



EUSALP EU STRATEGY FOR THE ALPINE REGION
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ACTION GROUP 3

Labour market, education and training

WORK PLAN

2026-2028

Executive Summary

Action Group 3 (AG 3) focuses on labour market, education, and training within the Alpine Region. Building on the achievements of the 2023-2025 period – most notably the development of a soft skills toolset and the "Discover Mountain Jobs" (DMJ) initiative – the new Work Plan aims to foster a competitive, resilient Alpine education and labour space by prioritizing four strategic areas of intervention:

- **Skills Development:** Wide diffusion will be given to the soft skills toolset and digital training modules developed for tutors and recruiters. The Group aims to expand this framework to include AI collaboration rubrics and hybrid skillsets that bridge human communication with technological oversight.
- **Youth Mobility and Education:** AG 3 will work to create a unified educational space by developing Alpine info session modules for mobility agencies and organising study visits to promote exchanges for Vocational Education and Training (VET) students.
- **Professional Opportunities:** New DMJ editions will be organised to raise awareness of Alpine professions and counteract depopulation. A DMJ dedicated labelling system for good practices will be launched and a new "Alpine jobs" communication tool created.
- **Remote Working and Learning:** In collaboration with the Youth Council, AG 3 will co-organize the "Stay Local, Learn Global" event to promote remote higher education and innovation hubs in peripheral areas.

To ensure effective implementation, the Group will hold yearly AG 3 LABs with professional facilitation and work closely with other Macro-regional Strategies to embed social priorities into EU programs.

1. Focus and Scope of the Action Group

Action Group 3 focuses on creating an Alpine-wide education and training space and fostering a competitive labour market across the region. It aims to support strategic sectors and Alpine value chains to maintain high employment levels and increase the attractiveness of the Alpine area. A key priority is to adapt skills and professions to tackle environmental, technological and market challenges and ensure that the workforce, particularly young people, is equipped for future demands. This involves promoting education and training initiatives that strengthen professional and technical competences while supporting mobility and cooperation among Alpine States and Regions. By aligning education and labour market strategies, AG 3 contributes to building resilient value chains and sustainable economic development throughout the Alpine arc.

2. Key Tangible Achievements 2023-2025

AG 3 activities foreseen in the 2023-2025 Work Plan brought several achievements that will be capitalized on in the 2026-2028 period, as explained below.

1) Soft skills:

- Development of **draft toolset** for the observation, validation and assessment of 3 selected soft skills (communicating; creative thinking; collaborating in teamwork and networks) based on the [2022 Soft skills publication](#);
- **Testing phase** in n. 12 pilot sites in Austria, Italy and Slovenia, for a total of n. 65 individuals.
- Integration of feedback from pilot sites and **final version of the soft skills toolset and the Users' guidelines**.
- **Translation** of toolset, guidelines and a summary of the 2022 publication **in all EUSALP languages** and subjected to **graphic review**; they are **freely available on the AG 3 section of the EUSALP website** and will be promoted through a dedicated campaign on EUSALP social networks.
- **Soft Skills Conference 2024** in Izola (SI) in the framework of the Mediterranean Coast and Macro-Regional Strategies Week for the presentation of the draft soft skills toolset and launch of pilot phase. MRS-focused panel to exchange on skills' activities in all four Macroregional Strategies, which prompted the inclusion of AG 3 in a **4MRS thematic working group on education and social affairs** to exchange on relevant activities and pursuing the **embedding** of MRS social priorities in the ESF and other mainstream programmes.
- **Soft Skills Conference 2025** in Trieste (IT) with political and institutional stakeholders (DG EMPL presenting on the Union of Skills), pilot sites, AG 3 members and Youth Council. Invitation of speakers from the education, research and labour market sectors to comprehensively discuss the importance of valuing soft skills and support their acquisition, exercise and formal recognition. Presentation of the final soft skills toolset.

2) Youth and jobs:

- **Discover Mountain Jobs (DMJ) 2024** held in the Vercors area – French Prealps – and hosted by AFRAT. Focus on diverse mountain professions and the impact of climate change on them, reflection on the need to integrate competences and jobs (multi-activity). Meeting with professionals and field visits, including to a “third place” (link to CCP#1 digitalization). Success story on DMJ 2024.
- **2025 thematic DMJ on forest ecosystem and wood-based value chains** organized in Trentino (IT). Field visit to VET school and local companies; meeting with representatives of the private, public and research sectors. Discussion on climate change impact (Vaia Storm), re-organization and collaboration across the value chain, link to CCP#4 on circular economy. The DMJ thematic is providing inspiration for similar experiences in the French Alps (CIMME and Interreg IT-FR project) and the prospective labelling will enable the identification of good practices in the Alpine area.
- Development of a **DMJ comparative report** to enable knowledge sharing, identify good practices, and provide practical examples for the organization of similar experiences by interested stakeholders.
- **Exploratory study on multi-activity mountain jobs** (link to CCP#1).

3) Collaboration with EUSALP Youth Council (YC)

Invitation of YC members in all AG 3 online meetings, LABs and events as speakers. Support the inclusion of YC in ASP projects linked to AG 3.

4) Collaboration with other AGs through CCPs

CCP#1:

- Participation in AG 5 meetings and events: workshop in DAC 2024; speakers in DAC 2025; contribution to CCP#1 workshop in Annual Forum 2025; exploring the potential of digitalization to enhance remote working in the DMJ 2024;
- Studies: Multi-activity mountain jobs exploratory study; collection of practices on remote training and working.

CCP#4:

- Participation in meetings;
- Field visit to a circular economy company included in DMJ 2025.

5) Strengthening AG 3

Organization of yearly **AG 3 LABs** with the support of a professional facilitator to reinforce mutual trust and share responsibilities among AG 3 members and concretely advance in the planning and implementation of activities.

3. Priorities 2026-2028

AG 3 will continue its work in line with the previous Work Plan 2023-2025 by capitalising on the results achieved and expanding on previous priorities such as soft skills, youth and jobs, remote working and learning. In addition, AG 3 will integrate market transformations and professional opportunities in Alpine territories to address current market crises and workforce re-organization, especially by leveraging opportunities linked to Alpine value chains. The activities foreseen within each priority component will contribute to one or more AG 3 main topics included in the EUSALP Action Plan:

- 1) Improving conditions to increase access to jobs and attract highly qualified labour to counter brain drain, loss of labour force and depopulation in peripheral areas;
- 2) Developing joint training initiatives to improve upskilling and reskilling in line with market needs, transformations and crises;
- 3) Supporting the development of Alpine value chains that prioritise local products based on traditional knowledge and production practices;
- 4) Raising awareness of remote working and learning to support skilled/intellectual/entrepreneurial jobs in decentralised and rural areas.

Collaboration with AG 5 is expected to continue on topics related to the digital transformation of the Alpine Region and its impacts on professional opportunities, as well as on studying and training formats. Other topics may be addressed to enhance the collaboration with other AGs and to contribute to the EUSALP missions. In particular, synergies with AG 1 may arise on remote learning and rural innovation hubs.

Moreover, AG 3 will work with the other three Macroregional Strategies (MRSs) for **embedding** and knowledge/practice exchange in the context of a working group on education, employment and social affairs. Activities foreseen include participating in the 4MRSs working group meetings, enhancing dialogue at the EU level (in particular with **DG REGIO** and **DG EMPL**), and contributing to **joint events with political relevance**.

AG 3 acts as a laboratory to experiment with pilot tools, events, and solutions, which can be further developed outside the Group by interested members and/or relevant external stakeholders, as in the case of the DMJ thematic format.

3.1. Key Activities 2026-2028

Main topics	Key activities
1) Improving conditions to increase access to jobs and attract highly qualified labour to counter brain drain, loss of labour force and depopulation in peripheral areas 2) Developing joint training initiatives to improve upskilling and reskilling in line with market needs, transformations and crises 4) Raising awareness of remote working and learning to support skilled/intellectual/entrepreneurial jobs in decentralised and rural areas	SKILLS SOFT SKILLS The following activities aim to diffuse and enable the use of the soft skills toolset developed within the Support EUSALP Project as well as advance in the knowledge sharing about the identification, assessment and validation of soft skills: • Develop digital training modules for the use of the Support EUSALP soft skills toolset, especially for tutors and recruiters in companies; • Initiate a collection of practices relating to tools and methodologies for the identification, assessment and validation of soft skills; • In line with the AG 3 dedicated policy recommendation, support the development of an EUSALP-pilot initiative on soft skills as an autonomous project proposal (external to AG 3) with the contribution of relevant stakeholders and AGs, and encompassing several components: (1) capitalize on the AG 3 toolset for observing, assessing and validating soft skills to create courses/learning modules for teachers, Human Resources professionals, and tutors; (2) widen the number of soft skills considered in the toolset; (3) adopt the toolset in all relevant contexts (secondary education and VET systems, career guidance, employment agencies, etc.); (4) envision cross-border mobility of trained teachers, students and workers to act as multipliers of good practices. OTHER SKILLS Soft skills alone are not « enough » in an AI-driven and circularly-oriented Alpine economy. Therefore, AG 3 aims to widen the scope of skills considered by linking with AI, circular economy, and hard skills relevant in Alpine sectors and for STEM disciplines. It is expected an increasing request in terms of hybrid interaction skills, which bridge human communication and operational capabilities with agentic AI systems. To this end, it is proposed to work towards identifying hybrid skillsets that respond to universal and cross-sector transitions, ensuring long-term relevance for Alpine economies exposed to demographic change, labour shortages and automation. A first step includes: • expanding modularly the soft-skills toolset already validated to include AI collaboration rubrics; • laying the foundation for an expanded competency taxonomy that integrates: ▪ sector-specific hard skills ▪ transversal soft skills ▪ emerging human-machine collaboration skills (e.g., orchestration of AI agents, iterative prompting, oversight and ethics in automation). • based on previous activities, organizing a thematic event on hybrid skills required by AI developments with the participation of political representatives. In addition, • Envision other ways of transferring knowledge on skills in Alpine contexts through remote training formats and with involvement of new actors (e.g. youth associations), including to support new pathways to circular skills development in rural Alpine areas with limited access to training facilities.

	Expand the use of the Support EUSALP soft skills set and other skills activities to HVET and other contexts.
1) Improving conditions to increase access to jobs and attract highly qualified labour to counter brain drain, loss of labour force and depopulation in peripheral areas 2) Developing joint training initiatives to improve upskilling and reskilling in line with market needs, transformations and crises 3) Supporting the development of Alpine value chains that prioritise local products based on traditional knowledge and production practices 4) Raising awareness of remote working and learning to support skilled/intellectual/entrepreneurial jobs in decentralised and rural areas	YOUTH EDUCATION Contribute to developing an Alpine unified educational space supporting youth mobility in the Alpine Region between VET schools and companies through the following activities: - Link with mobility agencies at the relevant administrative level to inform on the specificities of the Alpine context, detect their interest and discuss their needs to promote Alpine exchanges and organize dedicated info sessions; - Develop training module for mobility agencies on how to organize an Alpine info session; - Raise awareness through study visits or events on Alpine mobility opportunities in specific sectors (e.g., forest and wood, textile, tourism, cooking, crafts, agriculture, etc.) organized in national language + English for a more effective involvement of territorial stakeholders. Study visits could be organized with and for VET experts and practitioners by adapting the DMJ format to the discovery of learning opportunities. Mobility experiences would enable students to meet new learning perspectives and new topics, acquire work experience if enterprises are involved, and contribute to both their personal and professional growth. More generally, enhancing mobility would reinforce interregional links by building bridges among regions and countries, facilitate the creation of a network of entities/companies involved and strengthen long term collaboration in the Alps. - Promote the adoption of the CWA «Guidelines for dual-based training systems» in companies hosting VET students as well as by including it in digital modules for recruiters in companies. PROFESSIONAL OPPORTUNITIES Raising awareness of professional opportunities in mountain areas to counteract depopulation trends and enable the exercise of the right to stay. Useful activities would be: - Organize Discover Mountain Jobs - DMJ (at least two editions) linked to new sectors and value chains and/or in collaboration with EU-funded projects. To capitalize on previous DMJ experiences, a dedicated communication strategy should be developed and an EUSALP DMJ labelling could be created to award similar initiatives in the Alpine Region (exchange with AG 4 on labelling experience); - Keep contributing to the inventory on mountain job discovery initiatives. - Create a general communication tool that defines 'Alpine jobs' and what working in the Alps entails (targeted stakeholders: young people, policy makers, etc.). The content will encompass mountain specificities, attractiveness of the Alps, portfolio of specific jobs.
1) Improving conditions to increase access to jobs and attract highly qualified labour to counter brain drain, loss of labour force and depopulation in peripheral areas	REMOTE WORKING AND LEARNING A wider connectivity and the diffusion of new ways of working/learning can contribute to both enhancing the potential of decentralised/rural areas as stable locations for living and working and facilitate the access to public and private services. AG 3 will deal with these aspects through the following proposed activities:

4) Raising awareness of remote working and learning to support skilled/intellectual/entrepreneurial jobs in decentralised and rural areas	• Co-organization of the event “Stay Local, Learn Global”, proposed by the YC Thematic Group 4 on remote higher education opportunities. The event aims to include both Universities and VET/HVET hubs offering studying opportunities in peripheral areas and could contribute to strengthen collaboration aimed at transferring knowledge from research and innovation centres to territorial stakeholders in terms of life-long learning. Beyond the collaboration with the YC, it is also foreseen an involvement of AG 1 and AG 5 in the event. • Keep contributing to the inventories on (1) remote working opportunities and (2) remote learning opportunities in universities and (H)VET, LLL centres; • Develop a policy brief that capitalizes on the 2025 study on rural multi-job holding as a way to strengthen access to jobs and attracting talents in mountain areas; • Start reflecting on the potential of innovation hubs in local areas: for instance, as places to host remote workers, learners and multi-active subjects, as hubs to cluster public and private services, as laboratories to experiment on intersectoral and community collaboration projects. This activity could be carried on in collaboration with AG 1.
2) Developing joint training initiatives to improve upskilling and reskilling in line with market needs, transformations and crises	MARKET TRANSFORMATIONS AND WORKERS RESILIENCE Market transformations and sectorial crises may have repercussions in terms of unemployment that can be partly anticipated through the adoption of strategies aimed at supporting workers in transition and facilitating their permanence in the job market. To this end, it is proposed to: • organize an event involving political representatives to exchange knowledge on how market transformation and sectorial crises are being tackled in the different Alpine countries to support workers’ transition.
1) Improving conditions to increase access to jobs and attract highly qualified labour to counter brain drain, loss of labour force and depopulation in peripheral areas	COLLABORATION WITH OTHER MRSS Contribution to an MRS-joint event on social affairs during the Macro-regional & Sea Basin Strategies Days with the participation of political representatives (e.g. Friends of EUSALP).

3.2. Missions

AG 3’s contribution to the EUSALP Missions will be defined based on the Missions approved by the General Assembly, starting from 2026.

4. Communication

The AG3 coordinating team is responsible for communicating the Group’s activities and actively participates in capacity-building and training initiatives organized by the EUSALP Secretariat on communication.

To strengthen its outreach, AG3 can leverage the EUSALP Secretariat’s communication support in several ways:

- **EUSALP Community database (CRM):** Share targeted flash news on AG3 activities (e.g., DMJ, thematic conferences like “Stay Local, Learn Global”), develop content for newsletters and distribute save-the-dates, invitations, and event updates to the entire EUSALP community.

- **EUSALP Website:** Ensure AG3 events appear in the annual EUSALP calendar, manage event registrations and participants data, and regularly update the AG3 webpage with news, articles, and relevant materials regarding AG3 activities.
- **EUSALP Social Networks:** Promote soft skills toolset and guidelines in all Alpine languages on LinkedIn, highlight AG3 events (DMJs and thematic conferences) through dedicated posts, and showcase studies or outputs such as multi-activity mountain jobs.

4.1. Dissemination and Communication Activities

EUSALP website and social media channels
Use of AG 3 dedicated page on the EUSALP website and of EUSALP social media (LinkedIn, Instagram, Youtube) to upload contents developed by the Group and through conferences/events.
External dissemination (Interreg ASP and/or external communication channels)
- The Autonomous Province of Trento will publish press releases on events and main activities of AG 3. - AG 3 will propose an EUSALP “Discover Mountain Jobs” labelling for relevant events organized in the Alpine Region, and thus contribute to create a stakeholder network.
Dissemination of results to policymakers
- Involvement of political representatives and policymakers in thematic events as speakers or audience; - Sharing results achieved through policy briefs, targeted communication material.
Success Stories
To be decided based on the development of AG 3 activities.
Documents and results useful for communication purposes
- Alpine jobs communication tool. - Targeted promotion of Support EUSALP soft skills toolset in all Alpine languages to promote their use in VET contexts and beyond. - Targeted communication on the multi-activity mountain jobs concept. - Communication strategy for DMJ events (candidature process) and their results.

4.2. Events and Research

List of Potential Events

2026

- AG3 LAB with professional facilitation (tentative date: mid-April)
- Event “Stay Local, Learn Global” with the EUSALP Youth Council (tentative date: end of May)
- Contribution to an event on social affairs together with other MRSs (Summer)

2027

- AG3 LAB with professional facilitation (tentative date: March)
- Discover Mountain Jobs 2027 edition (Summer)
- Thematic event with political representatives (e.g., on hybrid skills required by AI developments)

2028

- AG3 LAB with professional facilitation (tentative date: March)
- DMJ 2028 edition (Summer)
- Thematic event with political representatives (e.g., on measures to support workers’ transition in response to market transformation and sectorial crises)
- Thematic event (e.g., study visit to promote Alpine mobility on a specific sector/value chain)

Research outputs may be required following careful planning within AG 3 LABs.

5. Work Plan Outputs and Results

5.1. Monitoring Indicators

Project/Activities

Name	Pillar	Action	Topic	Goal	Activities	Start Date	End Date	Funding source
Soft skills	Pillar 1	AG3: To improve the adequacy of labour market, education and training in strategic sectors	Improving the conditions to increase access to jobs and attract talents	Enhancing soft skills recognition and capitalization of soft skill toolset	Developing digital training modules for the use of the Support EUSALP soft skills toolset, especially for tutors and recruiters in companies. Initiating a collection of practices relating to tools and methodologies for the identification, assessment and validation of soft skills. Supporting the development of an EUSALP-pilot initiative on soft skills as an autonomous project proposal (external to AG 3).	01/01/2026	31/12/2028	4Support EUSALP
Other skills	Pillar 1	AG3: To improve the adequacy of labour market, education and training in strategic sectors	Improving the conditions to increase access to jobs and attract talents	Widen the scope of skills considered by linking with AI, circular economy, and hard skills relevant in Alpine sectors and for STEM disciplines	Identifying hybrid skillsets that respond to universal and cross-sector transitions, ensuring long-term relevance for Alpine economies exposed to demographic change, labour shortages and automation. Expanding modularly the soft-skills toolset already validated to include AI collaboration rubrics. Laying the foundation for an expanded competency taxonomy that integrates sector-specific hard skills, transversal soft skills,	01/01/2026	31/12/2028	4Support EUSALP

					emerging human-machine collaboration skills. Raising awareness of transversal and human-centric skills required to enhance circularity in Alpine sectors. Organizing a thematic event on hybrid skills required by AI developments with political representatives. Transferring knowledge on skills in Alpine contexts through remote training formats and with involvement of new actors.			
Youth - education	Pillar 1	AG3: To improve the adequacy of labour market, education and training in strategic sectors	Improving the conditions to increase access to jobs and attract talents	Supporting youth mobility in the Alpine Region to foster the development of an Alpine unified educational space	Linking with mobility agencies to inform on the specificities of the Alpine context, detect their interest and discuss their needs to promote Alpine exchanges and organize dedicated info sessions; Developing training module for mobility agencies on how to organize an Alpine info session; Raising awareness through study visits or events (in national language + English) on Alpine mobility opportunities in specific sectors with and for VET experts and practitioners Promoting the adoption of the CWA «Guidelines for dual-based training systems» in companies hosting VET students and by including it in digital modules for recruiters in companies	01/01/2026	31/12/2028	4Support EUSALP

Youth - professional opportunities	Pillar 1	AG3: To improve the adequacy of labour market, education and training in strategic sectors	Improving the conditions to increase access to jobs and attract talents	Raising awareness of professional opportunities in mountain areas	Organizing the Discover Mountain Jobs (DMJ) event linked to new sectors and value chains and/or in collaboration with EU-funded projects. Developing a DMJ dedicated communication strategy (with EUSALP Secretariat); Developing an EUSALP DMJ labelling to award similar initiatives in the Alpine Region (exchange with AG 4 on labelling experience); Creating a general communication tool that defines 'Alpine jobs' and what working in the Alps entails for targeted stakeholders; Contributing to the inventory on mountain job discovery initiatives.	01/01/2026	31/12/2028	4Support EUSALP
Remote working and learning	Pillar 1	AG3: To improve the adequacy of labour market, education and training in strategic sectors	Raising awareness on the potential of remote working and learning methods	Enhancing the potential of decentralised/rural areas as stable locations for living and working/learning	Co-organizing of the event "Stay Local, Learn Global", proposed by the YC Thematic Group 4 on remote higher education opportunities. Expanding the inventories on (1) remote working opportunities and (2) remote learning opportunities in universities and (H)VET, LLL centres. Develop a policy brief that capitalizes on the 2025 study on rural multi-job holding as a way to strengthen access to jobs and attracting talents in mountain areas.	01/01/2026	31/12/2028	4Support EUSALP
Market transformations	Pillar 1	AG3: To improve the adequacy of labour market,	Developing joint training, up-skilling and re-	Building knowledge on how to support workers in transition and facilitate	Exchanging practices to support workers in transitions due to market transformations and sectorial crises	01/01/2026	31/12/2028	4Support EUSALP

and workers' resilience		education and training in strategic sectors	skilling courses responding to market requests	their permanence in the job market				
Collaboration with other MRSs	Pillar 1	AG3: To improve the adequacy of labour market, education and training in strategic sectors	Improving the conditions to increase access to jobs and attract talents	Enhance dialogue with EU Commission for the embedding of MRS priorities as well as knowledge/practice exchange in the context of a working group on education, employment and social affairs	Participating in the 4MRSs working group meetings. Enhancing dialogue at the EU level (in particular with DG REGIO and DG EMPL). Contributing to joint events with political relevance.	01/01/2026	31/12/2028	4Support EUSALP

Indicators

Action	Object	Name	Indicators Category	Type of Unit	Unit	Target	Value
AG3: To improve the adequacy of labour market, education and training in strategic sectors	Soft skills	Developing digital training modules for tutors and recruiters in companies	a) Training programmes & activities b) Mentoring/peer exchanges c) Skills workshops/Labs d) Mobility, exchanges, Study tours e) Application of new business models and methodologies f) Innovation transfers g) Toolkits/tools	Training programme set up: Yes/No?	1 digital training module	1,00	0,00
AG3: To improve the adequacy of labour market, education and training in strategic sectors	Soft skills	Initiating a collection of practices relating to tools and methodologies for the identification, assessment and validation of soft skills.	a) Studies, surveys, mapping, data collection b) Good practices/Case studies c) Knowledge networks/ Think tanks / d) Observatories e) Thematic workshops/conferences"	N° of good practices/Cases	Tool or methodology for the identification, assessment and validation of soft skills	3,00	1,00
AG3: To improve the adequacy of labour market, education and training in strategic sectors	Soft skills	Supporting the development of an EUSALP-pilot initiative on soft skills as an autonomous project proposal (external to AG 3)	a) Cooperation between different AGs Joint proposal & project development b) Common methodologies adopted c) Alignment & coordination measures applied d) Trans-sectoral network or cooperation initiative	N° of Joint Applications to EU Funding Programmes across thematic areas	External project proposal	1,00	0,00

AG3: To improve the adequacy of labour market, education and training in strategic sectors	Other skills	Expanding modularly the soft-skills toolset already validated to include AI collaboration rubrics	a) Studies, surveys, mapping, data collection b) Good practices/Case studies c) Knowledge networks/ Think tanks / d) Observatories e) Thematic workshops/conferences"	N° of studies/surveys /mapping	Skill competence unit	1,00	0,00
AG3: To improve the adequacy of labour market, education and training in strategic sectors	Other skills	Transferring knowledge on skills in Alpine contexts through remote training formats with the involvement of new actors.	a) Training programmes & activities b) Mentoring/peer exchanges c) Skills workshops/Labs d) Mobility, exchanges, Study tours e) Application of new business models and methodologies f) Innovation transfers g) Toolkits/tools	N° of participants	Number of actors	5,00	0,00
AG3: To improve the adequacy of labour market, education and training in strategic sectors	Other skills	Organizing a thematic event on hybrid skills required by AI developments with political representatives	a) Events, Forums; b) Newsletters, Social Media campaigns, Storytelling; c) Dedicated Website	N° of events and activities	Thematic conference	1,00	0,00
AG3: To improve the adequacy of labour market, education and training in strategic sectors	Youth - education	Developing training module for mobility agencies on how to organize an Alpine info session	a) Training programmes & activities b) Mentoring/peer exchanges c) Skills workshops/Labs d) Mobility, exchanges, Study tours e) Application of new business models and methodologies f) Innovation transfers g) Toolkits/tools	Training programme set up: Yes/No?	1 digital training module	1,00	0,00
AG3: To improve the adequacy of labour market, education and training in strategic sectors	Youth - education	Linking with mobility agencies to inform on the specificities of the Alpine context, detect their interest and discuss their needs to promote Alpine exchanges and organize dedicated info sessions	a) Discussion forums/dialogue events; b) Brainstorming; c) Active exchanges; d) Joint formulation of concepts	N° of participants/stakeholders	Mobility agencies connected	4,00	0,00
AG3: To improve the adequacy of labour market, education and training in strategic sectors	Youth - education	Promoting the adoption of the CWA «Guidelines for dual-based training systems» in companies hosting VET students and by including it in digital modules for recruiters in companies	a) Events, Forums; b) Newsletters, Social Media campaigns, Storytelling; c) Dedicated Website	N° of events and activities	Targeted communication campaign	1,00	0,00

AG3: To improve the adequacy of labour market, education and training in strategic sectors	Youth - education	Raising awareness through study visits or events (in national language + English) on Alpine mobility opportunities in specific sectors with and for VET experts and practitioners	a) Events, Forums; b) Newsletters, Social Media campaigns, Storytelling; c) Dedicated Website	N° of events and activities	Study visit or event	1,00	0,00
AG3: To improve the adequacy of labour market, education and training in strategic sectors	Youth - professional opportunities	Contributing to the inventory on mountain job discovery initiatives	a) Studies, surveys, mapping, data collection b) Good practices/Case studies c) Knowledge networks/ Think tanks / d) Observatories e) Thematic workshops/conferences"	N° of good practices/Cases	New initiative identified	10,00	5,00
AG3: To improve the adequacy of labour market, education and training in strategic sectors	Youth - professional opportunities	Creating a general communication tool that defines 'Alpine jobs'	a) Events, Forums; b) Newsletters, Social Media campaigns, Storytelling; c) Dedicated Website	N° of participants/stakeholders/recipients	Recipient	50,00	0,00
AG3: To improve the adequacy of labour market, education and training in strategic sectors	Youth - professional opportunities	Developing a DMJ dedicated communication strategy (with EUSALP Secretariat)	a) Events, Forums; b) Newsletters, Social Media campaigns, Storytelling; c) Dedicated Website	N° of participants/stakeholders/recipients	Recipient	50,00	0,00
AG3: To improve the adequacy of labour market, education and training in strategic sectors	Youth - professional opportunities	Developing an EUSALP DMJ labelling to award similar initiatives in the Alpine Region (exchange with AG 4 on labelling experience)	a) Training programmes & activities b) Mentoring/peer exchanges c) Skills workshops/Labs d) Mobility, exchanges, Study tours e) Application of new business models and methodologies f) Innovation transfers g) Toolkits/tools	N° of good practices/Cases	Labelled project	3,00	0,00
AG3: To improve the adequacy of labour market, education and training in strategic sectors	Youth - professional opportunities	Organizing the Discover Mountain Jobs (DMJ) linked to new sectors and value chains and/or in collaboration with EU-funded projects	a) Events, Forums; b) Newsletters, Social Media campaigns, Storytelling; c) Dedicated Website	N° of events and activities	Discover Mountain Jobs event	2,00	0,00
AG3: To improve the adequacy of labour market, education	Remote working and learning	Co-organizing of the event "Stay Local, Learn Global" with the Youth Council	a) Events, Forums; b) Newsletters, Social Media campaigns, Storytelling; c) Dedicated Website	N° of events and activities	"Stay local, learn global" conference	1,00	0,00

and training in strategic sectors							
AG3: To improve the adequacy of labour market, education and training in strategic sectors	Remote working and learning	Expanding on the concept of multiple job holding in mountain areas by capitalizing on the study of multi-activity mountain jobs	a) Studies, surveys, mapping, data collection b) Good practices/Case studies c) Knowledge networks/ Think tanks / d) Observatories e) Thematic workshops/conferences"	N° of workshops/conf erences	Thematic seminar	1,00	0,00
AG3: To improve the adequacy of labour market, education and training in strategic sectors	Remote working and learning	Expanding the inventory on remote learning opportunities in universities and (H)VET, LLL centres	a) Studies, surveys, mapping, data collection b) Good practices/Case studies c) Knowledge networks/ Think tanks / d) Observatories e) Thematic workshops/conferences"	N° of good practices/Cases	Remote learning opportunity identified	20,00	11,00
AG3: To improve the adequacy of labour market, education and training in strategic sectors	Remote working and learning	Expanding the inventory on remote working opportunities	a) Studies, surveys, mapping, data collection b) Good practices/Case studies c) Knowledge networks/ Think tanks / d) Observatories e) Thematic workshops/conferences"	N° of good practices/Cases	Remote working opportunity identified	8,00	2,00
AG3: To improve the adequacy of labour market, education and training in strategic sectors	Remote working and learning	Develop a policy brief that capitalizes on the 2025 study on rural multi-job holding as a way to strengthen access to jobs and attracting talents in mountain areas	a) Policy recommendations b) Policy guidelines	N° of recommendations and/or guidelines provided to policy makers and political authorities	Policy brief	1,00	0,00
AG3: To improve the adequacy of labour market, education and training in strategic sectors	Market transformations and workers' resilience	Event with political representatives on practices to support workers in transitions due to market transformations and sectorial crises	a) Studies, surveys, mapping, data collection b) Good practices/Case studies c) Knowledge networks/ Think tanks / d) Observatories e) Thematic workshops/conferences"	N° of workshops/conf erences	Thematic conference	1,00	0,00
AG3: To improve the adequacy of labour market, education and training in strategic sectors	Collaboration with other MRSs	MRS-joint event on social affairs during the Macro-regional & Sea Basin Strategies Days with the participation of political representatives	a) Events, Forums; b) Newsletters, Social Media campaigns, Storytelling; c) Dedicated Website	N° of events and activities	Event with EUSALP political representatives	1,00	0,00

5.2. Work Plan Outputs

Project/Activity	Expected Output
Skills	1. Digital training modules for tutors and recruiters using the soft skills toolset; 2. Collection of tool and methodologies for the identification, assessment and validation of soft skills; 3. (Potential) project proposal on EUSALP-wide soft skills pilot initiative; 4. Competence unit developed for AI collaboration rubrics expanding modularly the soft skills toolset; 5. Remote training format to transfer knowledge on skills in Alpine context with the involvement of new actors; 6. Thematic event on hybrid skills required by AI developments with political representatives.
Youth & education	1. Survey to collect the interest and needs of national/regional mobility agencies to multiply mobility opportunities in the Alpine Region; 2. Development of training modules for national/regional mobility agencies to promote mobility in the Alpine Region; 3. Organization of study visit(s) or event for VET experts and practitioners (in national language + English); 4. Promotion of the CWA «Guidelines for dual-based training systems» in companies hosting VET students.
Youth & jobs	1. Discover Mountain Jobs edition(s) on specific sectors/value chains in collaboration with EUSALP actors (YC, other AGs) and external stakeholders (local professionals/companies, ASP projects, etc.); 2. DMJ dedicated communication strategy; 3. DMJ good practices identified in Alpine Region through labelling exercise; 4. Expansion of the inventory on mountain jobs discovery initiative; 5. Creation of an Alpine jobs' communication tool.
Remote working and learning	1. "Stay Local, Learn Global" event; 2. Expansion of the inventory on remote working opportunities; 3. Expansion of the inventory on remote learning opportunities in universities and (H)VET, LLL centres; 4. Thematic seminar on the exploratory study on multi-activity mountain jobs and the concept of multiple job holding in mountain areas; 5. Policy brief on rural multi-job holding.
Market transformations and workers' resilience	Thematic event with political representatives on measures for workers' transition in market crises contexts.
Synergies with other actors	1. Activities in collaboration with other AG(s) and YC. 2. Meeting(s) among the 4MRS on education, employment and social affairs and continued dialogue with the EU Commission (DG REGIO, DG EMPL) for embedding of common priorities. 3. Contribution to an MRS-joint event on social affairs during the Macro-regional & Sea Basin Strategies Days in Bruxelles with the participation of political representatives (e.g. Friends of EUSALP).
Internal organization	Yearly AG 3 LAB with professional facilitation.

5.3. Action Group Results

Project/Activity	Expected Result
Skills	1. Capitalization of the Support EUSALP soft skills toolset through digital training modules for tutors and recruiters; 2. Promotion of the soft skills toolset beyond VET contexts; 3. Expansion of the soft skills toolset to include AI collaboration rubrics; 4. Application of soft skills toolset methodology to address other skills needs in Alpine value chains and identifying hybrid skillset (circularity, STEM, hard skills, etc.); 5. Widening of the number of stakeholders/recipients of skills training in rural areas (knowledge transfer); 6. Political representatives involved and aware of AI hybrid skills.
Youth & educational	1. National/regional mobility agencies contacted and involved in the collection of interest/need for Alpine mobility info sessions; 2. National/regional mobility agencies endowed with Alpine mobility info session training module to raise awareness on sectorial mobility opportunity in the Alpine area and facilitate the creation of regional collaboration among schools; 3. (H)VET experts, practitioners and schools informed about learning opportunities in specific sectors in the Alpine Region to be spread/acquired through mobility of students; 4. Companies informed about the CWA "Guidelines for dual-based training systems" for its potential adoption.
Youth & jobs	1. Involvement of young people in the Discover Mountain Job event (and the EUSALP Strategy) each year; 2. Targeted stakeholders better informed about DMJ candidature process and results; 3. Knowledge building and transfer about DMJ-like experiences; 4. Promotion of mountain professional opportunities and their peculiarity.
Remote working and learning	1. Involvement of Alpine universities and VET/HVET centres in the event "Stay Local, Learn Global"; 2. Enhanced knowledge on remote working/learning experiences through the dedicated inventories; 3. Political representatives aware of rural multi-job holding in mountain areas.
Market transformations and workers' resilience	1. Relevant stakeholders capacitated on policy strategies for workers in transition due to market transformations; 2. Political representatives involved and aware of workers' transition.
Synergies with other actors	1. Reinforced collaboration within EUSALP; 2. Stronger link with relevant thematic area/pillar of the other three MRSs; 3. Dialogue with EU DGs enhanced and stronger visibility of EUSALP at EU level.
Internal organization	Enhanced trust and collaboration among AG 3 members and coordination team as well as with other EUSALP bodies (Secretariat, Youth Council, etc.)

6. Action Group's Organisation and Targets

6.1. Composition and Organisation

Action Group Leader/Co-Leaders	
Autonomous Province of Trento, Linguistic Minority and External Relation Unit	
Number of Appointed Members	
23 but 4 inactive.	
Represented Countries	Represented Institutions
- þ Austria - þ France ☐ Germany - þ Italy ☐ Liechtenstein - þ Slovenia - þ Switzerland	Land Carinthia; Land Salzburg; Land Tyrol. Educ'Alps ; GIP FTLV de Bourgogne ; GIP FTLV de l'Academie de Besançon. ANCI Liguria; Autonomous Region of Friuli Venezia Giulia; BASIS; Edmund Mach Foundation (FEM); ENAIP FVG; Liguria Region; Lombardy Region; Labour Agency of the Autonomous Province of Trento; National Institute for Vocational Education and Training; Ministry of Education and Training; Ministry of Labour, Family, Social Affairs and Equal Opportunities. Polo Poschiavo.
Observers	
DG REGIO Alpine Space Programme French institutions operating in the labour and education sectors: AFRAT; ASSO; CFDT Lionel Croissant University of Milan.	

Organisation of Work

Thematic interests guide members' participation in AG 3 activities, while their level of commitment may vary according to periodic workload. AG 3 LABs have proven effective in sharing responsibilities among participating members. For this reason, yearly AG 3 LABs with external facilitation are foreseen to set working priorities, agree on the development of specific activities and deadlines, divide the workload among AG 3 lead team and members. Educ'alpes will author the Alpine jobs communication tool.

6.2. Involvement of the Stakeholders

AG 3 should work towards strengthening the connection with key stakeholders – in particular VET institutions, and high schools, training entities and companies – to further promote the adoption of the soft skills toolset and the CWA "Guidelines for dual-based training systems" in companies hosting VET students.

Organising new editions of "Discover Mountain Jobs" across the Alps will provide opportunities to liaise with companies and artisans, while also connecting these actors with young people interested in future internships or job opportunities.

With the support of the EUSALP Secretariat, it is foreseen to include relevant contacts in the EUSALP database (e.g. the French mountain high schools network).

AG 3 will also serve as a connecting platform, fostering links among actors and networks to encourage the development of new collaborations and project proposals.

6.3. The Role of the Youth Council

AG3 will strengthen its partnership with YC Thematic Group 4 by co-organising the event “Stay Local, Learn Global” and inviting Youth Councillors to all AG 3 meetings and events to ensure their direct contribution. The Youth Council will also be invited to contribute to AG 3 continuous collection of practices, such as those related to remote training and working experiences.