

**Italy**

(Re)training and qualification of Whirlpool's and satellite activities' dismissed employees in the area of Trento

Insieme coordinato di servizi personalizzati per la ricollocazione dei lavoratori espulsi dallo stabilimento Whirlpool Europe Srl di Spini di Gardolo e dal suo indotto (Trento) (Progetto Whirlpool)

Description

Timespan

The instrument operated in the period 2014-2016.

Stage

NO LONGER OPERATIONAL

The instrument was expected to terminate its operations in June 2016 and this happened.

Focus area



MATCHING SKILLS FOR TODAY'S JOB MARKET

Foundations

Policy area



ACTIVE LABOUR MARKET POLICIES

A combination of interventions on both supply and demand sides were implemented to support the re-employment of Whirlpool dismissed workers. In addition, the reindustrialisation of the Whirlpool area was defined through a local agreement to increase the occupational opportunities for those who lost their jobs.

Policy goal

The European Globalisation Adjustment Fund mission is to help workers losing their jobs, due to the impact of globalisation or the global financial and economic crisis to find new jobs as soon as possible. The instrument addressed the problem of the closing of the Trento Whirlpool plant (with about 600 employees) and the need to re-employ the workers who lost their jobs, possibly in Trento areas. The rationale of the intervention is that the combination of both demand (companies) and supply (dismissed workers) side actions could increase the employment opportunities for the workers who lost their jobs. In addition, on the workers' side, the possibility to use more than one type of action (information, counselling, training, coaching, etc), and to be involved in training actions designed in accordance to specific occupational opportunities could result in a higher employability level. The instrument, as implemented in Trento, contributed to achieving EGF's goals, because the objectives and the structure of the instrument was absolutely consistent with EGF's objectives and fundamentals.

Mismatch

PART OF BROADER PROGRAMME, YET WITH EXPLICIT FOCUS

The instrument's main aim is to help workers, who lost their jobs because of the closure of Whirlpool's plant, to find new jobs as soon as possible. For this purpose, a relevant part of the instrument was dedicated to the delivery of training courses (general, specialist and technical) specifically targeted at skills considered useful for re-employment in the local industry.

Aim of policy instrument



UPSKILL AND MATCH SKILLS OF UNEMPLOYED

Legal basis

OTHER

The European Parliament and Council Regulation 1309/2013 established the European Globalisation Adjustment Fund (EGF) for the period 2014-2020. The fun

Administrative level

LOCAL

Main responsible body

Ministry of Labour and Social Policies; Employment Agency of the Autonomous Province of Trento

Stakeholders



GOVERNMENT (CENTRAL & REGIONAL)



TRAINING PROVIDERS (PUBLIC/PRIVATE)



EMPLOYER FEDERATIONS



TRADE UNIONS



GUIDANCE COUNSELLORS



SOCIAL PARTNERS



OTHER

The European Commission paid 60% of the instrument cost through the EGF; the Ministry of Labour and Social Policies co-funded the instrument, applied for the EGF intervention to the EC and signed an agreement with the Province for supporting the dismissed workers re-employment; the Autonomous Province of Trento co-funded the instrument and signed an agreement for managing the employment effects of the Whirlpool plant closure with local Social Partners and the Ministry of Labour; the local Social Partners defined and signed an agreement aimed at re-employing Whirlpool's workers with the Province and the company; the closing company co-funded the instrument in addition to EGF; the Employment Agency of Autonomous Province of Trento coordinated, supervised and monitored the interventions aimed at re-employment of Whirlpool's workers and directly delivered a part of the interventions themselves; Trentino Sviluppo (owned by the Autonomous Province of Trento) supported the settlement of new companies in the industrial site once occupied by Whirlpool; many accredited providers delivered the training, counselling, guidance services to the dismissed workers.

Funding

The European Globalisation Adjustment Fund paid €1.9m in addition to €1.3m from the Italian Ministry of Labour and Social Policies and by the Autonomous Province of Trento. This funding added to an initial allocation of €3m given by the closing company to support the re-industrialisation of its productive site and the re-qualification and re-employment of its dismissed workers.

Intended beneficiaries

The intended direct beneficiaries of the instrument are the Whirlpool's former employees who, after the closure of Trento's plant, have been left unemployed. Thanks to the combination of the reindustrialisation of the site once occupied by Whirlpool on the one side (which had to lead to workers' re-employment in the new established companies), and of the delivery of a wide and integrated range of re-employment support services and subsidies to the dismissed workers, the Whirlpool's former workers were expected to find new job opportunities and to be hired by both the new established companies or in other companies placed in the area of Trento. These companies (those hiring the dismissed workers and for this reason also benefitting from monetary subsidies) may be considered as indirect intended beneficiaries, as well as the closing company (which had the possibility to manage the closing of its Trento's plan in a socially acceptable manner).

Processes

Use of labour market intelligence



DESIGN TRAINING PROGRAMMES TO ACTIVATE UNEMPLOYED



INFORM JOB-SEARCH DECISIONS OF UNEMPLOYED

Administrative data on employees' hiring/termination coming from the Public Employment Services of the Province of Trento (which are managed by the Province's Employment Agency) have been used for defining the focuses and the contents of training, aimed at developing general skills and at obtaining professional certifications, specifically relevant for the local labour market. In addition, evidence coming from the Agency's observation of local labour market dynamics, also in prospective terms, were used for a better definition of this part of training.

Financial schemes

Training and re-training, information, job-search assistance, coaching and case management have been paid through standard-costs schemes (based on standard costs for hour of activity or for unit of service). Hiring subsidies (whose amount was defined in the initial agreement between Province, Social Parts and the closing company) have been paid to companies that hired Whirlpool's dismissed employees after the signing, for each worker, of a regular and formal employment contract. The individualised assistance to job-placement was paid through vouchers. Finally, training participants were given a "training attendance allowance".

Frequency of updates

Three different types of dismissed workers were covered by the instrument: those appointed on the basis of their skills and willingness to be hired by a new company established in the area of the closed company; those appointed to be hired by companies operating outside the province; and those who had no employment opportunities at that time. Skills and competences needs data were used for programming the training courses targeted at the first two groups of workers (for these workers training contents were defined by the destinations companies on the basis of their specific production processes and related needs). For the third group of the dismissed workers (beneficiaries of training aimed at developing non-sectors professional skills and at obtaining professional certifications), training contents referred to the provincial labour market tendencies, as emerging from the Province of Trento Employment Agency analysis of administrative data concerning hiring/terminations, taking also into account the European Council and Parliament Key-Competences for Lifelong Learning. In addition, evidence from the Agency's ordinary observation of local labour markets dynamics were used. Therefore, data updating was regular and continuous.

Development

Three main adjustments have been introduced during the instrument's implementation: the extension of some services (e.g. skills' self-assessment) to all the dismissed workers and not only to the most vulnerable; the increase of the number of professional training courses delivered outside the province (because the dismissed workers were expected to be hired in companies located outside of Trento's province); and the increase in the amount of hiring subsidies for companies delivering pre-hiring training outside of Trento's province.

Barriers

The main barrier to the instrument's implementation was represented by the mismatch between the implementation timing of the instrument, as required by the closing of the Trento's company's plant (with the need of immediate and urgent answers to the dismissed workers' occupational situations) and the timing of EGF intervention formal approval and operation. In the meanwhile, this mismatch was overcome by the use of national and provincial (Province of Trento) funding.

Success factors

The success of the policy instrument was improved by: the integration of training, guidance and hiring subsidies at the recipient's level; the provision of both active and passive employment support measures; the involvement of the closing company in co-funding the re-training of their dismissed employees; the individualization of re-employment pathways; the use of "re-employment" vouchers within the instrument's mechanism; the link between the instrument and an intervention aimed at supporting the establishment of a new company (hiring a certain number of dismissed workers) in the site left free by the closing company.

Monitoring

The main indicator is represented by the number of dismissed workers re-employed thanks to the instrument (at the end of the instrument's operating period, 51% of the dismissed workers had new employment and among them 53% had an open-ended subordinate contract). Other indicators are: the workers participation rate in the different actions supplied by the instrument; the recipients' satisfaction for the instrument's actions; the number and volume (in hours) of the delivered actions; and funding/payment progression rates. All these indicators were used for monitoring the instrument's progress until its conclusion.

Innovativeness

VERY INNOVATIVE

The instrument is innovative (not only at a local level, but also at the national level) for many reasons: it was activated in a very short time after the company decided to close Trento's plant; it included an individualized combination of active and passive employment measures within a framework of recipients' activation and conditionality; it deeply involved the closing company in the funding of their former workers re-employment services; it implemented a new measure called "re-employment voucher" (for the first time) at the local level, which was considered very innovative for Italy; and it used innovative methods for individual counselling, skills-balances and coaching.

Sustainability

Evidence of effectiveness

The dismissed workers to be re-employed were 608 in total. At the end of the instrument's operation (June 2016), 27% were re-employed with an open-ended subordinate contract and 24% were back at work with a fixed-term contract or were next to be hired. The company (Vetri Speciali) replacing Whirlpool in its industrial site is proceeding ahead of the agreed hiring schedule. The dismissed workers still unemployed at the end of the instrument's operation have been involved in and supported by the Employment Agency of the Province of Trento ordinary re-employment services. The beneficiaries were exactly those expected (which is not surprise considering the origin and motivations of the instrument, tailored on Whirlpool's and satellite companies' dismissed workers). As for the benefits, mainly consisting in the rapid re-employment of the 608 dismissed workers, the re-employment rate must be considered quite positive also taking into account the persistence of the economic crisis' effects in 2016 and of a still weak labour demand (at least in the province of Trento). There were no relevant unexpected benefits or costs derived from the instrument's implementation.

Engagement of stakeholders

The main condition is represented by the availability of a provincial model of industrial crisis management. This model includes several leverages: re-industrialization and companies' attraction interventions; passive and active labour markets measures; re-employment support services; and demand-side operating subsidies. In the model, the role of the Autonomous Province of Trento and its agencies (the Employment Agency and Trentino Sviluppo) is pivotal (in programming, implementing and funding the interventions), together with the contribution of Social Partners. Thanks to this very strong engagement at local level (also supported by provincial laws and dedicated programmes), it was possible to also involve the Ministry of Labour and the EGF in the instrument.

Transferability

EASILY TRANSFERABLE

The instrument was funded by EGF, which means that its logic, structure and functioning fitted the EGF EC-level rules, making the transfer easier. Any context, as it is very common throughout EC, where active and passive re-employment individualized measures are available and deliverable by networks of private and public services' providers is right for transferring the instrument. Its general structure and the actions/services targeted to the unemployed are the elements that could best be transferred together with an implementation mechanism involving both institutions and services' providers.

Sustainability

The EGF Fund will continue to operate at EU level until 2020, but the instrument tailored on the Whirlpool's plant closure ended in June 2016. The intervention model implemented through the instrument has become part of the labour market measures available for the Autonomous Province of Trento. In case of similar situations to the one that affected Whirlpool, it will certainly be used again. In the same way, the specific services delivered and qualified through the instrument (training, counselling, guidance etc) is part of the ordinary activity of the Employment Agency of the Trento Province.

Apprenticeships and craft jobs

Apprendistato e Mestieri a Vocazione Artigianale (AMVA)

Description

Timespan

01/08/2011 - 31/03/2015

Stage

NO LONGER OPERATIONAL

The instrument has been absorbed in the ordinary activity concerning apprenticeship and work experiences.

Focus area



MATCHING SKILLS FOR TODAY'S JOB MARKET

Foundations

Policy area



ACTIVE LABOUR MARKET POLICIES

The instrument supports unemployed aged 15-35 in finding employment through a demand side intervention, based on companies' involvement in apprenticeship and work-experience. It also supports self-employment and business start-ups through generational passage in craftsmanship.

Policy goal

Helps the unemployed to obtain a job through apprenticeship contracts and train them in craft/manufacture skills to fill the skill shortages in the sector. The project aimed to promote the training and allocation of jobs for around 20,000 young unemployed people in the sector of traditional craft and manufacture. There were two areas of intervention:

- 1) Operational activities through: (i) the establishment of 17,913 apprenticeship contracts for hiring young unemployed; (ii) the creation of 134 workshops ("botteghe di mestiere") for on-the-job training of unemployed; (iii) up to 1,000 firm transfers (trasferimenti d'azienda) with the purpose of transferring the heritage of skills from old entrepreneurs to young entrepreneurs; and (iv) about 3,000 traineeships for NEET (young people not in education or training) living in the four Convergence regions (Campania, Puglia, Calabria, Sicily).
- 2) Actions to promote and strengthen the cooperation between public and private actors in the labour market.

Mismatch

PART OF BROADER PROGRAMME, YET WITH EXPLICIT FOCUS

The instrument aims at implementing the Italian existing regulation on apprenticeship, work-experience and self-employment with a specific focus on craftsmanship and young unemployed.

Aim of policy instrument



UPSKILL AND MATCH SKILLS OF UNEMPLOYED



ADDRESS SKILL SHORTAGES



BROADLY ADDRESS SKILL MISMATCH

Legal basis

OTHER

A national level program funded by European Social Funds, in order to implement the Italian regulation concerning apprenticeship and work experience for young unemployed.

Administrative level

NATIONAL

Main responsible body

ItaliaLavoro, which since January 2017 was incorporated in Anpal Servizi.

Stakeholders



GOVERNMENT (CENTRAL & REGIONAL)



TRAINING PROVIDERS (PUBLIC/PRIVATE)



EMPLOYER FEDERATIONS



OTHER

Regions (formally responsible for Active Labour Market Policies in Italy); Provinces (formally responsible of public employment services); craftsmanship employers' associations (programme's promotion among employers and companies); training institutions (delivery of out-of-company training to apprentices); companies (hiring of apprentices and places for work experiences).

Funding

The instrument was funded through the contribution of the European Social Fund 2007-2013 (Axis "System Actions and "Governance and Action systems") for a total amount of about €100m. The funding was allocated on the basis of public calls mainly targeted at companies.

Intended beneficiaries

Young unemployed and companies in the craft sector. The young unemployed are expected to benefit by receiving training in the sector, but mostly by obtaining a job through apprenticeship contracts or work-experiences. Also self-employment (or business start-up) is a potential benefit to the young unemployed. Companies mainly benefit from addressing skill shortages in the sector with skilled employees.

Processes

Use of labour market intelligence



DESIGN TRAINING PROGRAMMES TO ACTIVATE UNEMPLOYED

The programme's contents and rationale were designed to address both the high rates of NEETs and young unemployed (aged 15-35 years) particularly in Southern regions, and the skills and qualified employees shortages in the craftsmanship sector, especially in the most traditional and high-quality manufacturing processes. For this purpose, data coming from the National Statistics System on Labour Market (managed by Istat), the annual Excelsior Survey and the PES' databases have been used to inform the instrument.

Financial schemes

Mostly subsidies based on calls (for companies) and grants (for young) for work experiences. The financial schemes for apprenticeship are those envisaged by the specific call (AMVA Apprenticeship Grant) for the employment contract (depending on employment's sector and apprentice's position).

Frequency of updates

The instrument used several management and archiving data systems for keeping track of the targets involved in the interventions and of their matching with labour demand (although it was mainly a demand-driven instrument). These systems have been used since the start-up phase and have been continuously updated in relation to the different measures (traineeship and apprenticeship) and instrument's implementation cycle steps.

Development

There is no evidences about the need to adjust/adapt the approach during the programme's implementation.

Barriers

No specific barriers to the implementation, except for the administrative burden to be managed in accordance to the public calls mechanism used for identifying the funding beneficiaries. Other barriers have been the regional laws on traineeships, which were approved during the project implementation.

Success factors

The engagement of the Ministry of Labour, ItaliaLavoro, Regions and craftsmanship's national and local employers' associations; the funding given to companies for offering apprenticeship and work-experiences; the targeting of the programme to young unemployed (aged 15-35 years) with a high level of formal education; the focus, of some actions, on areas with very high rates of young unemployment (namely Calabria, Campania, Puglia and Sicily).

Monitoring

The main indicators, as presented in public communications, are the numbers of: companies involved; vacancies made available; hired apprentices; activated work-experiences (with the form of internships); and young who applied for the different programme's activities. There has not been public evidence of regularly monitored progress, as the policy instrument's progress monitoring evidence were only for ItaliaLavoro internal use.

Innovativeness

VERY INNOVATIVE

The integration, or at least the coordination, in one programme of measures aimed at strengthening companies, supporting employment and developing job-related skills; the focus, through the programme on promoting both on-the-job training (mainly with apprenticeship) and youth employment; the priority given to demand-side measures (that is measures supporting companies and employers in giving young unemployed an employment opportunity); and the attention to employment in the so-called "Botteghe di Mestiere", that is in workshops belonging to very traditional and historical sectors of Italian craftsmanship.

Sustainability

Evidence of effectiveness

No formal evaluations of the instrument have been carried out. Only output data are available for all the measures, while for internship's (work-experiences) data on beneficiaries' employment are available (700 out of a total of 2,478 successfully concluded turned into employment contracts). At the end of the intervention in March 2015, the following outputs have been achieved:

- A consolidated network of development policies with labour and training policies, implemented through about 10,000 contacts, including 4,250 operational collaborations across the country.
- A methodological and operational model, developed to support the process of skills certification acquired by young people through traineeships
- 17,525 young people in apprenticeship, I and II level (requests received 31,587)
- 139 Craft Shops (Botteghe di Mestiere) realized, involving a total of 1,011 companies and hosting 3,226 traineeships (24,201 candidatures received)
- 48 firm transfers realized
- 1,935 traineeships for young graduates NEET enrolled (20,585 applications received by NEET; 6,916 hosting candidate companies). The instrument reached and exceeded the planned quantitative targets and the beneficiaries were largely those expected. The instrument has been very successful among both companies and young unemployed, who have translated into a number of applications significantly higher than the availability of grants provided for by the instrument. The most relevant unexpected benefit was that within the so-called "Botteghe di Mestiere", more than 50% of trainees had an employment opportunity at the end of the traineeship.

Engagement of stakeholders

The national legislation on apprenticeship (modified in 2015) confirms the key-roles of the Ministry of Labour, Regions and Autonomous Provinces and social partners at both national and local level. The same is for companies and, in general, for employers as well as for training institutions (depending on apprenticeship's Type). The existing regulation of work-experiences (in various forms) and of self-employment/business start-up support gives Regions and State the responsibility of promoting, programming and funding these measures. In addition, craftsmanship has a solid and long tradition of how to be attractive for young people, especially in the manufacturing sector, where it is harder to find employees.

Transferability

EASILY TRANSFERABLE

The idea of offering companies and employers a combination of measures for hiring apprentices and supporting work-experiences for young unemployed (also with high levels of formal qualification) is quite transferable in itself. This is also true for the support, mainly through incentives, to self-employment or business' start-ups in craftsmanship. The programme is easier to transfer in contexts where apprenticeship is a consolidated and ordinary way for increasing youth employment. In fact, one of the instrument's aim was also to promote the use of apprenticeship, whose diffusion was very limited due to its poor knowledge. The subsidies allocated through the public call intended to support apprenticeship's use and diffusion.

Sustainability

The instrument with the same name and structure is no longer operating, but another national programme (called Fixo, also managed by Anpal Servizi, the former Italia Lavoro) is now under implementation with the aim of developing apprenticeships (as reformed in 2015), as well as the Dual System and the curricular alternation in regional VET (as introduced by the Law 107/2015). A relevant difference is that FIXO is not focused on craftsmanship, but on all economic sectors in general. The so called "Botteghe di Mestiere" have been refinanced (now "Botteghe di Mestiere e dell'Innovazione"), with an extension of the economic sectors and professional profiles, and will end at the end of 2017.

IVET Programme 2017-2018 Friuli-Venezia Giulia Region

Piano Annuale leFP 2017-2018 Regione Friuli-Venezia Giulia

Description

Timespan

Since 2014/2015 (The instrument was originally introduced in 2005).

Stage

FULLY OPERATIONAL

Focus area



MATCHING SKILLS FOR TODAY'S JOB MARKET

Foundations

Policy area



INITIAL VOCATIONAL EDUCATION AND TRAINING

The instrument identifies the IVET supply targeted to under-18s, which is under the responsibility of Friuli-Venezia Giulia Region. IVET courses supply includes 3-year courses (for the achievement of a IVET Qualification) and one-year courses (after the Qualification, to achieve an IVET Diploma). More than 4,000 students and 290 courses are expected to be implemented in 2017/2018 through the instrument.

Policy goal

The main policy goal is to offer under 18s the possibility to achieve a formal IVET qualification within the regional IVET system through pathways which are: a) shorter than those delivered in State education vocational and technical programmes (5 years long); b) explicitly and tightly linked to the local labour markets needs and structures; c) recognized, in their final qualifications at national level. The main problem the policy instrument addresses is to raise the initial level of knowledge and skills of under 18s who do not chose to enter a 5 years education programme, enabling them to find employment with a qualification or to continue in the upper secondary and/or tertiary education or training system. The instrument contributes to achieving the policy goal through the identification and provision of IVET courses to be offered and delivered throughout the regional territory by accredited training providers and a certain number of upper secondary schools. IVET courses supply is supported, within the programme, by other complementary activities like the development of courses prototypes, the delivery of IVET leaving prevention measures, training for trainers, innovative pilot-projects, training standards' updating.

Mismatch

EXPLICITLY DESIGNED TO ADDRESS SKILL MISMATCH

The instrument explicitly assumes, as one of the inputs for the definition of the courses, to deliver the training needs the Region indicates every year (in a specific report) for the professional profiles that the IVET final Qualifications refer to.

Aim of policy instrument



MATCH SKILLS OF YOUNG GRADUATES



OTHER

To support the under-18 transition from training to employment.

Legal basis

LAW

Administrative level

REGIONAL

Main responsible body

Regione Friuli-Venezia Giulia as institution; EFFEPI as implementation agency.

Stakeholders

TRAINING PROVIDERS (PUBLIC/PRIVATE)



GUIDANCE COUNSELLORS



OTHER

Accredited private training agencies and upper secondary schools are involved in the delivery of the IVET courses defined in the programme. Employers are involved in hosting students for their curricular internships during each year of IVET course. Guidance counsellors are involved in the counselling activities offered to students as a part of the IVET supply included in the programme.

Funding

The funding committed to the instrument for 2017/2018 is approximately €26-30m. The source is mainly the regional balance with the addition of European Social Fund (for the more innovative activities) and funds from the Ministry of Labour (for the apprenticeship and dual-scheme courses).

Intended beneficiaries

The intended beneficiaries are young people aged under 18, enrolled in regional IVET Qualification and Diploma courses. They are expected to benefit from the instrument, because attending the IVET courses and developing the related knowledge, skills and competences they may obtain a formal Qualification/Diploma (nationally valid and giving them the possibility to continue in the regional or national education/training system) and, thanks to the curricular periods spent in working contexts, increase their chances to be offered an employment at the end of the IVET course.

Processes

Use of labour market intelligence



INFORM DECISIONS ON COURSE FUNDING/PROVISION



INFORM CAREER-MAKING DECISIONS OF STUDENTS

The annual training needs report produced by the Region, and specifically oriented to the IVET courses supply definition, was used to identify the courses to include in the programme. The report considers two sources (the last one was released in January 2017 and refers to 2016 data): the 2011-2016 employment trends in the region (Ergonet database); the last 6 years Excelsior System employment forecasts, at regional level as well. The report was used, together with other inputs (the employment rate of the students who achieved a Qualification/Diploma two years before, and the implementation data of the programme of the previous year), for identifying the list of the courses to offer and their structure (ordinary or dual).

Financial schemes

Training providers and schools are paid through the programme on the basis of hour/professional resources' standard costs (hour/student), formally defined by the Region and depending on the amount and type of activity carried out (e.g. coordination, direct training, counselling, training for trainers, support to programme implementation, etc).

Frequency of updates

The Excelsior system is updated every year (for the definition of the 2017/2018 IVET supply the last available update was 2016), while Ergonet (the regional data-base of employment hiring and termination communications deriving from the Public Employment Services) is updated regularly and continuous, as they are administrative data.

Development

The approach is used since the 2014/2015 edition of the instrument and its general structure (that is the integrated use, every year, of the regional report on training needs, the regional report on IVET students' employment, the monitoring report on programme's implementation) has not been adjusted throughout these years. In the past years, the national report on regional IVET published by Isfol (now INAPP) was used as another source for the definition of the programme contents (but the report was not available for the 2017-2018 programme).

Barriers

No relevant barriers to implementation emerged throughout the years. The inputs coming from both the training needs reports and the individual training demand generally allowed for the definition of feasible and implementable programmes. In some years the regional economic system asked for qualifications for which there were no students interested in enrolling in the corresponding courses. In these cases, the solution was the activation of courses with a very limited number of students (8-10 for each class). Another (small) barrier was the temporal misalignment between training needs data updating and the programmes' timeframes. This misalignment was overcome by adjusting the data to the actual timeframe on the basis of evidences provided by the Social Partners and the training institutions.

Success factors

Two factors: a) the instrument's implementation by one network of IVET providers at regional level allows for the on-going adaptation of the IVET supply to the dynamics and needs/demands of the local contexts; b) the instrument's definition in two progressive steps, one - more general - in July and the second - more definite and precise - in September.

Monitoring

The progress of the instrument is measured every year by the Region and the results are presented in a Monitoring Report, which is one of the inputs of the programme (the last available report dates December 2016 and refers to 2015/2016 courses). The main indicators used for measuring the programme's implementation progress are: the number and types of delivered courses; the number and denominations of professional profiles covered by the Qualifications/Diplomas; the number of enrolled students; the students' profiles by age and nationality; the students' success rate (by year of course and at the end of the whole course).

Innovativeness

SLIGHTLY INNOVATIVE

The policy instrument is innovative for the following reasons: the instrument includes all the regional IVET providers; the Region has the role of giving system-level strategic inputs for the definition of the instrument's contents; the instrument has an explicit and clear link with regional training needs/demand; and the instrument contains not only IVET courses, but also activities aimed at improving the quality of the regional IVET system (e.g. training of trainers; updating of competences' standards; innovative pilot-projects). The combination of these elements resulted in a very strong leverage for the development of regional IVET policy in Friuli-Venezia Giulia.

Sustainability

Evidence of effectiveness

The effectiveness of the instrument is measured by the Region every year through a dedicated survey focused on the employment of IVET students who successfully concluded the courses. The last available survey covers the 2014/2015 students and their employment situation between June 2015 and October 2016. The surveyed students with a Qualification/Diploma have been 1,061; 49% of them had at least one job lasting for more than one month in this period; and the job is consistent with the IVET Qualification/Diploma for the 75.8% of those who had/have a job. The majority of the employed had a fixed-term (27%) or an apprenticeship (23.8%) contract, and almost 13% of the final students decided to continue in studying in upper secondary education. Both the instrument's benefits (mostly at students' level) and beneficiaries were as expected. No relevant unexpected benefits or costs emerged from the implementation of the instrument throughout the years.

Engagement of stakeholders

The instrument definition and operation involve only the Region, on the one side, and network of regional-based IVET providers, on the other side. No other stakeholders, of any kind, are engaged in the instrument. Before giving the IVET providers' network the general indications for defining the instrument, the Region involves the Social Partners in a consultation every year, regulated by the VET and labour market regional law, aimed at focusing the IVET system priorities in relation to the evidences coming from training and occupational needs/demand surveys and analyses.

Transferability

NOT EASILY TRANSFERABLE

The instrument would be most successfully transferable in contexts where: IVET providers are used or prone to cooperate; IVET providers are in a limited number (no more than 20, otherwise the territory should be divided in sub-areas, each one with no more than 20 providers); the instrument is entitled (formally) to cover a timespan of 3-5 years; the instrument's financial volume allows the providers to make significant "economies of scale" (which give the instrument its flexibility).

Sustainability

A new programming period covering the next 3 years has just been announced by the Region. The instrument will therefore certainly continue for at least a further 3 more years. The Region is very satisfied by the instrument, because it only has one IVET implementing subject at regional level, which is able to combine the definition of IVET models/prototypes and the flexibility in their translation into IVET courses and supply at the same time. The instrument is an important efficiency factor at system level for the Region.

Permanent National Information System for occupational needs

Sistema nazionale permanente per i fabbisogni professionali (per le professioni)

Description

Timespan

Since 2010

Stage

FULLY OPERATIONAL

Focus area



MATCHING SKILLS FOR TODAY'S JOB MARKET



MATCHING SKILLS FOR THE FUTURE OF WORK

Foundations

Policy area



ACTIVE LABOUR MARKET POLICIES

The instrument, implemented by Isfol (the National Institute for Employees' Training, now National Institute for Public Policies Analysis) and Istat (the National Institute for Statistics), provides data and information about professions' contents, quantitative relevance, short and medium term trends, characterising competences and vacancies. The available data and information are targeted to the general public, but also to policies' decision makers.

Policy goal

Facilitating the matching of demand and supply and sharing useful information with education/vocational training and labour market stakeholders and job seekers via an online platform. The system provides qualitative and quantitative information about economic trends, labour market forecasting and professional trends and provides information about the features of the so-called "professional unit" (unità professionali), professional needs, classified into professional units, linked to labour market trends; mid-term professional needs stimulated by new trends in sectoral economies, mid-term economic trends at the national level; economic trends at the local level; and employment forecasts for professional categories, both nationally and locally.

Mismatch

PART OF BROADER PROGRAMME, YET WITH EXPLICIT FOCUS

The instrument is a part of a more general programme aimed at integrating all the different institutional databases and regular surveys concerning occupational, skills/competences and labour market trends and dynamics. The underpinning idea is that from the integration of the existing different sources, especially if diffused through a dedicated and easy to use website, a relevant added value may arise for citizens, employed and unemployed, guidance and counselling professionals, and decision makers in general.

Aim of policy instrument



UPSKILL AND MATCH SKILLS OF UNEMPLOYED



UPSKILL EMPLOYED ADULTS



MATCH SKILLS OF YOUNG GRADUATES



BROADLY ADDRESS SKILL MISMATCH

Legal basis

LAW

Administrative level

NATIONAL

Main responsible body

INAPP (National Institute for Public Policies Analysis, once ISFOL)

Stakeholders



CHAMBERS OF COMMERCE AND INDUSTRY



GOVERNMENT (CENTRAL & REGIONAL)



RESEARCH CENTRES AND UNIVERSITIES

The other involved stakeholders implement surveys, research, studies and analysis, which are integrated by INAPP within the Sistema Informativo sulle Professioni and made visible through its dedicated website. The stakeholders are: Istat (National Institute of Statistics); INPS (National Institute for Social Security); INAIL (National Institute for Safety at Work); Unioncamere (the national network of the Chambers of Commerce); the Ministry of Education, University and Scientific Research; the Ministry of Labour and Social Policies; and the association of temporary work agencies. INAPP itself bestows the outputs of its recurring analyses and surveys on professions, occupation and labour markets to the System.

Funding

No figures on the amount of the System's committed funds are available. The source of the System funding is the Ministry of Labour and the ESF for INAPP, while for the other stakeholders (data/information suppliers), the Systems' funding comes from funds they receive for their institutional activities.

Intended beneficiaries

The intended beneficiaries of the instrument are, in general, all those who are interested in the instrument's contents concerning the Italian system of professions and jobs. This means that the intended beneficiaries include: individuals (students, employees; unemployed, employed) aimed at knowing in detail the skills/competences and trends of a specific profession/job; education and training providers, aimed at knowing the most demanded skills/competences in the labour markets; guidance, counselling and job-matching operators, aimed at having updated information on professional trends and dynamics for giving job-seekers a better service; policies' decision makers, aimed at having the availability of updated data/evidences in order to define more informed programmes and interventions.

Processes

Use of labour market intelligence



DESIGN TRAINING PROGRAMMES TO ACTIVATE UNEMPLOYED



INFORM JOB-SEARCH DECISIONS OF UNEMPLOYED



INFORM CAREER-MAKING DECISIONS OF STUDENTS



INFORM AND TRAIN CAREER GUIDANCE AND COUNSELLORS



OTHER

Several types of tools/platforms are used: sample extensive surveys implemented by INAPP (on professions; on skills' needs; on occupational forecasts), by Unioncamere (companies' short-term hiring forecasts), by Istat (employees' stock by "Professional Unit"); data-bases on wages (INPS) and occupational accidents/illness (INAIL); labour vacancies from the Public Employment Services information system and from temporary work agencies; data on universities' degrees in relation to professions/jobs. The integration of all these sources is the added-value of the System and of its presentation tool (the website).

Financial schemes

INAPP's operations within the initiative are paid through the funds it receives from the Ministry of Labour for its overall activities. In addition, INAPP also uses European Union Funds it receives from the Ministry of Labour. Other partners' operations are funded by their ordinary budgets. No public procurement call is made for funding the system.

Frequency of updates

The System is based on different and generally large-scale surveys, researches and data-bases; this means that their updating occurs in accordance to the implementation or updating of each source and (with some exception) not in "real time". For example, the INAPP sample survey on professions (involving 16,000 employees all over Italy) had the last edition in 2013 and the next one will be in 2018 (with outputs in 2019); the Skills' Needs Audit (a sample survey involving 35,000 companies) had its last edition in 2015 and the next one will be by the end of 2017; the Skills' Needs Anticipation survey covered until now a list of sectors (Green Economy and ICT are under implementation) and two new sectors will be included in 2018.

Development

During the instrument implementation the approach has not been adapted/adjusted but progressively improved with the inclusion, among the partners/stakeholders, of new subjects with their data, information, surveys etc. This has been made the coverage of the Italian professions/jobs' system more detailed and complete, and updated the contents of the System.

Barriers

The main barrier to the implementation, largely overcome, is the voluntary basis of the cooperation among the various stakeholders/partners that provide data/information to the System. In fact, net of INAPP and Istat, all the network's partners have the production of the data/info they pass to the system in their mission, but they do not have the obligation to pass them to the System. This sometimes caused delays in the transmission of data/info by the partners to INAPP and Istat with the consequence of the System not being promptly updated.

Success factors

The main factor improving the success of the instrument was the integration of data/info and having different sources using the Istat National Classification of Professions (CP2011) as communication protocol.

Monitoring

The indicators used for measuring the progress of the instrument are: the number of professions/jobs fully included in the system (also as a rate of the total number of professions/jobs mapped in Italy); the number of visit to the System's website; the number of stakeholder/partners cooperating in the regular feeding of the System (also as a rate of the universe of those entitled); and the updating of the data/information included in the System. The instrument's progress with reference to these indicators is regularly measured by INAPP as the System's responsible agency.

Innovativeness

VERY INNOVATIVE

The instrument is innovative for three main reasons: the integrated use of different sources on professions/jobs in Italy; the use of a dedicated website for presenting and making visible the System's contents as a tool; and the scope, structure and methodological profile of some of the surveys the System is based on (very extensive and relevant for numbers of employees, companies or experts involved depending on the survey's focus).

Sustainability

Evidence of effectiveness

Due to the instrument's characteristics and objectives (a support-decision system), its effectiveness and impact are not assessed. With reference to the most relevant instrument's progress indicators, the main figures are as follows: about 800 so-called "professional units" are described in the system using more than 300 variables; and for all the Italian Regions/Autonomous Provinces and all the economic sectors (as classified by Istat), updated occupational forecasts are available. The benefits and beneficiaries largely correspond to those expected. No relevant unexpected benefits or costs derived so far from the instrument's implementation.

Engagement of stakeholders

The monitoring, mapping and forecasting of professions/jobs contents, skills and changes at national level is one of the institutional tasks of INAPP, a task the institute has to perform by law, which is funded every year. As for the other stakeholders, the inputs they give to the System come from activities (surveys, data-bases and administrative archives production and management, researches) they have to perform in accordance with their institutional missions.

Transferability

EASILY TRANSFERABLE

The contexts where the instrument could be most successfully transferred are those with a labour markets' size and articulation comparable to Italy's and with different (and many) institutional subjects involved in the production and diffusion of data/information on professions/jobs. The System elements which could best be transferred are: the extensive surveys' designs and methodologies (involving employees and companies); the communication protocol, based on the Italian classification of professions, used for integration different sources of data and information on professions/jobs; and the website's (tool) structure, feeding and mode of operating.

Sustainability

The instrument is going to continue in the next years, because its updating and functioning is part of the missions of all the subjects who are involved in its implementation and of INAPP and Istat. The widening of partners'/stakeholders' network, on one side, and the inclusion of the Public Administrations' professions, on the other side, are the two most relevant developments expected for the System in the short time.

Regional Deed on Vocational Training aimed at Reducing Unemployment (Labour Market, 2015-2016, Piedmont Region)

Direttiva regionale (Regione Piemonte) sulla formazione professionale finalizzata alla lotta contro la disoccupazione (Mercato del Lavoro, 2015-2016)

Description

Timespan

The instrument is regularly in operation since the approval of Piedmont Region's law on Vocational Training and Guidance (1995). The 2015-2016 instrument covers the years 2016-2017 and 2017-2018.

Stage

FULLY OPERATIONAL

Focus area



MATCHING SKILLS FOR TODAY'S JOB MARKET

Foundations

Policy area



ACTIVE LABOUR MARKET POLICIES

The instrument supports the training of: unemployed adults and young; disadvantaged and vulnerable people; and all the citizens for continuous training in general. The training area explicitly linked to training/skill needs indications is that related to young and adult unemployed (also TCNs).

Policy goal

The policy goal is to give the unemployed the opportunity to find employment through the development of skills and competences that match companies', sectors' or local economic systems' needs. The instrument specifically targets young and adult unemployed (also TCNs). The rationale of the instrument is that if an unemployed person develops skills and competences that are related to skills/competences needs characterising a specific local economic system (formally and rigorously analysed), then he/she will be more likely to find employment in that system. Within this framework, the instrument gives a contribution to the policy goal of tackling and reducing unemployment by explicitly indicating for each sub-regional area, what are the sectors and the professional profiles to be given priority in terms of training.

Mismatch

EXPLICITLY DESIGNED TO ADDRESS SKILL MISMATCH

All the types of training actions included in the instrument are explicitly designed to tackle skills mismatch, with the aim of supporting trainees' employment, but 3 types of actions are also explicitly linked to sectors' and sub-regional areas' employment needs, in terms of professional profiles to be given priority.

Aim of policy instrument

UPSKILL AND MATCH SKILLS OF UNEMPLOYED

Legal basis

LAW

Administrative level

LOCAL

Main responsible body

Piedmont Region

Stakeholders

GOVERNMENT (CENTRAL & REGIONAL)



TRAINING PROVIDERS (PUBLIC/PRIVATE)



EMPLOYER FEDERATIONS



TRADE UNIONS



SOCIAL PARTNERS

The Region is the strategic programming and funding subject; the Region's Observatory on Labour Market treats, analyses and supplies the administrative data on labour demand, and produces the indications about the professional profiles that should be given priority in training proposals; the operational programming of the activities (through a dedicated call) is made by the Region, as well and by the Metropolitan City of Turin (for the city of Turin only); the Region also monitors and assesses the instrument's implementation; accredited public and private training providers participate in the calls for courses' proposals and implement the training activities; Social Partners, Provinces and the Metropolitan City of Turin discuss with the Region the instrument's structure and contents in a dedicated body called Segretariato Per la Formazione e l'Orientamento Professionale (envisaged by the regional law on vocational training).

Funding

Approximately €40m every year are dedicated to the instrument, mostly coming from ESF and national co-funding. The instrument's funding covering the 2015-2016 period was about €42m. The training actions explicitly linked to skills/professional profiles indicated in the instrument itself received a funding of about €22m.

Intended beneficiaries

In general, the instrument's intended beneficiaries are young and adult unemployed, disadvantaged and vulnerable people, and adults in general (but only for continuous training). Focusing on the actions explicitly linked to skills/training needs indicated in the instrument, the intended beneficiaries are: unemployed young and adults with upper secondary or tertiary level qualifications; unemployed young and adults with lower secondary qualification; and unemployed Third Countries Nationals. These beneficiaries are expected to develop through the attendance of training courses, which match sector/local skills' needs, the skills and competences that will allow them to be employed in the regional economy.

Processes

Use of labour market intelligence



DESIGN TRAINING PROGRAMMES TO ACTIVATE UNEMPLOYED



INFORM DECISIONS ON COURSE FUNDING/PROVISION

Administrative data on hiring/termination by professional profiles, as uploaded in the information and management system of Public Employment Services, have been analysed by the Region's Labour Market Observatory. Hiring/terminations were based on the compulsory communications employers must give the PES when hiring or dismissing an employee. These data are continuously and regularly updated and they do not come from specific surveys. Analyses are carried out by professional profile (also with reference to the national Decree regulating the Qualifications' Repository) and by sub-regional areas (corresponding the regional provinces and the City of Turin).

Financial schemes

The financial scheme used within the instrument is the payment (to training providers) according to a scheme of Standard-costs Unit for Trainee/Hour (standard-costs values are defined by Region's regulations).

Frequency of updates

The sectors, areas and professional profiles data the instrument uses are administrative data uploaded in the Public Employment Services archives. This means that they are potentially always updated in real-time (net of the treatment and analysis activities, which are needed for presenting data in a form coherent with the instrument's purposes).

Development

The instrument was originally introduced in 1995 and therefore a progressive adaptation took place in the following years in line with institutional changes (e.g. the modification of the Provinces' role), funding sources redefinition (e.g. the ESF different programming cycles), and local labour markets dynamics. In particular, to contain the negative employment effects of the economic crisis, in the last years the instrument introduced a more direct and explicit reference to local skills' and professional profiles' needs to be given priority in terms of funding and courses. The current running instrument is the most updated example of this adjustment process, which also adopted the Region's Labour Market Observatory use of sophisticated and complex techniques for treating and analysing data. At the moment, the improvement of such a technical dimension, aimed at making the skills needs indications more reliable, is still under development in cooperation with an important regional research centre.

Barriers

It is difficult to weigh the labour demand in a way to make similar and comparable the different amount of jobs that falls behind a single skills demand. It is very different to demand one worker for a one-day job or for an open-ended contract. The category of "equivalent workload" has been created to keep in consideration the differences between long/short employment contracts and the balance, for each professional profile, of hiring and terminations. The Labour Market Observatory of Piedmont Region developed (and it is still developing) specific methodological solutions.

Success factors

The main factor that improved the success of the instrument was the definition of absolutely distinct training measures for young unemployed with upper secondary education qualifications and adult (but also young) unemployed with lower upper education qualifications. Giving these two categories separate budgets also helped the measures to serve the two different target groups as expected.

Monitoring

The main indicators for the instrument's progress are: the number of unemployed in training activities (initial and final); the unemployment rate of participation and success in training; the number and type of training courses activated and concluded; the number and types of professional profiles indicated in the instrument for which the training was implemented/not implemented; the instrument's progression in spending its funding; and the sub-regional territorial coverage of the implemented training courses. The progress of the instrument is regularly checked through the collection and analysis of administrative and management data.

Innovativeness

SLIGHTLY INNOVATIVE

The instrument's main innovative elements are: the training's distinction between unemployed with low and medium-high formal educational qualifications; the skills' needs and professional profiles indications coming from public employment services administrative data (a cheaper and quicker way than a dedicated survey); and the proactive role of the Region in making explicit the professional profiles (and skills) to be given priority. The instrument is quite innovative in its logic at the national level, while in Piedmont it is now quite consolidated.

Sustainability

Evidence of effectiveness

No evidence of 2015-2016 instrument's effectiveness and impact will be available until at least 12-18 months after the actions' conclusion. In the past, surveys involving the recipients of a similar instrument (covering the ESF programming period 2007-2013) showed that the participation to training increased trainees' employment results in general, and that trainees with the lowest formal educational qualifications were those who mostly benefitted from training, also in term of net impact. In addition, a longitudinal analysis on the same beneficiaries showed that the positive employment effect became stronger and clearer the longer the observation time (that is, it increased in the period from 12 to 24 months after training's conclusion). Beneficiaries are generally as expected both in number and in profile. The instrument's benefits at individual level (that is re-employment or the improvement of beneficiaries' employability) are those expected in both quantitative and qualitative terms. The unemployed (young or adult) who enrol in a vocational training course generally have professional pathways and careers that are significantly harder and less linear and positive than those of who (unemployed as well, with the same age and individual profile) participate in other kinds of training opportunities (outside the vocational training system). For the instrument's actions recipients, the instrument seems to be able to fill their skills' and employment's gaps.

Engagement of stakeholders

The regional law on Vocational Training and Guidance (Law 63 of 1995) is the framework that defines and regulates the engagement of the different instrument's stakeholders (Region, other local institutions, accredited public and private training providers, Social Partners, and trainees). The law establishes the tasks and responsibilities of the involved institutions (planning, programming, funding, monitoring), as well as the bodies where Region, other public institutions and Social Partners discuss and confront on strategic choices, policies and instruments to be delivered (the so-called Segretariato per la Formazione e l'Orientamento Professionale). As for the involvement of training providers, it comes from their participation to the Region's call for making proposals of training courses in accordance to the priorities and indications contained in the instrument itself and in its enabling acts.

Transferability

NOT EASILY TRANSFERABLE

The instrument would be most successfully transferred in contexts where sound and updated administrative data about hiring/termination and employment contracts characteristics are available; and organisations that are able to treat and analyse the data must be effectively operating (such as skilled labour market observatories). It is crucial to be able to carefully read and understand labour market administrative data for training policies definition's purposes, because not all the labour demand contents coming out of administrative data are relevant for training policies (e.g. the case of occupational positions for which there is a demand, but which do not require training).

Sustainability

The instrument, which comes from quite a long past, is certainly going to continue in the coming years. The main reason is that the instrument implements the Piedmont Region's policy in the area of tackling unemployment and supporting young and adult employment through a variety of actions targeted to different profiles of unemployed, both formally and in accordance with the regional law on vocational training.

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