Generation FRANCE

IMPACT STUDY ON GENERATION FRANCE: LEARNERS, EMPLOYERS, AND GOVT

Report Summary and Highlights (English Version)

January 2023

KOREIS
Conseil et recherche en impact social

Impact study on Generation France
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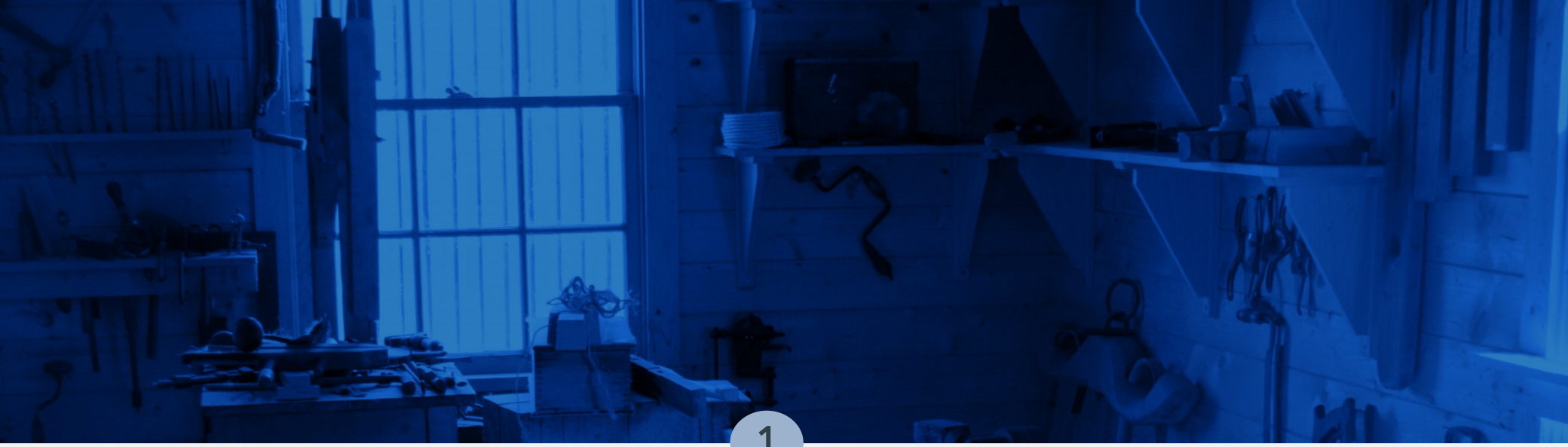

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Executive summary

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Executive Summary
Validation of Generation's Theory of Change

This Generation impact study was conducted in September-December 2022 for learners that graduated from Generation between January 2021 through May 2022. A range of data about employment status, financial health and professional satisfaction was collected from 261 alumni (53% response rate) and 63 current learners (97% response rate). The study included participants of Generation France's Digital Customer Service, Retail Sales Associate and Nursing Assistant programs. **The qualitative & quantitative data collected in the study allows us to validate much of Generation's theory of change across beneficiary profiles & needs, immediate program effects and the sustained impact on employment.**

Beneficiaries		Needs		Effects		Impact	
Individual of any age without access to employment	++	A lack of knowledge of the jobs and the business world	+	Improving self-esteem and confidence in their future	?	Integration into sustainable employment	++
Individual in long-term unemployment	+	Low self-confidence and in others, low self-knowledge	?	The formalization of a precise career project	+	Access to a chosen profession promoting a high level of well-being at work	++
		A lack of network, difficulty accessing companies	++	The remobilization around the training project and the moment of insertion	?		
Young unemployed individual without professional experience	+	The existence of many barriers to employment	++	Skills acquisition techniques	+	Increase in remuneration and a better ability to provide for their needs	++
		Insufficient mastery of know-how to be part of a company	+	Better control of company codes/rules	+		
Individual in professional retraining	++	Difficulty accessing and keeping employment	++	Access to a network of recruiters	++	Achieving an ascending career	+
		Difficulty accessing vocational training	?	The integration to an Alumni community	+		

Legend	
++	Qualitative and quantitative data strongly confirm this hypothesis
+	Qualitative and quantitative data converge in the direction of a confirmation of this hypothesis but there are not very strong elements
?	Data does not allow strong confirmation of this hypothesis

Executive Summary
Impact on Learners

Generation sample sizes: Alumni n=261 responses and Generation Learners n=63 responses.

Generation France is serving learners with higher barriers to employment…

- 43% of **long term unemployed learners** vs. 18% in other training programs *(Pole Emploi)*
- Higher % of learners with **housing problems** (20% vs. 7%) & **financial difficulties** (49% vs 18%) compared to overall unemployed population

… and effectively delivering the program…

- 97% of Learners agree that Generation helped them **acquire 2 or more vital soft skills**
- 69% of Learners report that Generation's support has contributed to **an improvement in their self-esteem**
- 71% of Alumni declare that Generation raised at least one **direct barrier to employment**
- 85% of Learners consider that Generation helped make them **more independent in their job search**

…thus, leading to faster and greater access to employment than other training in better quality jobs

Employment Rate[1]	6 months after training	12 months after training
Generation Learners	**68%**	**67%**
First time job-seekers registered in training (DARES)[2]	29.5%	48.3%

- Generation Alumni can secure **permanent contracts in 45% of cases vs 18%** of all hires for the general population
- **72% alumni earning above 1,200 Euro per month (~minimum wage[3] in FR)** post generation training compared to 36% prior.
- **High job satisfaction** - 87% of alumni feel good at work & 75% feel that their work meets their expectations
- **Women access faster to employment after Generation France than men**: At 3 months, 65% of women have a job vs 59% of men; at 6 months 69% vs 64% of men; and, at 12 months 70% vs 62%

*1. Employment Rate is calculated here as # employed / # graduates; Generation's Attainment Rate is calculated as # employed / # of graduates, **excluding** opt-outs and drop-outs. Generation's calculated Attainment Rate for this sample is ~90% at 6 months, consistent with Generation's cumulative figures.*
2. DARES - Rate of return to employment of 1st-time jobseekers (those registered for training between 2017 + 2020, who hadn't taken other training since 2014)
3. Note Koreis used 2021 minimum wage buckets for this benchmark. France's net minimum wage has increased to 1,269€ as of January 2022

Executive Summary
Impact on Employers

Generation provides a strong candidate pool & a well managed recruitment process…

- **Well-managed partnership with strong communication** from the Generation team throughout the learner journey
- **Higher quality of candidates from Generation, with more diverse profiles** from underserved populations or non-traditional education or work experience

Leading to reduction in hiring & turnover costs…

€ 25 per hire due to simplification in sourcing tasks	€ 12 per CV sourced due to simplification in resume filtering	€ 20 per interview conducted due to reduction in false leaps to interview	€ 420 per hire due to reduced turnover

Estimated costs based on case studies with 4 employer partners

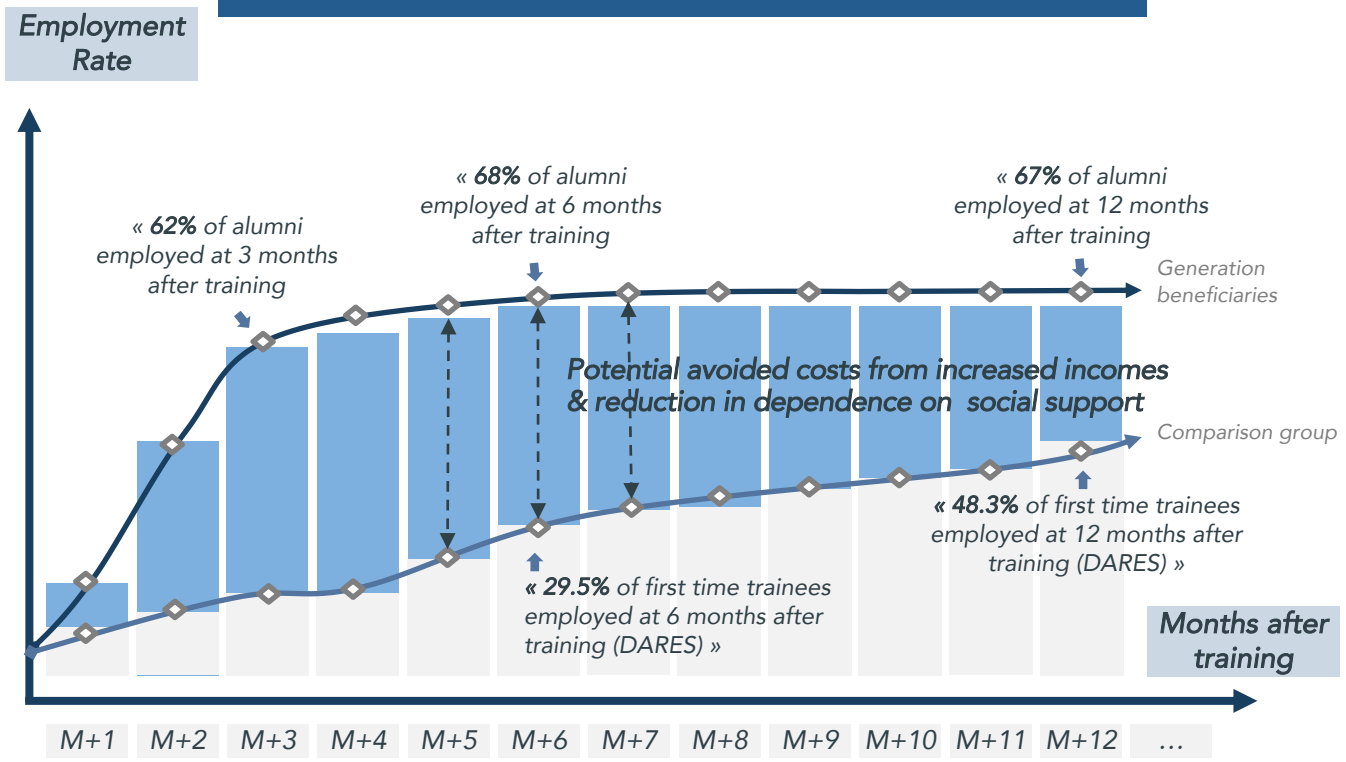
And strong employee performance

- **High motivation levels of Generation learners who are fully aware of the sector and role requirements** - many employers have called out that Generation learners 'know what to expect' and 'want to work in the field'
- **Better preparation and shorter ramp up time to productivity of Generation learners compared to other sourcing channels** - employers mentioned that learners arrive with all the required basic & importance concepts, allowing them to ramp up in the job faster

Based on information provided by 12 employer partners

Executive Summary
Impact on Government

Avoided costs for government from the Generation program



Note: The section of the graph highlighted in blue represents the months in the first year post training during which social benefits are avoided and increased income taxes are received

Generation is transforming the learners' TRAJECTORY during the months following the program…

Faster return to work than the comparison group

Increased access to permanent employment compared to the counterfactual

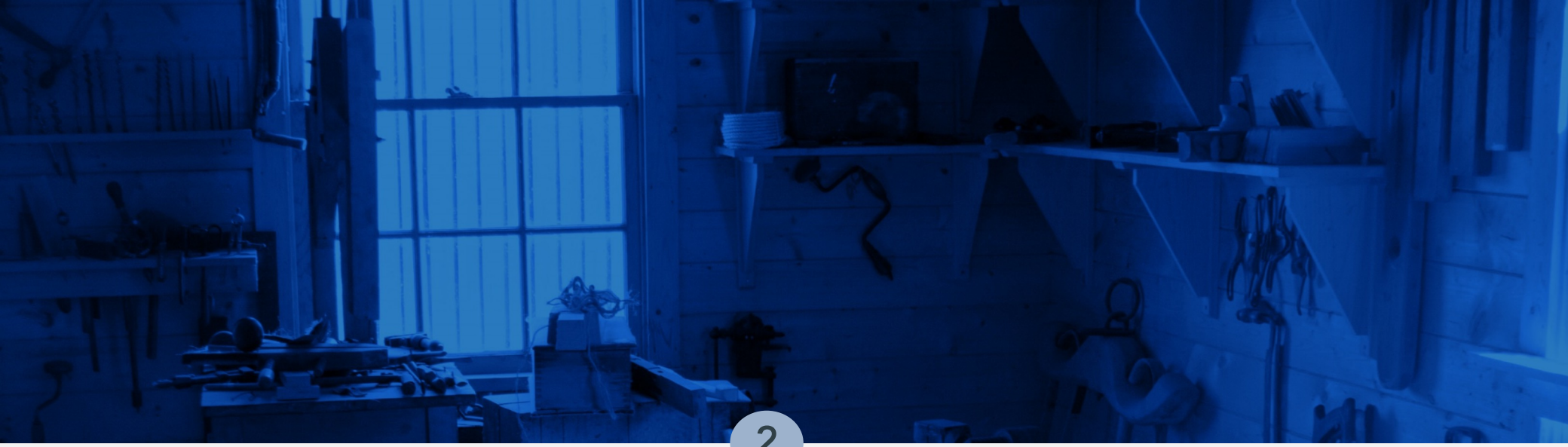
Job stability post-training

Increased remuneration versus pre-Generation income

…inducing several types of ECONOMIC IMPACTS for the public authorities

Avoided social benefits : **31pp reduction in learners dependent on government assistance** post Generation vs pre-Generation

Increased tax revenues : **36pp increase in learners earning more than 1200 euros** post Generation vs Pre-Generation



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Study methodology

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Study methodology
Overview

- Generation France, with the support of Koreis, conducted an impact assessment in September - December 2022 to document the effect and impact of the organization on the employment situation and trajectory of its beneficiaries and on the process of recruitment of partner companies.
- Generation's evaluation has been adapted to the French context, following the organization's "pillars": breadth, depth, and durability. To this end, the study is based on a mixed methodology combining qualitative and quantitative work.
- The impacts on the trajectory of the beneficiaries are clarified by two surveys:
  - Survey of Generation Alumni who graduated between January 2021 – May 2022 which received 261 responses at a response rate of 53%, allowing reporting at industry standard of 95% confidence interval and 5% margin of error.
  - Survey of Generation Learners who were in-class at the time of data collection which received 63 responses at a response rate of 97%
  - Semi-structured interviews with 15 alumni
- Impacts on Businesses partners are informed by testimonials and monitoring data shared by 12 partner companies and a corpus of 18 academic references on the recruitment process compiled for the needs of the study.
- All the work was subjected to a validity and reliability analysis based on the criteria commonly used in research and French reference publications on social impact assessment.
- Bias and limitation: the study does not contain an ad hoc comparison group, formed by random selection or statistical matching. Comparison data (from public documentation provided by the main French players support towards employment) and the resulting attribution analysis are therefore comparatively less reliable than in statistical experimentation work.

In 2021, France reported approximately 5 MM unemployed people. At the same time, companies are having difficulty recruiting employees in so-called "in-work" professions. Generation France appears as a solution to connect these job providers and job seekers, by offering 5 courses of free training, with a duration of 3 weeks to 12 weeks.

Key trainings offered by Generation France

Generation France offers 5 free training courses lasting between 3 weeks and 12 weeks:

- Customer Care
- Customer Sales
- Healthcare
- Bicycle repair
- Business Developer

Generation develops both in-person and online training, positioning itself in rapidly growing sectors to better meet the demands of potential employers.

Comparison data
A look at the counterfactual analysis conducted in the study

Among the various existing counterfactual analysis methods, the authors chose to set up a counterfactual analysis method based on the identification of comparison points in the available literature. With 6 interviews with major public institutions and a documentary review, the counterfactual analysis is based on a corpus of 15 references. **The methodology chosen for this study provides higher rigor than 85% of public policy evaluation work which do not have counterfactual analysis (European Commission 2011).**

List of interviews conducted as part of the counterfactual analysis process

Pôle Emploi
Emmanuel Chion, Deputy Director of Statistics, Studies and Evaluation

Institut Montaigne
Baptiste Larseneur - Research Officer, Territorial Development
Iona Lefebvre - Research officer, territorial dynamics

OCDE
Théodora Xenogiani - Economist at the Department of Employment, Labor and Social Affairs
Sofia Dromundo Labor market economist.

CEREQ
Valérie Gosseaume - In charge of studies on the themes of work, jobs and educational and professional paths

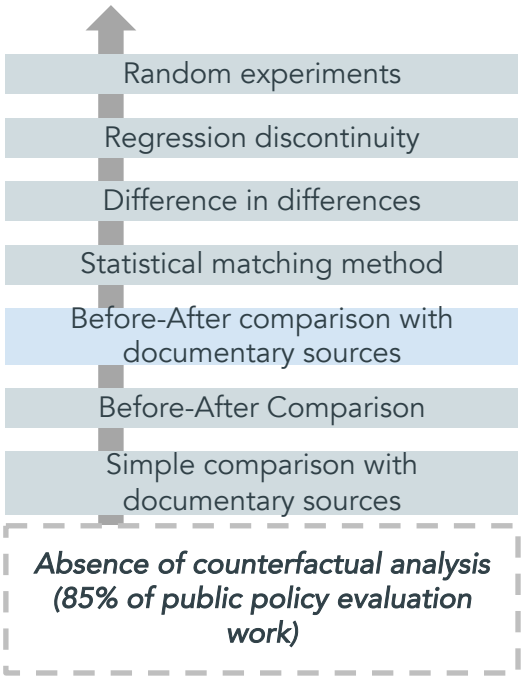
Lab'Hô (groupe Adecco)
Laurence Blay, Communications Manager of the Adecco Group Foundation.

INDEED,
Henri Ung, Social Impact Manager

The adopted approach

Main methods of counterfactual analysis used in the field of public policy evaluations

Organization of counterfactual analysis methods according to their level of robustness. (European Commission 2011). Note: Alternative scales are also available in the following references: INSEE 2014, and France Strategy 2016, 2019 and FARRINGTON 2002



Details behind the analysis
Focus on the analysis of the listed articles and publications

The principle

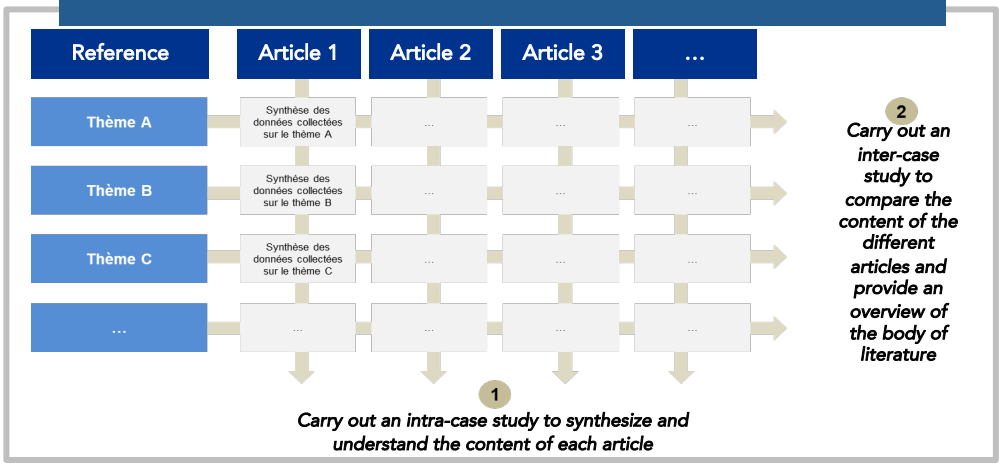
To constitute the corpus of references, the study carried out:

1. Interviews with relevant institutions (Céreq, Pôle Emploi, OECD, etc.) to help identify the data produced by these actors
2. Keyword searches on the relevant documentary bases

To study the constituted body of literature, the study has implemented an analysis technique regularly used in the social sciences and management under the name "nomothetic analysis".(EISENHARDT 1989).

The study thus carried out a thematic coding work of each article / publication identified in order to organize the data contained in the studies. Then, the authors compared the data of each study to select the data which seemed to us the most relevant. The selection of comparison data was based on the characteristics of the populations studied in the available studies.

Illustration of the analysis process

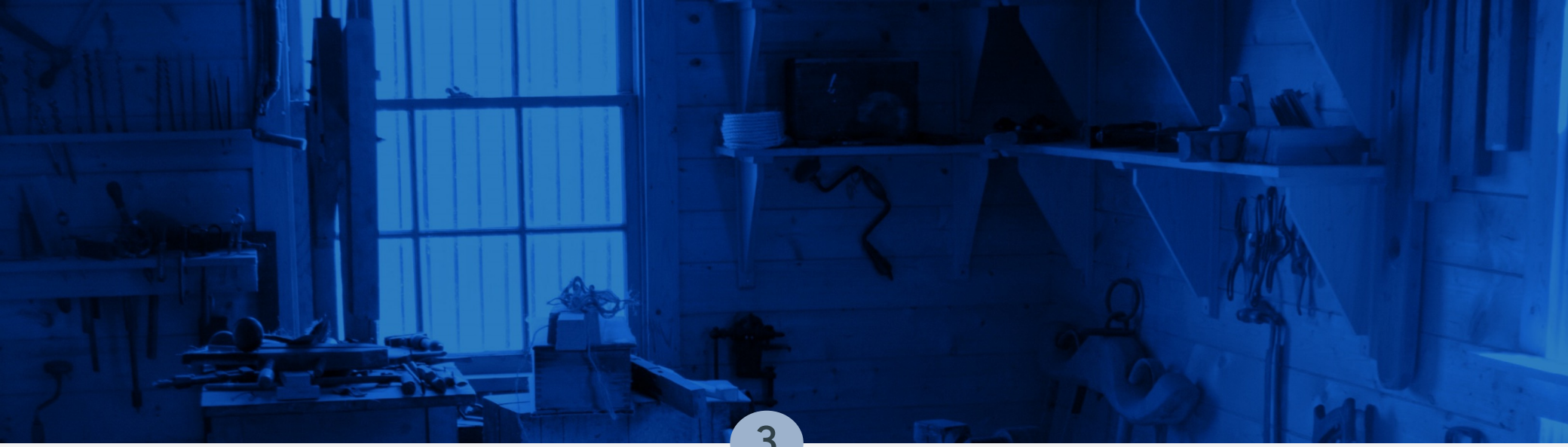


Corpus of references used in the report for comparison data:

- PÔLE EMPLOI STATISTIQUES ET ANALYSES, Statistiques trimestrielles, Entrées en formation des demandeurs d'emploi par Demandeur d'emploi de longue durée - France entière - Janvier 2021 à Décembre 2021 - Données brutes
- PÔLE EMPLOI STATISTIQUES ET ANALYSES, Statistiques trimestrielles, Entrées en formation des demandeurs d'emploi par Niveau de formation - France entière - Janvier 2021 à Décembre 2021 - Données brutes
- PÔLE EMPLOI STATISTIQUES ET ANALYSES, « Taux d'accès à l'emploi dans les six mois suivant la fin d'une formation en 2021 (demandeurs d'emploi inscrits à Pôle emploi), 2021 »
- PÔLE EMPLOI, Infographie, Tous mobilisés pour lever les freins sociaux à l'emploi, Juin 2021
- COUR DES COMPTES, « Les dispositifs en faveur de l'emploi des habitants des quartiers prioritaires de la politique de la ville », juin 2022
- CEREQ, BERTHAUD Julien 2021, « Le rôle des compétences transversales dans les trajectoires des diplômés du supérieur », Céreq, Bulletin de recherche emploi formation, N°408
- CEREQ, ALBANDEA Ines, « L'effet des softs-skills sur la rémunération des diplômés », Céreq 2016
- MORLAIX, NOHU, « Compétences transversales et employabilité : de l'université au marché du travail », 2019.
- BLACHE G., PROVOKAS N., « L'autonomie dans les parcours de recherche d'emploi », Pôle Emploi, Eclairage et synthèse, avril 2022
- DARES, « Le compte personnel de formation en 2020 », Octobre 2021
- DARES, « Les embauches continuent de progresser au 1er trimestre 2022 »
- DARES, « Les embauches accélèrent au 2ème trimestre 2022»
- DARES, « Quelles sont les chances de retour à l'emploi après une formation ? - Août 2022
- GROUPE ADECCO, « Observatoire des trajectoires professionnelles », Mai 2018
- HARRIS INTERACTIVE pour le CNAM, « Les Français et les enjeux de la formation », 2019.

Comparison data: key figures
Illustration of the comparison data used

Share of personal training account users in 2020 who were job seekers	36%	*DARES, The personal training account in 2020, page 2. October 2021*
Percentage of job seekers registered with Pôle Emploi for more than a year (September 2022)	43%	*Pôle Emploi, Quarterly statistics, Jobseekers registered at the end of the month with Pôle emploi by Year of registration - Metropolitan France - September 2022 - Raw data*
Share of long-term jobseekers among jobseekers entering training in 2021 in France	18%	*Pôle Emploi, Quarterly statistics, Entry into training of job seekers by long-term job seeker - Whole of France - January 2021 to December 2021 - Raw data*
Share of jobseekers with a diploma equivalent to or below the baccalaureate in 2021	67%	*Pôle Emploi, Quarterly statistics, Entry into training of jobseekers by level of training - Whole of France - January 2021 to December 2021 - Raw data*
Percentage of job seekers living in QPV (priority neighborhoods for city policy) citing the lack of job offers as the main difficulty encountered	18%	*Court of Auditors, Measures in favor of the employment of inhabitants of priority neighborhoods of urban policy, page 114. June 2022*
Average rate of satisfaction after vocational training in France	86%	*Harris Interactive for the CNAM: The French and the challenges of training, page 33. 2019.*
Share of permanent contracts in hirings in France in 2022	18%	*DARES – Hiring continues to increase in the 1st quarter of 2022– p2. DARES – Hiring accelerates in the 2nd quarter of 2022– p2*
Rate of access to employment for job seekers 6 months after leaving training	56%	*Pôle Emploi Statistics & Analysis, rate of access to employment in the six months following the end of training in 2021 (jobseekers registered with Pôle emploi), 2021*
Rate of access to employment for long-term job seekers 6 months after leaving training	41%	*Pôle Emploi Statistics & Analysis, rate of access to employment in the six months following the end of training in 2021 (jobseekers registered with Pôle emploi), 2021*
Rate of access to employment for low-skilled job seekers 6 months after leaving training	53%	*Pôle Emploi Statistics & Analysis, rate of access to employment in the six months following the end of training in 2021 (jobseekers registered with Pôle emploi), 2021*



3

Theory of change validation

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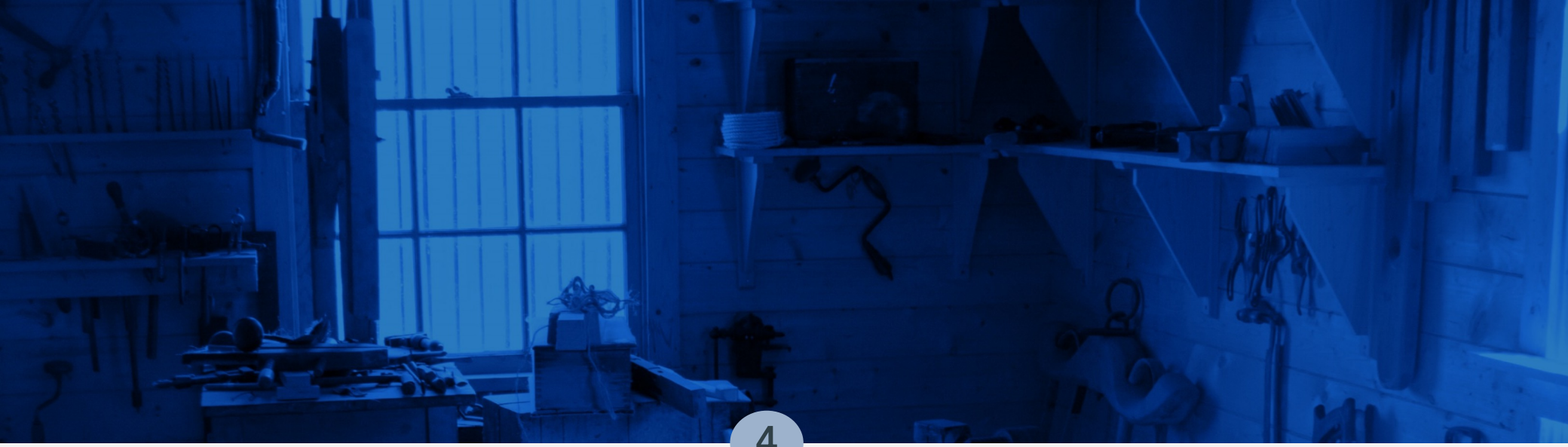
Validation of Generation's Theory of Change
Overview

The qualitative & quantitative data collected in the study allows us to validate the majority of Generation's theory of change across beneficiary profiles & needs, immediate program effects and the sustained impact on employment

Beneficiaries		Needs		Effects		Impact	
Individual of any age without access to employment (p50, p32)	++	A lack of knowledge of the jobs and the business world (p53)	+	Improving self-esteem and confidence in their future *"Improved physical and mental well-being"* (p57)	?	Integration into sustainable employment *"Graduates are placed on viable, high-growth careerpathways"* (p69)	++
Individual in frictional on long-term unemployment (p51)	+	Low self-confidence and in others, low self-knowledge (p57)	?	The formalization of a precise career project *"Improved future outlook"* (p58)	+	Access to a chosen profession promoting a high level of well-being at work (p77)	++
		A lack of network, difficulty accessing companies (p63, 65)	++	The remobilization around the training project and the moment of insertion (p64)	?		
Young unemployed individual without professional experience (p52, p32)	+	The existence of many barriers to employment (p54)	++	Skills acquisition techniques *"Graduates demonstrate behavioral changes…"* (p59)	+	Increase in remuneration and a better ability to provide for their needs *"Improved financial health"* (p71, 72)	++
		Insufficient mastery of know-how to be part of a company (p59)	+	Better control of company codes/rules *"…and mindset shifts"* (p108, p59)	+		
Individual in professional retraining (p52)	++	Difficulty accessing and keeping employment (p50, 51)	++	Access to a network of recruiters (p83, 65)	++	Achieving an ascending career *"Graduates are empowered to build sustainable, thriving careers"* (p70)	+
		Difficulty accessing vocational training (no data)	?	The integration to an Alumni community *"Graduates feel a strong sense of community and support"* (p63)	+		

Legend	
++	Qualitative and quantitative data strongly confirm this hypothesis
+	Qualitative and quantitative data converge in the direction of a confirmation of this hypothesis but there are not very strong elements
?	Data does not allow strong confirmation of this hypothesis

Note: Page numbers reference original full Koreis report



4

Impact on learners

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Impact on learners
Profile of Generation beneficiaries

EMPLOYMENT SITUATION: In line with the monitoring data already collected by Generation, the study confirms that the population of beneficiaries is almost entirely made up of job seekers registered with Pôle Emploi* (86%) – with a small proportion of people without employment or activity remaining unregistered with Pôle Emploi. In addition, 44% of entrants declare earning less than 900€ per months before the program.

UNEMPLOYMENT: Half of the incoming beneficiaries (48%) correspond to the category of long-term job seekers, and say they have been looking for a job for more than a year. This proportion of Long-Term Job Seekers appears significantly higher than in the comparative data available on the general population of jobseekers – and therefore describes a population with a relatively longer unemployment seniority than in other comparable training systems.

DIPLOMA & QUALIFICATION: Three quarters of incoming beneficiaries (70%) declare having a level of diploma lower than or equivalent to the baccalaureate (equivalent to high school). This proportion, higher for recent promotions, appears similar to that observed in the general population entering training.

JOB PATHWAYS: Incoming grantees are generally highly engaged in their search jobs, and already have a relatively formalized project. The qualitative data make it possible to illustrate different trajectories - and mainly professional retraining trajectories after a few years of professional life or in the last years of their career.

OBSTACLES TO EMPLOYMENT & CONSEQUENCES OF JOB DEPRIVATION: Asked about the obstacles and difficulties encountered in their employment path, the beneficiaries mainly emphasize the lack of diplomas and the difficulties in identifying job offers. For a majority of incoming beneficiaries, job deprivation leads to financial difficulties, more often underlined than in the comparison data, and confirmed in the qualitative testimonials

"I put all the means at my disposal to find a job. Even if it's less than €1,000. A job that would help me save a little bit in order to find a training afterwards. But I couldn't, I couldn't find it. So, I would say that before Generation, I had a lot difficulties in finding work. I never found a job."

**Pôle emploi is a French governmental agency which registers unemployed people, helps them find jobs and provides them with financial aid*

Impact on learners
Focus on the situation of Learners BEFORE Generation

Low self-confidence
"Let's say my year in high school was chaotic. So, I didn't get my baccalaureate and after that, I didn't want to continue studying because I didn't necessarily feel like going back to school. […] I was trained as a dental assistant which didn't go very well. And following that, in fact, I was a little lost professionally and I lost a little self-confidence in relation to the professional world for almost a year. In fact, I was doing nothing. I didn't dare to apply because I felt like I didn't have the level of skill or experience or whatever. I felt like I couldn't be recruited anywhere. ''

No network:
"I've done a lot of jobs and during my career I've had times when I haven't worked. I was on parental leave. And that's basically my life. I never really had a very long-term stable job […] I have an 8-and-a-half-year-old little girl […] we were practically alone, We had no family nearby. So, suddenly, I made the decision to mainly take care of her. »

Lack of knowledge of the professions and the business world:
"I have a family where we are farmers and we are bakers, so I have a bit of experience in sales. We can say it like that. But actual work experience, no, I didn't have the skills and I didn't know certain areas of sales at all."

Difficulties related to a health problem or disability:
"Yes, before this training, I was unemployed, but mostly looking for a job. But as I had been sent to Cap Emploi, I preferred to stay with them and follow their journey a little. For example […] sessions with psychologists at work because, with my disability, to see how it would evolve"

Impact on learners
Focus on the characteristics of support highlighted by the beneficiaries

Moments rated "satisfisfying" or "very satisfying" by…

Training sessions (97% of respondents)

Mentor follow-up times (90%)

The selection process (91%)

Career workshops (82%)

Job Dating sessions (62% of respondents)

Detail of satisfaction at different key moments of the training

Identification of the key factors allowing beneficiaries' success within the framework of support

Factors rated "very important" by…

Free training (77% of respondents)

The practical nature of the training sessions (68%)

Working in a group with other Learners (66%)

The availability of the Generation team (61%)

Individual support by a mentor (56%)

The short duration of the training (38%)

Impact on learners
The situation of learners immediately after Generation

A set of concordant indices makes it possible to conclude that there is a Generation EFFECT in terms of the acquisition of knowing "how to be" valued by recruiters. On the other hand, the data from the study appear more nuanced concerning the acquisition of know-how and professional skills

IMPROVEMENT IN SELF-ESTEEM: A large majority of Learners (69%) declare that Generation's support has contributed to an improvement in their self-esteem. By using a recognized psychometric scale (ROBERT et al. 2020), the data from the study suggests a slight improvement in self-esteem scores between the learner population and the alumni population, particularly focused on people with low or very low self-esteem at the start of the course.

FORMALIZATION OF THE PROJECT: Despite a high proportion of beneficiaries declaring that they have a professional goal defined on arrival in the program (70%), a large majority of Learners (73%) declare that the support from Generation has helped them to define their professional goals & career path. In support of these declarations, the data from the study also show a change in the proportion of Learners declaring that they have a defined professional goal between their arrival in the program and their exit (+15 points).

ACQUISITION OF SKILLS: the study sheds light on the acquisition of know-how and life skills. A large majority of learners declare that Generation has enabled them to develop autonomy in their work, their ability to work in a team, their dynamism and their ability to take initiative or even their personal organization. For example, 97% of learners consider that Generation enabled them to develop two or more soft skills. The qualitative data also makes it possible to illustrate a progression on the dimensions of communication, conflict management, stress management and mastery of company codes. In support of these observations, we note that some partner companies report a comparatively higher mastery of "soft skills" among the Generation alumni than among candidates from other recruitment channels.

97% of Learners consider that Generation enabled them to develop 2 or more soft skills

The development of dynamism thanks to the training is the 3rd most cited item by respondents, while it is the least cited in the comparison data

"It's a lot to learn how to handle stress, to have self-confidence… that side was really a good part of the training. It wasn't just how to sell, but it was a lot of work on yourself."
"In my current position, I use a lot of what we learned at Generation. Compared to others who have not done the training. I feel that I have a little more to offer"

Impact on learners
Removing barriers, mobilizing networks, and improving autonom search

REMOVAL OF DIRECT OBSTACLES TO EMPLOYMENT: Among the Alumni who encountered obstacles (insufficiency of their diploma, difficulty in getting information, be accompanied in their employment journey or difficulties in identifying job opportunities or offers), a majority say that the support made it possible to remove at least one of the obstacle(s) initially encountered. Many qualitative testimonials support these observations and confirm the acquisition of job search techniques by the beneficiaries. The data appear significantly more nuanced regarding the removal of obstacles relating to gender discrimination or age.

REMOVAL OF PERIPHERAL OBSTACLES: Only a small minority of Alumni perceive a contribution from Generation to the removal of other obstacles encountered in their employment path, such as family difficulties, health problems, housing or mobility issues. The qualitative testimonials generally indicate that the support received did not focus on these points, or only very occasionally.

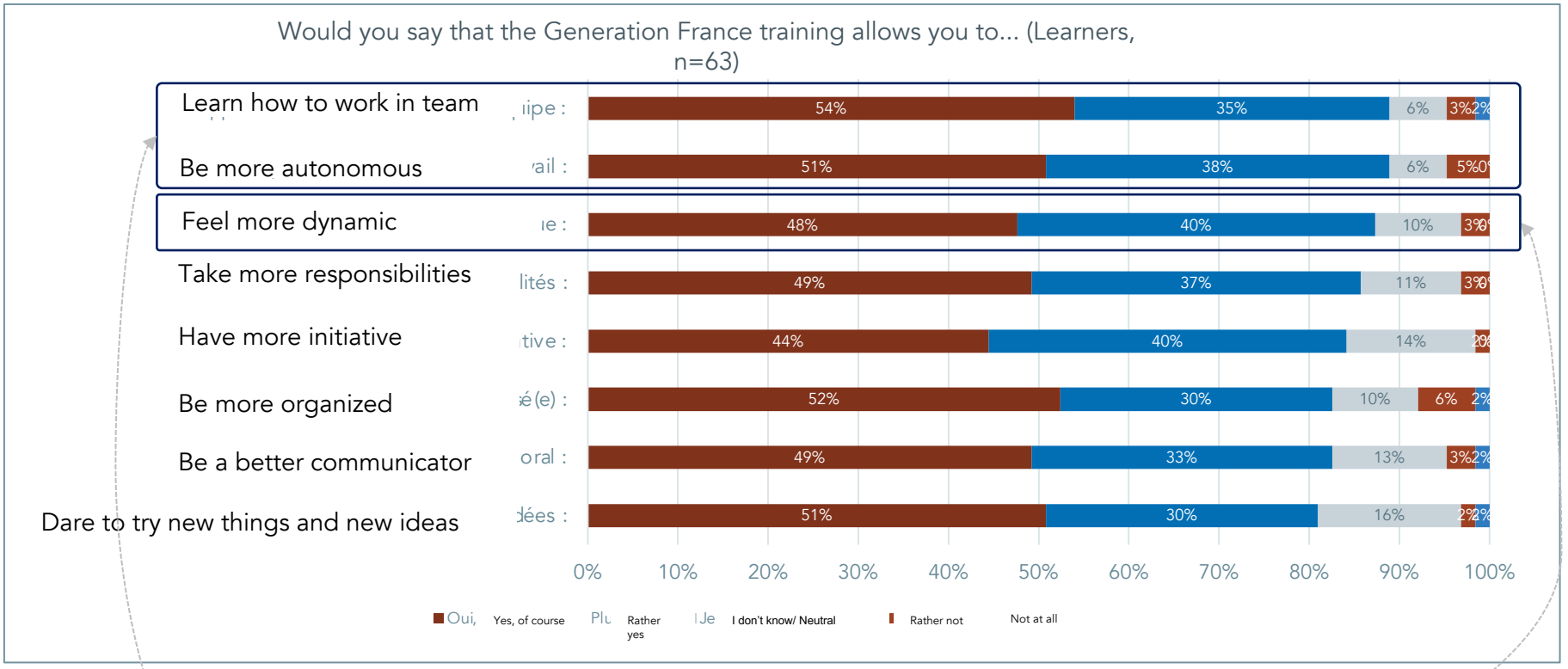
MOBILIZABLE NETWORK: Qualitative testimonials regularly illustrate the importance of connecting with recruiters, creating links between Learners and with the association. The incentive to create and animate a LinkedIn profile as part of the training is very strongly emphasized.

AUTONOMY AND EMPOWERMENT IN JOB SEARCH: Based on a benchmark established by Pôle Emploi, the study makes it possible to compare the degree of autonomy in the job search of Alumni with that of the general population of job seekers. Among the different dimensions studied, Alumni appear more particularly prepared to mobilize a professional network, to formalize CVs and cover letters. In support of these observations, a large majority of Learners (85%) at the end of the course declare that Generation's support has contributed to making them more independent in their job search.

71% of Alumni respondents declare that Generation raised at least one direct barrier to employment

85% of Learners consider that Generation helped make them more independent in their job search

Focus on…
Professional network and empowerment in job search



The 2 most developed competencies in training and the least developed skill according to a study of master's graduates

1.	Teamwork, collaboration
2.	Autonomy, responsibility, initiative
…	…
12.	Dynamism

MORLAIX, NOHU 2019, Compétences transversales et employabilité : de l'université au marché du travail

Focus on…
Contributions perceived by respondents

Share of beneficiaries stating that Generation contributed "strongly" or "very strongly" to…

> 70%	Access to first job (Alumni) **77%**	Formalization of project (Learners) **73%**
60-70%	Increasing self-esteem (Learners) **69%**	Empowerment in job search (Learners and Alumni) **68%**
	Removing the difficulty in identifying interesting job offers* : **68%**	
	Lifting the lack of support*: **67%**	Lifting the insufficiency of diplomas * : **61%**
<60%	Lifting discrimination* : **39%**	Removing obstacles related to health problems* : **34%**
	Lifting financial difficulties* : **30%**	
	Removal of family problems* : **19%**	Removing barriers related to housing issues* : **25%**
	Removing obstacles related to mobility problems* : **27%**	

**Among respondents who encountered this barrier*

Impact on learners
Access to employment after Generation

"At the end of the training, Generation offers job dating with companies that are trying to recruit, so following these job dating […] I was the last to take the interview on Friday. I was recruited just 2 hours later and I joined on Monday morning "

3,3 months
Is the average time to access employment after training

68% of Alumni are employed 6 months after training, against 29% for all long-term job seekers training recipients, and 31% of people trained with a Baccalaureate level

77% of Alumni say that Generation has directly contributed to their access to employment

In 45% of cases, the first job after training is a permanent contract, while the permanent contract represents only 18% of all hires for the general population

87% of Alumni say they feel good about their job

69% of Alumni respondents who got a job after the Generation training were still in that job 6 months later

	Employment rate BEFORE Generation	Employment rate 3 months after training	Employment rate 6 months after training	Employment rate 12 months after training
Generation data	8,7%	62%	68%	67%
DARES data *Rate of return to employment of first-time jobseekers (jobseekers registered for training between 2017 and 2020, who had not taken other training since 2014) DARES*		Long-term unemployed (> 1 year)	*28,8%*	*47,2%*
		Unemployed people with Bac/Bac+2	*31%*	*51,2%*
		All first-timers	*29,5%*	*48,3%*
Pôle Emploi data *Pôle Emploi Statistics & Analysis, rate of access to employment in the six months following the end of training in 2021 (jobseekers registered with Pôle emploi), 2021*		Pôle Emploi – All job seekers	*56%*	
		Pôle Emploi – long term job seekers	*41%*	

Impact on learners
Generation Alumni vs. Comparison Data

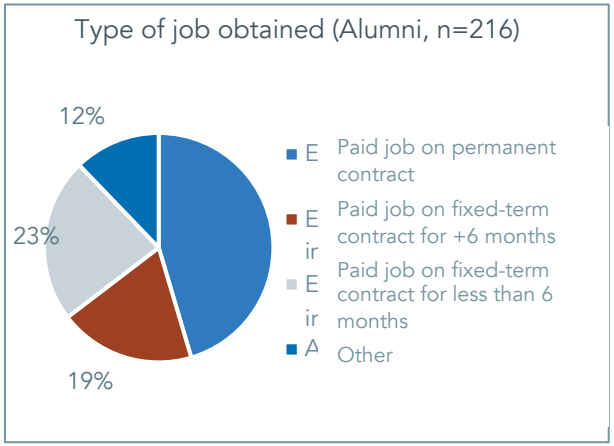
The authors chose to implement a counterfactual analysis method based on the identification of points of comparison in the available academic literature and government statistics*. Although not located at the highest degree of robustness discerned by the methodological guidelines, this method – more advanced than those implemented in most of the public policy evaluation work – provides a good level of robustness given time and resource constraints underlying the process.

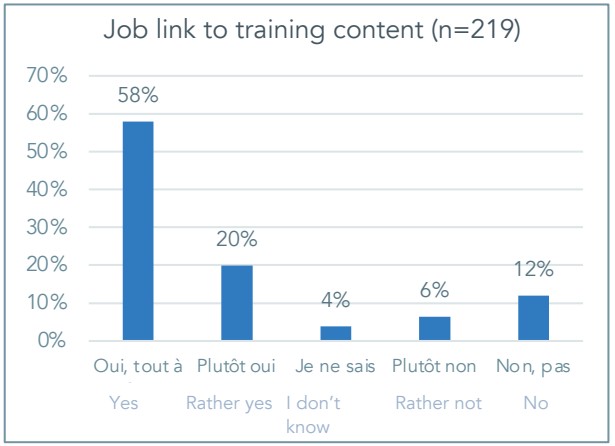
The table below presents some key findings of the study.
Note: The comparison data does not come from an ad hoc comparison group but from an analysis of public documentation.

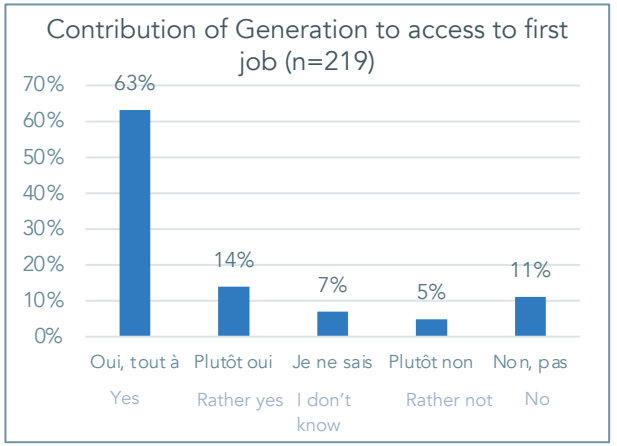
	GENERATION ALUMNI	COMPARISON DATA	SOURCE
Job access at 6 months	68%	29.5%	*DARES. Rate of return to employment of first-time jobseekers (jobseekers registered for training between 2017 and 2020, who had not taken other training since 2014)*
Job access at 12 months	67%	48.3%	*DARES. Rate of return to employment of first-time jobseekers (jobseekers registered for training between 2017 and 2020, who had not taken other training since 2014)*
Job access at 6 monhts (females)	69%	26%	*DARES – What are the chances of returning to work after training? - August 2022 – page 37, 38, and 39*
Job access at 6 months (males)	64%	33%	*DARES – What are the chances of returning to work after training? - August 2022 – page 37, 38, and 39*
Job access at 6 months (Long term job seekers)	55%	29%	*DARES – Quelles sont les chances de retour à l'emploi après une formation ? - Août 2022 – page 37, 38, et 39*
Alignment between work and professional expectations	75%	33%	*Adecco Group - Observatory of professional trajectories, page 11, May 2018*
Type of contract after training: Permanent contract	45%	18%	*DARES – Hiring continues to increase in the 1st quarter of 2022 – p2.* *DARES – Hiring accelerates in the 2nd quarter of 2022 – p2*
Satisfaction	91%	86%	*Harris Interactive for the CNAM: The French and the challenges of training, page 33. 2019.*

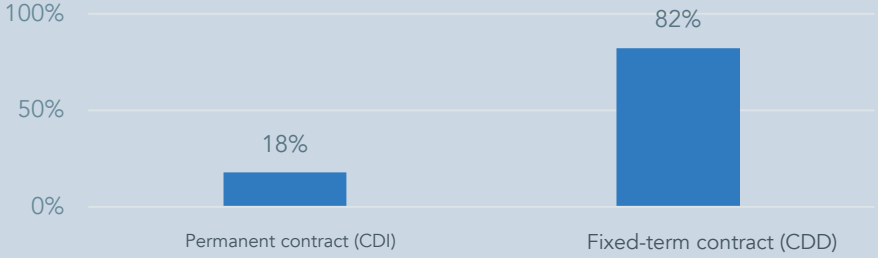
** Note: Corpus of references and sources listed in slide 11 and 12*

Impact on learners
Access to the first job after training









DARES – Hiring continues to increase in the 1st quarter of 2022 – p2.
DARES – Hiring accelerates in the 2nd quarter of 2022 – p2

«At the end of the training, Generation offers job dating with companies that are trying to recruit, so following these job dating […] I was the last to take the interview on Friday. I was recruited just 2 hours later and I joined the job on Monday morning "

"I was recruited two days after the training, by a call center, on a fixed-term contract for a period of three months to start. After that period, the contract was extended. »

"In fact, if it hadn't been for the job dating, I would never have allowed myself to go and apply for this kind of job." »

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Impact on learners
An improvement in the economic situation and development

The data indicates an IMPACT of Generation on the professional development of beneficiaries

PROGRESSION IN INCOME: The data from the study indicate a clear progression in the level of income between the situation of the learners at the start of the course and the situation of the Alumni. The proportion of the lowest incomes notably decreases sharply in line with the access to employment. Additionally, three-quarters of Alumni (72%) have a net monthly income of more than €1,200. The study shows that obtaining a bonus or increase in the first year after training remains a minority phenomenon – concerning respectively 17% and 13% of Alumni. Qualitative data from the study provide indices of salary progression after the first year. Differences according to gender are observable – with women appearing to be paid less than men in the post-training period.

USE OF BENEFITS: Because of the change in income, the data from the study describe a decrease in the use of the various allowances between the time of entry into the course and the year following the training (ARE, ASS, AAH, Garantie Youth…).

CAPACITY TO SUPPORT ONE'S NEEDS: In connection with the increase in income, the data shows a clear improvement in the beneficiaries' ability to meet their needs and those of their loved one as a result of Generation support. The testimonials collected illustrate the pride of some beneficiaries who say they are "out of the category who need help".

PROFESSIONAL DEVELOPMENT: Based on a recognized scale of well-being at work (ABAIDI BEN NASSER, 2015), the study shows that a large majority of Alumni (87%) say they feel good at work, like the work they do (85%), or still feel that their work corresponds to their expectations (75%). Beyond fulfillment at work after training, the study also shows a significant progression on each of these dimensions (between +32 and +49 points) between the period before entry into the course and the year after training. This increase appears even more interesting since the jobs held out of training are sometimes recognized for their arduousness – as mentioned in several qualitative testimonials from Alumni. Related with these observations, we can also highlight the statements of corporate partners, indicating that the Generation Alumni "are aware of the challenges or difficulties that await them"

72% of Alumni earn more than €1,200 net against 36% of Learners Generation before training

34% of Alumni declare themselves able to save, compared to 10% of incoming beneficiaries

Impact on learners
Economic situation improvement

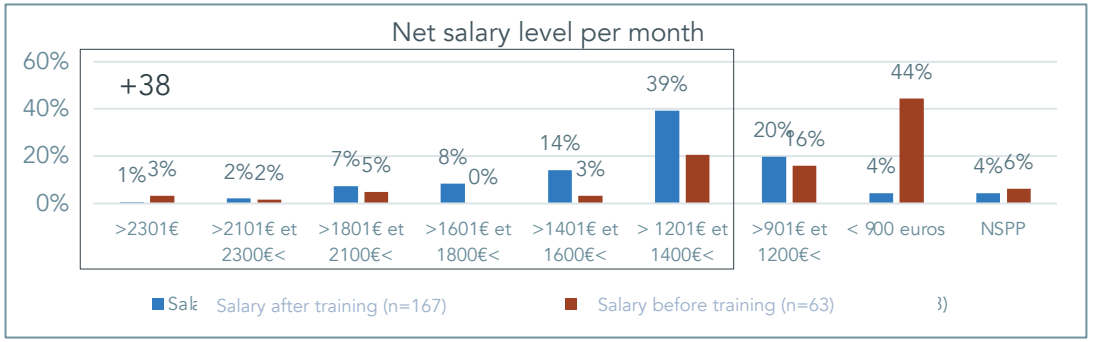
A clear increase in the learners' income level following the training, especially for those who were earning the least before Generation

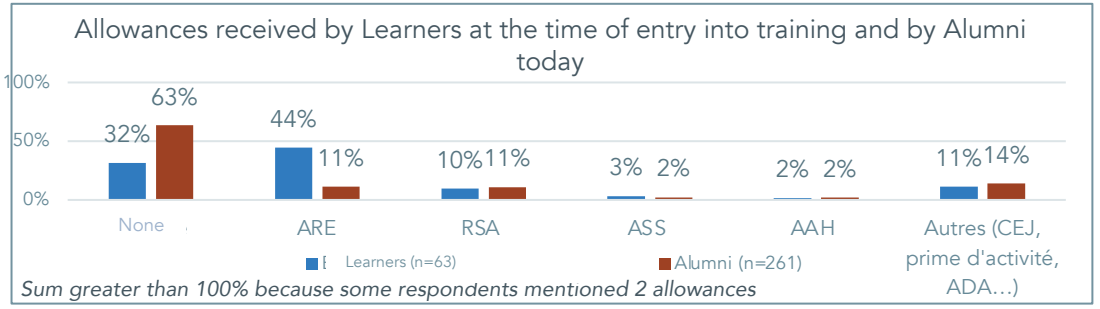
- 44% of Learners say they earn less than €90 net per month when they start training. Conversely, only 4% of Alumni are now paid less than €900
- 72% of Alumni earn more than €1,201 net per month compared to 36% of Learners at the start of training
- 17% of Alumni who obtained a job had received a merit bonus.

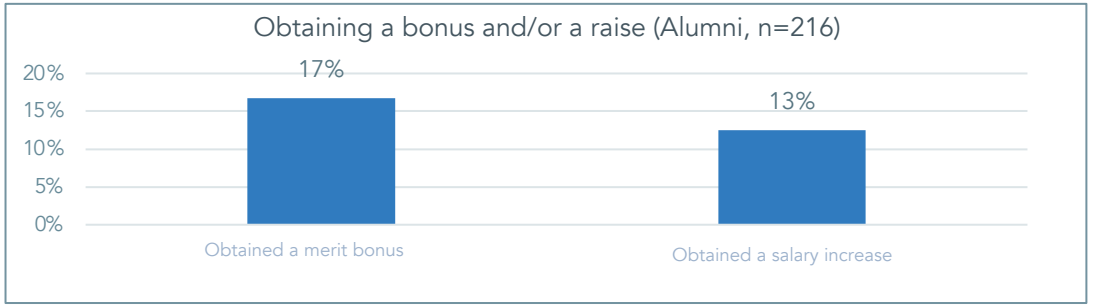
A significant drop in the proportion of benefit recipients before/after training:

44% of entrants received the unemployment allowance to help return to work *("Allocation d'aide au retour à l'emploi, ARE")* compared to only 10% of Alumni. That is a gap of 34% between the incoming population and the Alumni.

An improvement sign in the economic situation is that some respondents indicate that they have benefited from a salary increase since taking up their position after the Generation training.







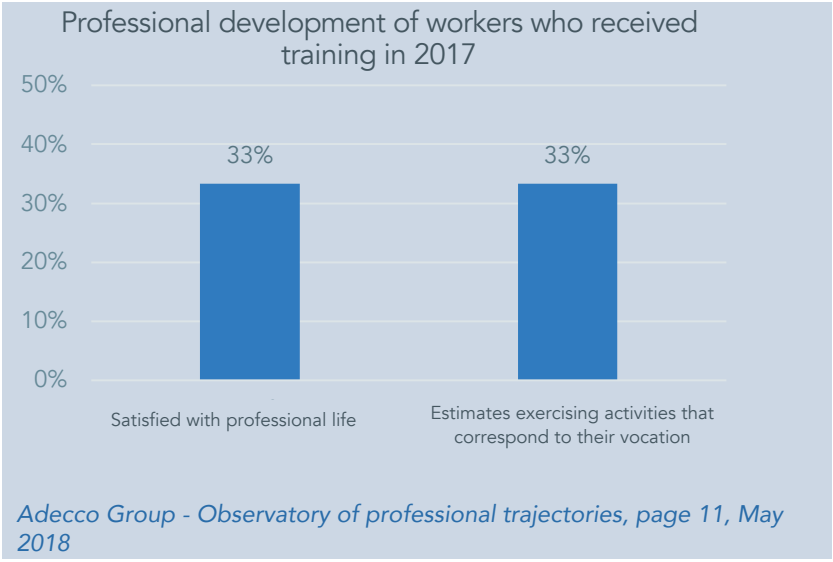
Impact on learners
Access to a chosen profession: people in employment

Improved professional growth
While some interviews highlighted the difficulties of the job, particularly Customer Care (rhythm, supervision, feeling of uselessness), a large majority of Alumni say they are satisfied:

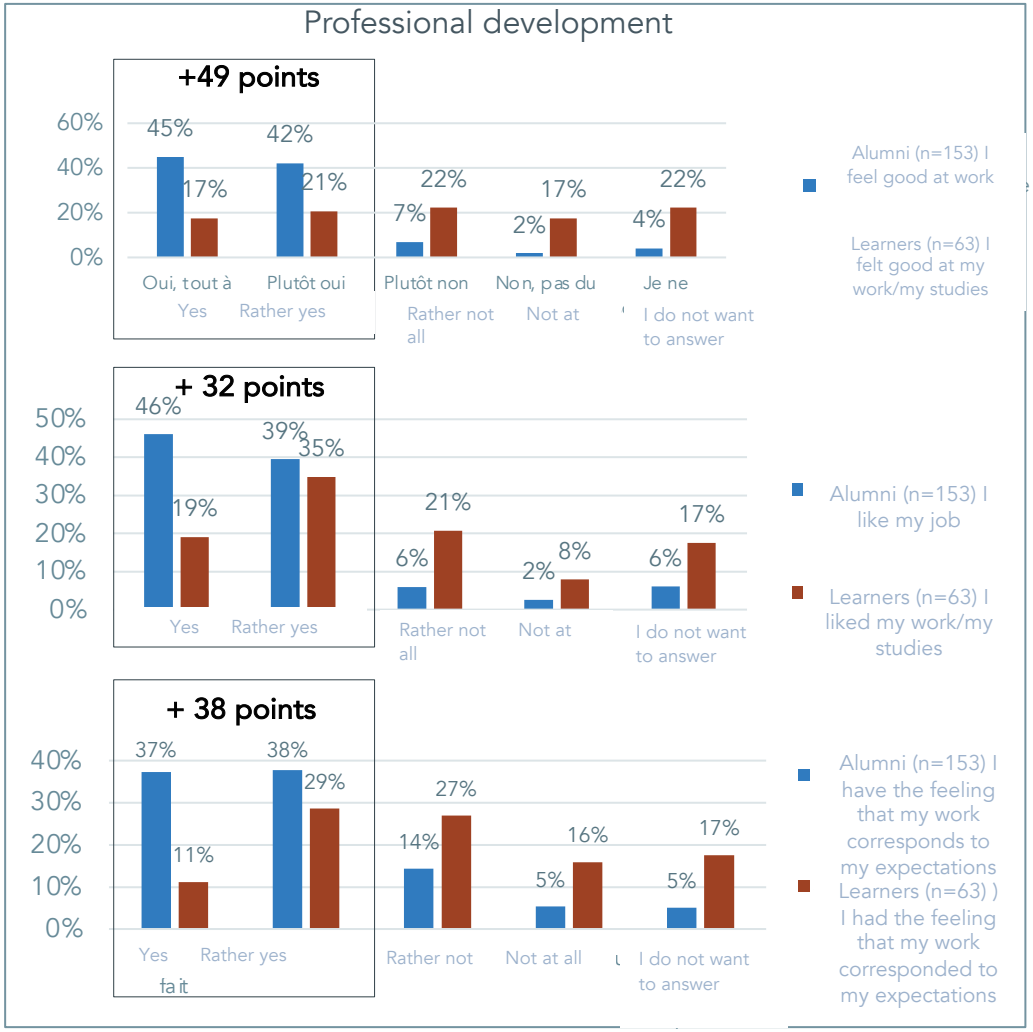
- 87% feel good at work
- 85% like their job
- 75% feel that their work meets their expectations

The available comparison data show significantly lower professional fulfillment scores among the working population who received training in 2017.

In addition, the comparison with the responses of learners at the start of training highlights a clear improvement before/after Generation in professional fulfilment.



Adecco Group - Observatory of professional trajectories, page 11, May 2018



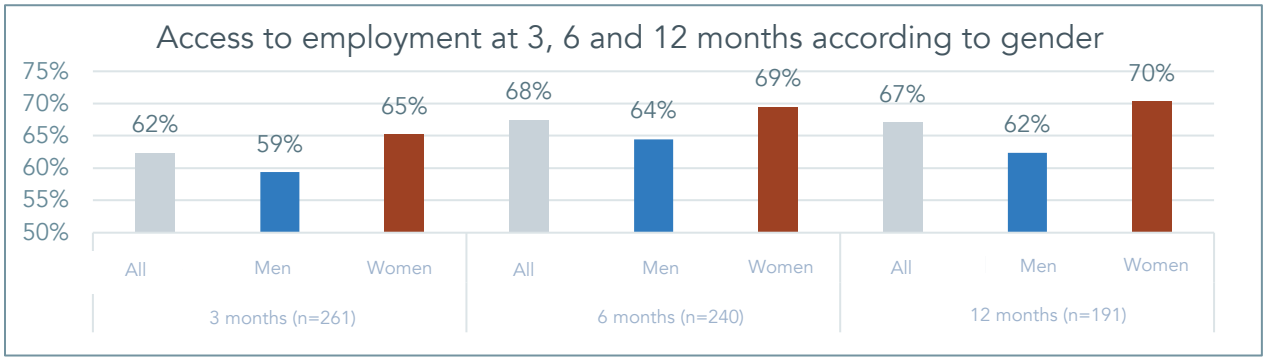
Focus on…
Gender effects

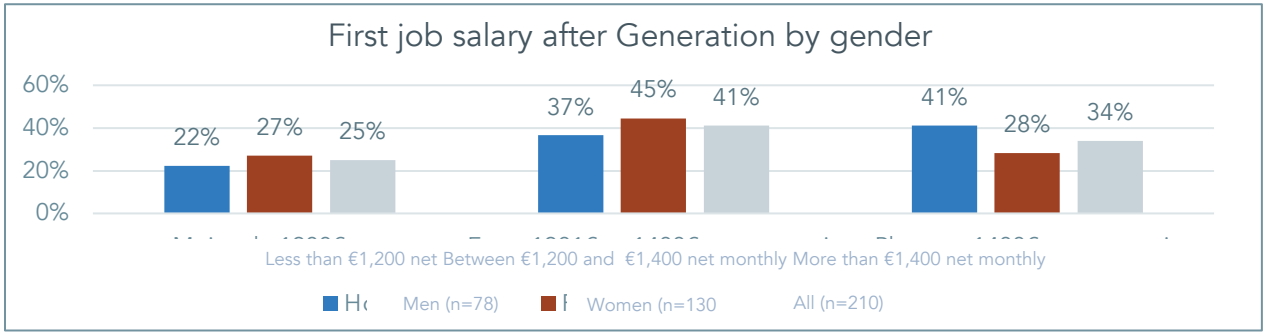
Women access faster to employment after Generation France than men:

- At 3 months, 65% of women have a job vs 59% of men
- At 6 months, 69% of women have a job vs 64% of men
- 12 months, 70% of women have a job vs 62% of men

However, Men find a better paid job than women:

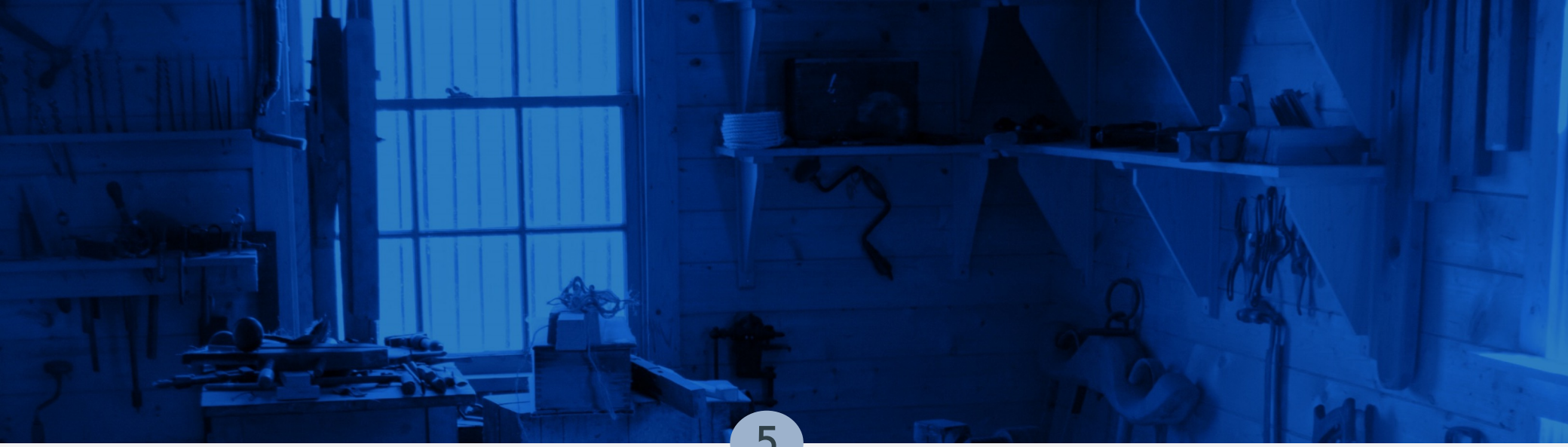
- 41% of men have a salary greater than €1,400 net compared to 28% of women
- 22% of men have a salary less than €1,200 net compared to 27% of women





Evaluating potential causes of these gender differences

- **Type of contract:** the difference in remuneration between men and women could come from a difference in the type of contract, but it is not a hypothesis verified by the data as men and women tend to find permanent and fixed term jobs in similar proportions.
- **A gender-differentiated "training followed" factor**: the difference could come from a difference in exit remuneration according to training. The predominance of Customer Care respondents (86% of respondents) does not allow us to conclude due to a lack of data on other formations.
- **A "salary negotiation" factor**: illuminated in the academic literature, indicating pay expectations and wage negotiation practices differ according to gender



5

Impact on employers

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Impact on employers
Overview

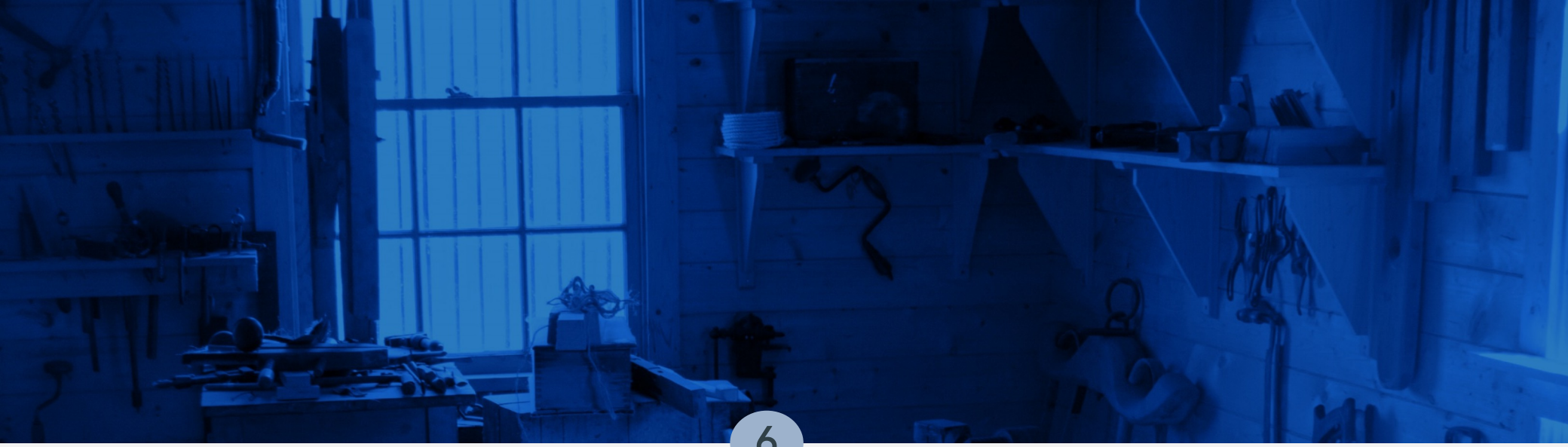
Overall, all employers interviewed were very satisfied with the partnership with Generation France, with a majority of employers highlighting:

1. **Well managed partnership with strong communication** from the Generation team throughout the training
2. **High quality of candidate list from Generation, with more diverse profiles** from underserved populations or non-traditional education or work experience
3. **High motivation levels of Generation learners who are fully aware of the sector and role requirements** - many employers have called out that Generation learners 'know what to expect' and 'want to work in the field'
4. **Strong performance of Generation learners compared to other sourcing channels** - employers mentioned that learners arrive with all the required basic & importance concepts, allowing them to ramp up in the job faster
5. **Lower hiring and turnover costs** - data collected from 4 employers shows that Generation is able to help employers reduce costs with a more efficient recruitment process and lower employee turnover

Estimated avoided costs for employers when hiring from Generation

€ 25 per hire due to simplification in sourcing tasks	€ 12 per CV sourced due to simplification in resume filtering	€ 20 per interview conducted due to reduction in false leaps to interview	€ 420 per hire due to reduced turnover
Based on teleconsultant hiring	*Based on healthcare assistant hiring*	*Based on customer care executive hiring*	

Some employers also offered feedback to improve the partnership further whereby Generation can more consistently meet their recruitment needs as it scales up by having a sustained pipeline of learners(as opposed to current periodic cohort model) and an improved 'job dating' process.



6

Impact on Government

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Impact on Government
Towards an Avoided Social Costs analysis (1/2)

This report makes it possible to reconstruct the paths of the beneficiaries over a long period of time and sheds light on the impact of Generation on their trajectories. These different elements shed light on the effectiveness of Generation France's action. Based on these data, the authors suggest that a **study of the economic impact** and efficiency of Generation could soon be engaged – in particular by questioning the economic impact of the action of the association for its public stakeholders. The potential for economic impact and "Avoided Costs" associated with Generation's action is illustrated below.

with their resources	*…the Generation teams are transforming the learners' TRAJECTORY during the months following the program*	*…inducing several types of ECONOMIC IMPACTS for the public authorities*
Financing from public and private partners	• Faster return to work than the comparison group • Increased access to permanent employment compared to the population of comparison • Job stability post-training • Increased remuneration versus pre-Generation income	• For each month of avoided unemployment, there are costs avoided of social benefits
	• A host of other indirect economic improvements (health, housing, etc.)	• For each month of additional income, there's an impact on the income tax

Putting the costs of the program and the economic impacts generated into perspective would make it possible to conclude on the social return on investment of Generation…

Impact on Government
Towards an Avoided Social Costs analysis (2/2)

1. Using the data from this study, we are already reconstructing **the employment trajectories in the period following the training**. By comparing them to the available witness data, we show a **REDUCED TIME** for accessing the first job after training

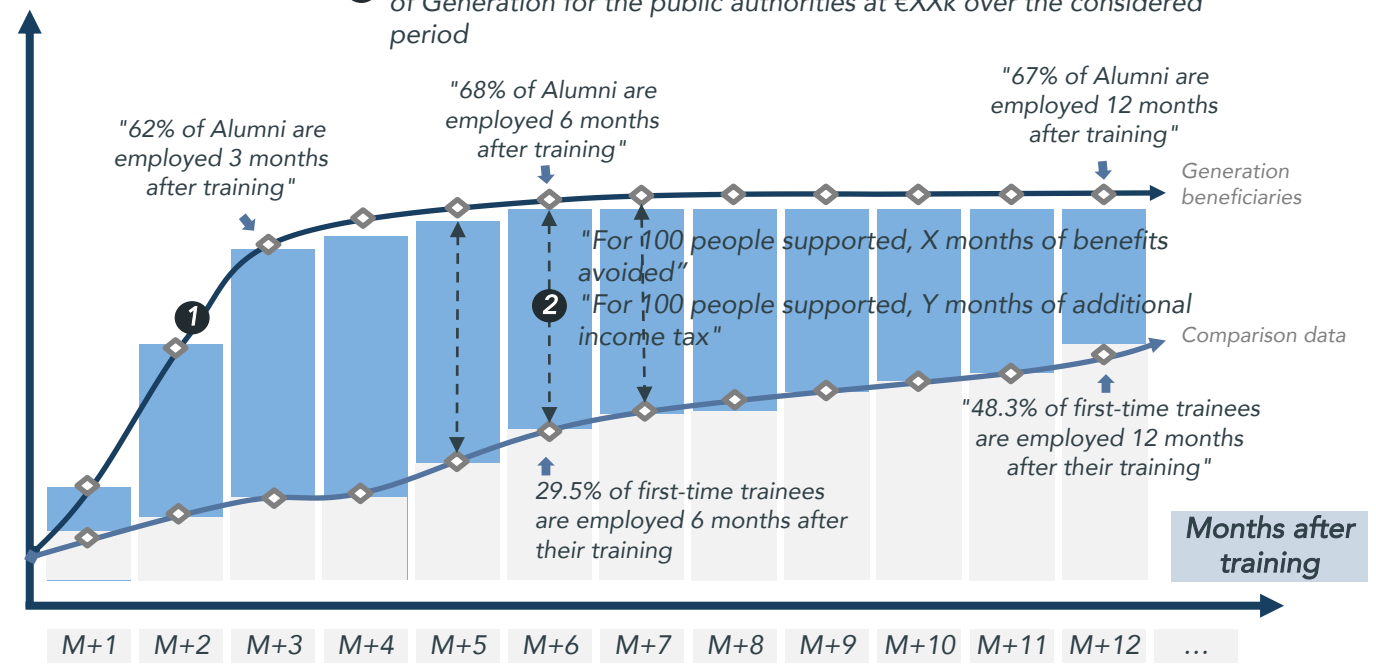
2. This makes it possible to identify a **PERIOD OF MONTHS** during which
   1) the social benefits are not given
   2) income taxation is effective

3. After 12 months after the training, the sum of the Avoided Costs associated with unpaid social benefits and complementary tax revenue, allows to calculate the **ECONOMIC IMPACT** of the training.

4. The economic impact of the training is put into perspective, allowing to decide on the **EFFICIENCY** of Generation for its public stakeholders…

Modeling suggestion for a Generation efficiency study*

3 *The sum of the Avoided Costs associated with unpaid social benefits and additional tax revenue makes it possible to estimate the economic impact of Generation for the public authorities at €XXk over the considered period*



4 $\frac{\text{Cumulative economic impacts over the post-training period}}{\text{Resources devoted to carrying out the training}} =$ ***Ratio Costs - Benefits of Generation training***

*Additional study forthcoming

7

Suggestions for future M&E efforts

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Lessons & Perspectives
Suggestions for future monitoring and evaluation work

This impact study was conducted by the Generation team as the first step towards setting up a system for regularly evaluating its impact. In the long term, the association thus intends to 1) SYSTEMATIZE the collection of impact data from its beneficiaries, 2) ENRICH the discussion with its internal and external stakeholders around professional integration and recruitment, and 3) STRENGTHEN the robustness of the analyses carried out.
Several suggestions can be formalized in order to prepare this work and complete this study.

1. In the continuity of the practices already established within the association, systematize the collection of data from outgoing beneficiaries to document their **SHORT- AND MEDIUM-TERM TRAJECTORY** after the training (+3 months, + 6 months).
To have data on the **LONG-TERM TRAJECTORIES** of the beneficiaries (+12 months, +18 months, +24 months): a **bi-annual questionnaire** survey conducted among the promotions of the last 2 years could be considered.

2. Reinforce the demonstration provided on the issue of the acquisition of the **KNOW-HOW**- currently based on declarative data ("progress perceived by Learners"). The use of objective measurement scales (based for example on Before/After knowledge checks) could be included in Learner surveys.

3. With the aim of deploying the Generation model at the national level, we need to further strengthen the **counterfactual analysis, making it possible to attribute to Generation the improvements observed in the professional trajectory of the Beneficiaries**. To go beyond the simple comparison with public data carried out in this study, the implementation of a statistical MATCHING system can be suggested – in particular in connection with the DARES and/or Pôle Emploi.

4. To deepen the analysis of the impacts on the recruitment process, **continue to collect DATA from partner COMPANIES on the various indicators identified as part of the study**.

5. To promote the full use and appropriation of impact data**, set up a BODY dedicated to social impact assessment** and social innovation within Generation – with the aim of 1) supporting the analysis of the data collected and the formalization of regular impact reports, 2) identify the lessons that can be drawn from this data and 3) support the regular development of the association's impact measurement tools (repository, indicators, etc.). The use of the Net Promoter Score as a steering indicator can be considered (comparison of the NPS according to different audiences, methods or content of support) to support reflections on the continuous improvement of the program.