



TCR Italy - Solutions

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Policy area #1 - *FUNCTIONAL INTEGRATION BETWEEN SKILLS GAP ANALYSIS AND TAILORED AND FLEXIBLE LEARNING PATHS*

R1 - IMPROVING TRANSPARENCY WITHIN THE UPSKILLING ECOSYSTEM

- Define personalized training paths, especially as a result of skills gap analysis processes
- Need to invest in effective systems for monitoring training provision and outcomes, also to show small businesses the benefits and results of employee training
- Raising awareness among SMEs owners on the link between training and business competitiveness in order to transform the perception of training from a financial burden to a strategic investment
- Actively involve employees in the process of identifying their skills needs and defining learning paths, through one-to-one interviews, personal development plans and continuous feedback systems
- Implement a periodic skills assessment to track the evolution of employees' skills over time

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R2 - RE-ENGINEERING THE PROGRAMMING AND DESIGN OF THE TRAINING OFFER ACCORDING TO THE RESULTS OF THE ASSESSMENT AND VALIDATION OF SKILLS

- The design of the training offer must be consistent with the results of the skill gap analysis and expected learning outcomes
- Implement micro-credential and open badge systems to make skills transparent and portable across territories
- It is essential to develop tools and adopt organizational solutions that allow the implementation of personalized training paths that minimize interference with work activities

R3 - PURSUE THE OPTIMAL ALLOCATION AND CONCENTRATION OF EXISTING RESOURCES IN A STRATEGIC VISION AND LINKED TO EXISTING PROGRAMMES (NATIONAL AND EU)

Policy area #2 - Accessibility

R4 - INCREASE THE EFFECTIVENESS OF COMMUNICATION TO GRANT ACCESS TO UPSKILLING

- ❑ Communication campaigns on upskilling opportunities must use multiple channels to reach a diversified target and audience and be rooted in the territories
- ❑ The offer of integrated services for skills assessment and personalised training must be presented to users in a simple and straightforward way, with a crystal-clear description of the steps, procedures and benefits of tailor-made and flexible training
- ❑ Facilitating access to counselling and guidance services for workers
- ❑ Employees' access to guidance, counselling and support services should be increased, also for those wishing to their change, at no cost to beneficiaries
- ❑ Promoting greater awareness of the importance of training in SMEs. Institutions, employers' associations and industry organizations should play a key role in raising awareness of the tangible benefits of training through clear, non-technical and 'attractive' language
- ❑ Promoting accessibility, it is essential to disseminate a "culture of data". Access to data enables organizations to make evidence-based decisions

Policy area #2 - Accessibility

R5 - INVOLVING AND ENABLING LOCAL LEVEL STAKEHOLDERS IN INTEGRATED SERVICES NETWORKS

- Improving permeability (dialogue) between stakeholders in planning, training delivery and other relevant services, in particular at local level
- Creating wider networks between local services where sectoral policies fail
- Strengthening PES and innovate their practices in order to support the integration of lifelong guidance and training.
- Strengthening the integration between PES and social and health services, supporting inter-institutional networking opportunities, also using the resources of the NPRR
- Increasing the quality and frequency of relations between SMEs/micro-enterprises and trade associations
- Recognizing and enhancing the role of the Third Sector in reaching the most vulnerable targets

Policy area #3 - Policy implementation and governance

R6 - CLOSING THE GAP BETWEEN GOVERNANCE AND DELIVERY THROUGH STREAMLINED AND FLEXIBLE MULTI-STAKEHOLDER GOVERNANCE AT THE MOST APPROPRIATE LEVEL

- ❑ Governance should be based on a few, yet clear, rules that respect multi-level mandates, roles and responsibilities (national, regional, local)
- ❑ Need to better connect public policies with the private sector, with particular reference to cooperation and networking between public and private actors for the integration of training policies and economic development policies in industrial clusters/districts and regional innovation systems
- ❑ Encouraging a collaborative approach between companies and employers' associations (including Interprofessional Funds) to promote training also on crucial matters related to the digital and green transitions
- ❑ Employers' associations should play a crucial role in promoting sectoral training initiatives

Policy area #3 - Policy implementation and governance

R7 - MULTI-STAKEHOLDER GOVERNANCE TO BRING ABOUT VIRTUOUS CYCLES OF PROGRAMMING, DESIGN AND IMPLEMENTATION

- Creating feedback loops between resource planning and the evaluation of outcomes and impacts
- Promoting complementarity and integration of resources
- Ensuring continuity of funding for experiences that have proved to be effective



Thank you!

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