar concept in social media systems which will present relevant information to the user in a continuous feed type format with appropriate filters and tabs for the most relevant and user selected items.

The advantage of The Feed type system is that it presents a method of seeing a wide variety of information for the user to engage with without the requirement to browse and search (although this is also available). This increases the chances of users finding interesting items to engage with and presents a vibrant, rich set of content that would otherwise be hidden in navigation. The Feed will contain tagged items such as:

- Content Articles (e.g. case studies, testimonials, features etc)
- Job Opportunities
- Training Opportunities
- Events
- 3rd party Job & Training Opportunities may appear in the feed as tagged content items (subject to integration)

The disadvantage of The Feed is that the most interesting items may be lost in the feed. So, The Feed will be modified by user preferences over time (in order to maximise relevancy) and filters and tabs will allow users to access the most interesting and useful items easily.

Feed modification can be implemented using a simple rules-based system that allows users to accept or reject content items and updates that users Feed Preferences. For example, if a user rejects articles that contain 'Food Prep' content tags more than three times – the system may either automatically or ask the user if they wish to have Food Prep content items removed from their feed.

ATTRIBUTES MOSAIC (SKILLS, CAPABILITIES & JOB MATCHING)

The core mechanism that facilitates key interactions in the UDP is the Attributes Mosaic. Please note that this nomenclature, 'Attributes Mosaic' is used simply to communicate the concept and can be changed adapted or ignored hereafter.

The concept is that Young People and Employers are both interested in each other as human beings who can potentially work with each other for mutual benefit – as opposed to -
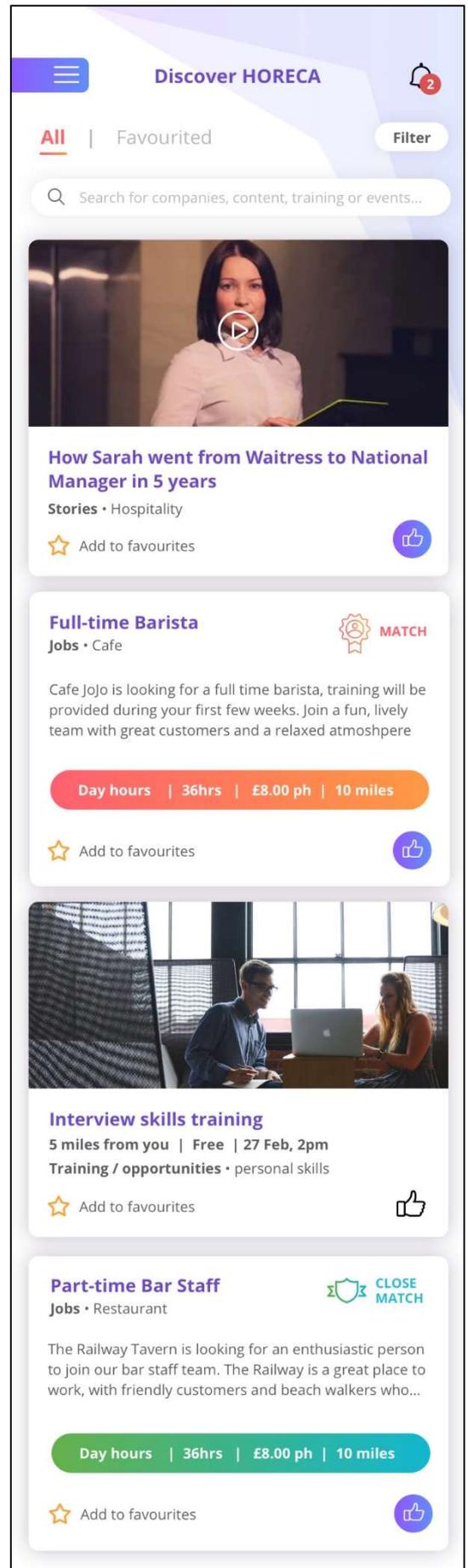
conventional categorisations, measurements and conventions normally used to describe candidates and job requirements (such as qualifications, skills, pay rates and experiences).

UDP requires that both Employers and Young People describe themselves and the opportunity that they offer in human terms that both parties can use to understand each other's qualities and needs. Young People use the Attributes Mosaic to explain who they are. Employers use the Attributes Mosaic to explain what kind of people they are looking for to work with them.

Work Skills:

Examples of work specific skills that the Young Person has acquired from training, experience and learning.

E.g. customer service, cash handling, hygiene etc

Personal Attributes:

Examples of things that the Young Person has done that illustrate their capabilities and personal attributes.

E.g. Song Writing, Caring for a Relative, Participating in Sports

These can be viewed and appreciated (thumbs-up) by Employers to encourage submission

Qualifications:

Formal qualifications and certifications that the Young Person has achieved.

E.g. Food Prep Certificates, School Qualifications

UDP will encourage Young People to add examples of their personal qualities and attributes based on their hobbies, interests and activities at appropriate points in the workflow (onboarding, when they are interested in a job, after a period etc)

These examples can be viewed and approved by Employers (either while reviewing candidates in a job application situation, or, while browsing the system) by giving a Thumbs-Up.

The mechanism of the Attributes Mosaic is essentially a tile based, content container system encourages users to intuitively set out their personal attributes. Tiles are arranged in categories:

- Qualifications – formal qualifications & certifications
- Personal Attributes – soft skills and personal qualities exemplified in hobbies, activities
- Work Skills

The contents of the tiles are examples of these qualities containing images and a very short description of the example (such as mixing music, playing sport, being a young carer). The idea is slightly gamified in that it encourages engagement without making this compulsory or overtly competitive allowing young people with limited confidence to use the system without anxiety. This concept subtly encourages completion of the tile set (without overtly requiring this) and allows Employers to provide a Thumbs-Up (demonstrating appreciation from a credible source).

In addition, the user profile should toggle between being private (only viewable by Employers in response to a Job Ad) or public (can be found by Employers). This may give the more anxious NEETs the opportunity to enhance their profile before joining others who are being sought by Employers.

Employers can also use the Attributes Matrix at the point of Job Ad creation to specify what kind of attributes they are seeking in candidates. This mechanism can be used to facilitate Job Matching in the system by displaying to both parties candidates and jobs that match their respective attributes. In addition, to this the Attributes Mosaic can be used to facilitate a variety of behavioural nudges and filtering opportunities in the system.

- For Young People
  - Hotel California has given you a Thumbs-Up for Attribute X
  - Add more attributes in order to appeal to Employers
  - Update Attribute X to get more Thumbs-Ups from Employers
  - You are a Close Match to Job A – add Attribute X to match Job A
  - Employers seeking to fill Job Type A – always look for Attribute Y – why not add this now?
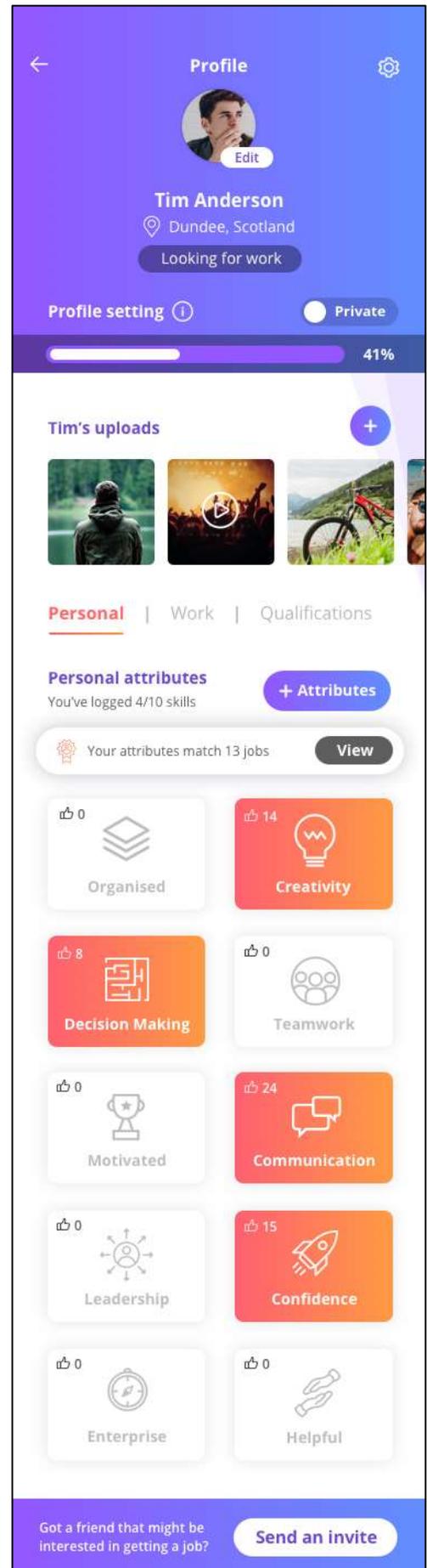
- Well done on securing your new job as a Barista – remember to add your new skills to complete your CV

- For Employers
    - Remove Attribute X to see match 25 more candidates within a location/area
    - Add Attribute X to see a more refined list of candidates that match your profile within a location/area

It may be that the need for conventional Job Advertising within the UDP system is reduced as some Employers may elect to contact candidates directly without a job advertisement being published. The nomenclature, conventions and iconography used within the Attributes Mosaic can be decided at the point of detailed design. However, we recommend that the following principles are considered at that time:

- The conventions used should be meaningful for both Young People and Employers (i.e. avoid unnecessary jargon, industry speak and politically motivated conventions)
- Conventions should provide for flexible interpretation – the ultimate arbiters of value and compliance are Employers and Young People themselves

Flexibility is very important here as well. Young People should be encouraged to use this facility creatively during the onboarding process (whether self-onboarded or in an assisted situation). The space itself should be used creatively by the UDP. One of the tiles may for example be an uploaded Video CV or the results of a skills diagnostic test. In summary the Attributes Mosaic concept supports the following:

- Capture of personal attributes (Qualifications, Personal Attributes & Work Skills)
- Development of an online candidate CV – based on personal attributes
    - Video CV
    - Training certificates
- Supports the mechanics of job and candidate matching
- Credible gamification, engagement mechanics and positive re-enforcement
    - 'complete your Mosaic to become career ready',
    - 'add more attributes to become more attractive to Employers',
    - 'employer X thumbs-up'd your attribute'
    - Progression to the point of career readiness
- Supports the presentation of individuals and job opportunities in relation to human attributes as opposed to the more conventional elements of 'skills and qualifications'

DASHBOARDS

The primary interface for Employers and Admins (Super & Regional) is a Dashboard. In general terms Dashboards provide a functional workspace that provide a combination of key information and statistics as well as quick access to high use functions.

The Employer Dashboard provides:

- Snapshot views of progress on open job opportunities
- Quick reference statistics
- A side bar feed displaying content items such as
    - Recruitment hints & tips
    - Information about support available
- Ability to find candidates

- Ability to create job opportunities
- Ability to add social media accounts

The Regional Admin Dashboard provides:

- Regional stats (user numbers, job vacancies, roles filled etc)
- CMS & content repository (for soft content loading)
- Invites & user management
- Moderation facilities

SOFT CONTENT & CONTENT DISTRIBUTION

In the interest of optimising build cost and future flexibility we recommend that UDP should make a very careful distinction between items that are hard wired into the UDP system and soft content items which (although very important) are distributed inside the system. UDP should be thought of as a flexible distribution and container system. This has significance for some of the items that have been discussed throughout the research and co-design processes.

Ember recommends that UDP should use a content tagging convention (keyword meta tags) to manage content distribution. Content tagging simply means that each content item that is distributed within the system should be tagged against a convention of keywords that describe the content and its intended delivery target. The delivery target is a user that has a co-incidence of interests in that content (based on the classification of user and their preferences).

The tagging convention should be implemented at the detailed design phase. However, here is and example of how it may work (illustration only).

Category	Tag
User Type/Status	Young Person (job searching), Young Person (employed), Employer, Parent, Teacher, Influencer ……
Region	Hessen, Ille du France, Haut du France, Dundee & Angus, Donegal …
Job Role	Kitchen, Food Prep, Hygiene, Barista, Bar, Spa, Chef ……
Sector	Hotel, Café, Restaurant, Catering, Bar….
Content Type/Subject	Career Development, Personal Development, Hints & Tips, Pathways, Training Opportunity, Event, Motivation, Inspiration, Region, Mobility, Funding, Employment Support…..

How Sarah went from Waitress to National Manager in 5 years

Stories • Hospitality

☆ Add to favourites 👍

Think back over your life. Think about the people that had a positive influence on you. If your past was like mine, many of them didn't realize the impact they made. The influence was usually due to them caring about you and doing some little thing. What little things have been done for you that changed your life? What little things have you done for someone else that might have changed theirs?

I have been influenced by little things done by others.

I had a boss that asked whether I had the guts to take a job he felt I could do. It was a job I wasn't even qualified to apply for. That question influenced me to set my career goals at a higher level and faster pace than they were at that time.

When I attended my first Toastmasters meeting the group made me feel welcome from the moment I set foot in the room. One person made it a point to introduce me to several members before the first meeting started. Another leaned over to me on my second visit, just before my first speech, to let me know what to expect and to let me know I would do great. I am grateful to both of them.

Got a friend that might be interested in this too? **Share**

Content will be delivered to the feed of users who match the status and preferences indicated by the content. This also means that a wide variety of different types of content can be distributed without the need to be hard-wired into the UDP system. UDP can re-use, and re-distribute content from a variety of sources thus supporting campaigns, distribution of new information, best practice, motivation etc.

This also means that there are some items that were possibly perceived as 'hard-wired' into the system but should be handled as 'soft content'. An example would be Career Pathways. Education about career pathways may be communicated as follows:

- From standardised conventions and text as a prescribed recommendation
- Embedded in motivational video interview with an influential industry figure (explaining their own pathway)
- Case study testimonials articles from peer users

Considering Career Pathways as 'soft-content' means that there are a variety of flexible methods of communicating this idea to users, giving them a better opportunity to understand the issue in their own way. We believe that this is much more effective and flexible than, for example, building a Career Pathways diagnostic tool into the UDP.

TRAINING & ELEARNING

As noted above, we recommend that training and eLearning are best handled as external modules with API integrations/hand-offs to the core UDP system within a single sign-on framework. This approach optimises for cost and future flexibility.

We recommend, for example, that eLearning may be implemented as a wrapped instance of Moodle (web-based, open source eLearning Platform) that integrates with UDP as described below:

- eLearning items (courses) are tagged and distributed (against user interest tags) to users within The Feed as content items (this may be a specific tab or filter within The Feed)
- Embedded link takes the user seamlessly to the eLearning item
- Single sign-on ensures that the user is already registered and verified
- User completes the eLearning course within the eLearning platform
- Certificate of completion is handed back to UDP and applied to the appropriate tiles within the Attributes Mosaic

ONBOARDING

Onboarding is a key issue within any digital system. The onboarding approach needs to balance the requirement for information to be provided by the user against the value that the user perceives in the system. In general, the rule of thumb is to make onboarding as seamless as possible, always provide motivation when asking for information and only call for information when it is required (distributed onboarding).

In the interest of making the onboarding process as seamless as possible for Young People, we recommend the use of Google Dialog Flow which provides the facility to create a Chat Bot interface that can be deployed within web-systems and social media systems such as Facebook Messenger, What's App etc.

The recommended onboarding approach for Young People is described below:

- Mass Invite
  - Regional Admins issue a unique code to Stakeholder Partners (e.g. Employment Services)

- - Stakeholders send invites with code & embedded link to users (under Stakeholder consent)
    - Users click link to register in the system
- Chatbot Interface to set up user account and gather basic information & verification (e.g. verification email, social media log in etc) process.
- User should be able to skip deeper onboarding and able to explore the system immediately
- Deeper onboarding (adding to the Attributes Mosaic etc) should be distributed within the system and called for when (e.g. viewing a job, after a period of time etc)
    - Self-managed – via chatbot interface or direct navigation (add skills)
    - Assisted (alongside an adviser which could be an employability adviser or a coach such as a teacher, parent or guardian)

Employers and other users can be added to the system by email invite, embedded links in campaign items (e.g. a Facebook post) or via the public website.

CONTENT STRATEGY & DEVELOPMENT APPROACH

Clearly UDP cannot be a stand-alone entity. It requires a constant flow of fresh content that needs to be tuned to the requirements of users over time. Ember recommends that the UNEET partners dedicate time to the development of a Content Strategy, perhaps as series of engagement campaigns

The Content Strategy should consider what content is required to support specific camping objectives and maximum use should be made of existing content before engaging in new content production where possible.

The UNEET partners should also continue to use co-design cycles throughout the development and early deployment phases. This includes verifying detailed design concepts with user groups and breaking software release into a series of Minimum Viable Products (MVP's) in order to continually test and gather feedback from users. While it is very difficult to be fully 'agile' with a fixed and limited budget, it is still possible to include iterative testing and verification cycles in order to minimises user acceptance risks.

COMMUNICATIONS (CHAT, VIDEO, FORUM)

We recommend that 'chat' should be embedded within the system on the basis that chat should be immediately accessible in order to facilitate basic communication between Young People and Employers. The 'Buddy' support idea can be implemented easily within the system by allowing current employees to be able to access and chat using their employers account. Employers can grant this as an access permission in the Employers dashboard – enabling direct communication between selected candidates and current staff.

Video Communications have been highlighted a number of times as a requirement, however, we believe that the expectation of use of this system is possibly being over-estimated. Young People who are low in self-confidence are unlikely to comfortable with two-way video communications. In addition, there are several other ways to achieve this out-with the system using e.g. Facebook Live, Whatsapp, Skype and other free and highly available systems. In addition, embedding video within UDP will incur data costs which may need to be restricted or controlled with additional features around the embedded video system (such as time restrictions), schedulers etc.

So we recommend that users should organise video communications out-with the UDP using their own preferred methods at the point of launch. Should there prove to be demand for video calling this can be embedded into the UDP at a later stage using facilities such as TokBox.

For international Forums (i.e. asking questions of people from your area who have had experience of working abroad or are currently in the chosen location) we recommend that this should be implemented in the same way as an LMS with shared login/verification external module. There are many 'boxed' and open source forum solutions that may be appropriate – however, this should be taken as a detailed design decision once the technology platform for the entire system has been identified – based on compatibility with the underlying technology stack (e.g. PHP, Ruby on Rails, Django etc)

DESIGN STYLING

The UDP platform design should, where possible align with popular User Interface patterns and make use of learned behaviours from current and popular apps. The layout and structure should be easy to understand with clear hierarchy of information, while presenting the user with appropriate guidance on what to do next.

The general aesthetic approach should encompass a language that is stimulating and vibrant but not cluttered or condescending. Using a range of colours is advised, this promotes diversity and steers clear of becoming too corporate or cold.

USER INTERFACE CONSIDERATIONS:

- Buttons should contain icons where possible to increase speed of recognition and reduce emphasis on reading text (i.e arrow pointing forward promotes moving forward to new information, reducing dependency on button text)
- Selected state and static state should be easily identifiable so that the user understands current location and encouraged next step.
- Where possible use card view layout, this helps contain content and give bite-size digestible information
- Use of subtle animation is recommended to help draw attention to areas of interest and demonstrate micro interactions (for example when a user adds to their profile, the progress bar should animate to demonstrate the gain and incentivise behaviour or when a user applies for a job the success message should give reward to the user for completing the action)
- Text input should be kept to a minimum, with multi-choice being preferred. Media content should be used where possible as target user responds to short text snippets, images or video

ACCESSIBILITY

- All interface styles should conform to WCAG AA standard as a minimum
- Text size should where possible, be at least 14px and a using a typeface that's legible, clear and modern
- Navigation Links should be consistent in placement and style

BUDGET RECOMMENDATIONS

TBC