

Self-Assessment Tool: Veneto Lavoro, Italy

Working areas and performance enablers

1. Sustainable activation and management of transitions

- 1.1 Holistic profiling
- 1.2. Segmented and tailor-made action plan and ALMP-measures to enhance workforce inclusivity and diversity management
- 1.3. Users' accessibility and engagement

2. Relations with employers

- 2.1 Specialized Units for Employer Services
- 2.2 Matching Labour Supply and Demand to Overcome Labour Shortages
- 2.3 Employer Engagement Strategy

3. Evidence-based design and implementation of PES services

- 3.1 Promotion of Local Labour Market Understanding and Knowledge
- 3.2 Monitoring and evaluation systems
- 3.3 Policy design through change and innovation

4. Management of partnerships and stakeholders

- 4.1 PES Perception/Reputation to enhance users' engagement
- 4.2 Building Strategic Partnerships
- 4.3 Resource Allocation and Funding



Working area	1. Sustainable activation and management of transitions						
Performance enabler	1.1 Holistic profiling						
Description of the ideal performance	<p>A PES bases the assessment of an individual's employment potential (profiling) on a holistic approach. The profiling is based on information about an individual jobseeker's employment record, work experience and formal qualifications ('hard facts') and on the full spectrum of competences/skills of a jobseeker (skills-based profiling).</p> <p>In order to succeed in the implementation of this approach and to achieve ideal standards of performance, PES should consider the following key elements:</p> <ul style="list-style-type: none"> ▪ PES encourages multi-level cooperation in the public sector (social services, health services, education and training organisations, etc.) in order to take into account the different aspects that contribute to the understanding of the user's profile ▪ In the profiling phase, there are multidisciplinary teams working together within the PES ▪ In the PES there is a system of IT cooperation between different public administrations and other (private) service providers that allows a real-time exchange of information regarding PES users ▪ The PES has developed a personalised, individualised and reinforced psychological support system with the assistance of specialised advisers to end-users (promoting specific training for operators to acquire these skills) 						
Score	<i>Fill-in-the-blanks</i> <i>Level of evidence</i>	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column				X		



Description

Provide more details on the current PES performance on that topic including some evidence

The Veneto Region's system of ALMPs is based on the principles of **universality and equity of treatment for all users**.

After the adoption of the **national quantitative and qualitative profiling system** by Anpal (Delibera n. 5/2022), the system previously developed and used in Veneto was replaced by the national system. Quantitative profiling is implemented automatically by the **information system**, on the basis of information relating to employment status, work experience, educational qualifications and training courses and other social characteristics. The qualitative profiling, which integrates the quantitative one, is carried out by the **Case Managers** of the job centres. Qualitative profiling takes into consideration the person's work history, skills and personal conditions. The **employability profile** measures the person's distance from the labour market and their difficulty in relocating. Information on the users' social and personal characteristics is acquired during the **basic orientation interview** at the job centre. This interview is functional in detecting the person's level of need, his distance from the labour market and in defining the job placement project, which is formalised in the individual action plan.

Veneto Lavoro has structured a method for the collection of information on the user, by filling in the appropriate sections present in the **IDO information system**. After the adoption of the new national qualitative profiling system by Anpal, the sections of the IDO information system have been adapted to align with the new national standard: the basic orientation interview was enriched with some information, such as the level of digital skills ("Manuale Assessment GOL Profilazione qualitativa"). At the end of the qualitative profiling the unemployed person is assigned to an active policy path on the basis of his employability profile. The **GOL Programme**, one of the reforms of the Recovery and Resilience Plan, funded by the Next Generation EU strategy, envisages 4 different paths:

- 1) **employment relocation;**
- 2) **upskilling;**
- 3) **reskilling;**
- 4) **work and social inclusion;**
- 5) **collective outplacement.**

The user has the possibility to ask for a review of the outcome of the profiling in the event that a significant change in his condition occurs.

Furthermore, the operator can evaluate repeating the profiling more accurately, if the path identified as a result of the first profiling is found to be inadequate and he/she thinks it would be more useful to assign the user to a different path.



Veneto Lavoro performs specific **services for the relocation and placement of workers involved in corporate crisis** situations or collective redundancy procedures within GOL path n. 5 (collective outplacement). Veneto Lavoro's Crisis and Business Services Unit is actively engaged in these paths. By pursuing its mission to provide concrete support in the management of corporate, territorial and sector and/or supply chain crises, this Unit liaises with companies, social partners and other stakeholders to reduce the risk of closure and increase the opportunities for relocation of the workers involved.

Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

Delibera ANPAL n. 5/2022

Delibera ANPAL n. 6/2022

Delibera ANPAL n. 5/2023

GOL Assessment Manual on qualitative profiling drafted by Veneto Lavoro

IDO IT system: <https://www.venetolavoro.it/sistema-ido> and <https://ido.venetolavoro.it>

Programma GOL - Garanzia di occupabilità dei lavoratori (GOL Programme - Employability Guarantee for Workers)

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

Four main critical factors have been identified in the Case Management process:

- Training has been promoted towards PES operators on different ALMP tools provided in Veneto, and it is necessary to **continue investing in the training of operators** in order to keep their knowledge up-to-date and in step with the evolution of policy programming acts;
- **Interviews with job seekers last 45 minutes:** in this timeframe operators must perform qualitative profiling and identify with the user the active policy measure to be accessed. Meeting this timeframe sometimes requires a great deal of effort on the part of the operators because end-users are not prepared, have not pre-filled their CVs within the dedicate online tool called "CPI Online - Online Job Centre" (hosted on the portal www.clickavoroveneto.it) , and are not clear about their professional project;
- **Cooperation with databases of other Public Administrations should be improved**, as PES do not have constantly updated information on who is receiving social security benefits or on the income level of the jobseekers. Consultations are underway with the National Social Security Institute to develop new application cooperation capabilities;
- **The profiling of refugees and asylum seekers should be improved:** the lack of a cultural-linguistic mediation service, which is crucial for effective communication and support, and of a dedicated assessment tool, which hampers the accurate evaluation of needs and potential, makes it sometimes difficult to deal with this target, whose profiling should include a pre-interview phase and be based on a more structured process, providing information and support on legal and cultural aspects as well as ordinary guidance.

Areas for improvement



Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance

A key performance improvement factor is to increase users' autonomy in utilising digital tools (SPID authentication system and the "CPIOnline - Online Job Center" tool on the portal www.cliclavoroveneto.it developed by Veneto Lavoro). This would also enable users to pre-fill some necessary information for the assessment interview with the Case Manager.

Regarding the vulnerable refugees and asylum seekers target groups, the areas for improvement include the activation of a stable cultural mediation service and the introduction of the EU Skills Profile Tool to better assess competencies. Additionally, there is a need for dedicated experts in migration and the labour market who can support workers both before the interview and throughout the entire employment process. Providing specialised training, ongoing updates and dedicated tools, such as guides and legal support services, is also crucial. Finally, the development of networks and protocols for rapid and integrated case management are essential for enhancing the overall support system.

PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved

Mark which stage of the process has been covered

PLAN	DO	CHECK	ACT
Recognition of a need or an opportunity and planning a change	Test the change on a small scale or in a controlled environment (such as a specific department)	Review of the test, analysis of the results, identification of the critical points	Take actions based on the lessons learned in the previous steps
		X Please, note that the qualitative profiling model adopted at national level in 2022 is fully operational and assessments can be made in the future to see if improvements are needed	
Performance enabler	1.2. Segmented and tailor-made action plan and ALMP-measures to enhance workforce inclusivity and diversity management		



Description of the ideal performance	<p>The PES designs effective employment policies through the knowledge about the different specificities of the various groups to which the policies want to impact, with a particular focus to the most vulnerable ones.</p> <p>In order to succeed in the implementation of this approach and to achieve ideal standards of performance, PES should consider the following key elements:</p> <ul style="list-style-type: none"> ▪ The PES groups job seekers according to their likely level of need based on the holistic profiling <ul style="list-style-type: none"> ▪ in-depth knowledge of different needs ▪ taking into consideration the intersectional aspects of vulnerable job seekers ▪ PES builds and implements individual Action Plans on the results of holistic profiling <ul style="list-style-type: none"> ▪ adapting active labour market measures to the needs of jobseekers, especially vulnerable groups ▪ PES employs training and qualification measures for jobseekers (especially in transition-related sectors) <ul style="list-style-type: none"> ▪ There is a collaboration of PES with vocational education/training providers ▪ There is a collaboration between PES and companies on training issues ▪ PES has the capacity to identify specific sectors facing shortages and understand evolving skills needs in the labour market ▪ There are fast and agile training solutions for applicants who only need specific and sectoral skills ▪ PES assesses the efficiency of active labour market policies <ul style="list-style-type: none"> ▪ Periodic evaluations ▪ User opinions and concerns are collected ▪ PES trains internal staff for guidance on issues related to the green and digital transitions 						
Score	<i>Fill-in-the-blanks</i> <i>Level of evidence</i>	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related	Mark the relevant column			X			





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to the ideal performance							
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Description

Provide more details on the current PES performance on that topic including some evidence

The **GOL Programme** is a reform action taken under Italy's National Recovery and Resilience Plan (Mission 5, Component 1) to upgrade ALMP services. It is implemented by the Regions and Autonomous Provinces on the basis of the Regional Plans (the so-called "PARs") and in close connection to the Plan for Strengthening Job Centers and the National New Skills Plan. The GOL Programme is based on the **personalisation of services**: beneficiaries are addressed to the most appropriate path through **targeted basic guidance and employability assessment**:

- 1) **employment relocation**: aimed at those who are more likely to be relocated and therefore need less support;
- 2) **upskilling**: aimed at those who need a professional updating path because they have a fragmented job career or skills gaps;
- 3) **reskilling**: aimed at those who need a path to convert their professional profile towards professions more requested in the labour market;
- 4) **work and social inclusion**: aimed at those who have social weaknesses as well as work difficulties;
- 5) **collective outplacement**: aimed at those who are involved in business crises and relocation processes.

Veneto Lavoro has defined a specific **strategy** to involve a significant number of users in the Programme, thus achieving the target assigned to the Veneto Region by the Ministry of Labour in terms of number of participants. Veneto Lavoro then decided to offer the GOL Programme to the following categories of users:

- **all new users**, who issue a declaration of immediate availability for work (the so-called DID - Dichiarazione di Immediata Disponibilità al lavoro): these users must be contacted by Job Centres in a short time (within 90 days from the beginning of unemployment);
- **recipients of income support**, who are subject to the obligation to take action in the active search for a new job;
- **recall of the users, who have previously subscribed an individual action plan, but are still unemployed**: Veneto Lavoro has given Job Centres the general instruction to start recalling long-term unemployed people and those whose action plan is about to expire. The planning of the recalling activity is done by each Job Centre.
- **all users who meet the foreseen requirements and ask to participate in the Programme can access GOL.**

An important element, which helps operators select users according to their characteristics, is the **"user search" function of the IDO information system developed by Veneto Lavoro**, as a flexible segmentation tool in relation to specific initiatives, needs and the availability of policies. In particular, the "user search" function allows PES operators to select users, on the basis of a series of dimensions (e.g. age, gender, domicile, presence of an individual action plan, outcome of qualitative profiling, etc.)



On the basis of the result of the qualitative profiling, the user is assigned to one path, among those envisaged by the GOL Programme.

The Veneto Region approved the content of the **services provided by private Accreditate operators** (see "OPAL Catalogue") and settled the duration of each path within the GOL Programme:

- the first path involves the provision of support services for active job search;
- the second and the third paths involves the provision of support services for active job search and training services;
- the fourth path involves the provision of support services for active job search, training services, and social, or health, assistance.

The first, the second and the fourth paths last at maximum 9 months; while the third path lasts at maximum for 12 months.

In addition to the GOL Programme, two years ago, a recall activity was carried out towards **workers with disabilities** - who are enrolled in the targeted placement (so-called "Collocamento Mirato") - to confirm their willingness to carry out a job. To those available a new AMLP measure was proposed, specifically aimed at people with disabilities. This measure (called "Voucher Rafforzato") is financed by the **Fund for the employment of people with disabilities** of the Veneto Region.

Veneto Lavoro systematically **monitors participation in activities, the results of qualitative profiling and the employment outcomes of ALMP measures**, also through in-depth studies carried out by the **Regional Labour Market Observatory**.

As part of the activities and pilot projects managed by the Technical Assistance Unit for European Funds, initiatives are currently being implemented to promote actions aimed at supporting the inclusion of the most fragile and vulnerable groups. These initiatives include:

- the **Erasmus+ project COM-IN**, which focuses on developing professional skills for Counsellors and Community Coordinators to support the employment of individuals facing significant barriers to employment;
- the FAMI project **CIVIS VII - Citizenship and Integration in Veneto for Foreign Immigrants**, which aims at promoting the learning of the Italian language, enhancing citizenship skills, improving the ability to adapt language use to the work context, facilitating the integration/reintegration of unemployed or underemployed individuals, and helping workers integrate effectively and constructively into the workplace;
- the FAMI project **Strengthening School Inclusion in Veneto**, aimed at supporting foreign students at risk of dropping out of school and their families by fostering cooperation among PES, schools and other specialised services in the region;
- the FAMI project **RELEASE PLUS: Legal Anti-Exploitation Network**, which focuses on the training of PES operators in the area around Treviso, providing them with both theoretical and practical legal education, developing a guide on sectoral regulations and offering intercultural training through the involvement of migration experts, thus supporting the development and implementation of a territorial network;
- the FAMI project **POLIS - Objective Plan for Employment and Social Integration of Third-Country Nationals in Veneto**, aimed at promoting the social and work inclusion of vulnerable migrant job seekers by establishing a regional legal support network for foreign workers, providing them with



guidance and employment support, with tailor-made pathways for migrant women, and ultimately creating active policy programmes dedicated to vulnerable third-country nationals;

- the enhanced employment voucher **Common Ground** (ref. DGR No. 587 of May 27, 2024), which is part of the **interregional Common Ground project** and aims to implement interventions supporting the social, health, housing, and employment integration of Third-Country nationals who are victims or potential victims of labour exploitation.

Based on national Law n. 68/99, Job Centres also deliver **specialised services for users with disabilities and those in protected categories**, including:

- registration for "targeted placement" (so-called "collocamento mirato": job seekers with disabilities can register in provincial lists, which grants access to targeted placement services and benefits;
- work placement pathways: support in agreeing on a work placement pathway and receiving related job support services;
- participation in public selections: assistance in applying for public notices to participate in job selections at public bodies and private companies;
- employer support: employers can get information and support regarding hiring obligations, identify suitable candidates with disabilities and request agreements for fulfilling hiring obligations, including preliminary internships;
- work integration support: services aimed at helping manage the integration of employees with disabilities into the workplace.

Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

IDO IT system: <https://www.venetolavoro.it/sistema-ido>, <https://ido.venetolavoro.it>

Programma GOL - Garanzia di occupabilità dei lavoratori (GOL Programme - Employability Guarantee for Workers)

DGR n. 248 del 15 marzo 2022 - Piano attuativo regionale (PAR) del Veneto - Regional Plan for the Implementation of the GOL Programme

DGR n. 911 del 20 luglio 2023 - Modifica del Piano di Attuazione Regionale (PAR) del Veneto (DGR n. 248 del 15 marzo 2022) - Amendment to the Regional Plan for the Implementation of the GOL Programme

DGR n. 1559 del 12 dicembre 2023 - Adozione dell'aggiornamento del Piano Attuativo Regionale (PAR) Veneto del Programma GOL con la programmazione delle risorse annualità 2023 - Adoption of the amendment to the Regional Implementation Plan of the GOL Programme through 2023 programming

Erasmus+ programme

Fondo Asilo Migrazione e Integrazione (FAMI)

National Law n. 68/99

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

In some geographic areas, organisations struggle to **find adequately equipped classrooms and laboratories for training**. To address this issue, efforts are being made to promote greater collaboration with companies that have established corporate academies and other training-dedicated spaces.

Given the particularity of the vulnerable migrant target groups, which often do not speak Italian but urgently need to find work and are therefore at risk of



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Fraternité



France
Travail

Performance enabler	1.3. Users' accessibility and engagement						
Description of the ideal performance	<p>The PES combines channels, tools and strategies to encourage accessibility, commitment, motivation and engagement of the job seekers, such as the following ones:</p> <ul style="list-style-type: none"> Combination of different channels of service provision (online, face-to-face, telephone, etc.) <ul style="list-style-type: none"> Digital literacy programmes for users and staff Procedures for monitoring and evaluating the usability, effectiveness, and efficiency of different channels User Support/Help Systems Preserves physical local agencies and meet face-to-face with job seekers Development of strategies to encourage the commitment, motivation and proactivity of job seekers in their efforts to find work and/or improve their employability. These strategies feature: <ul style="list-style-type: none"> Early intervention of PES as soon as situations of unemployment occur and constant contact between the jobseekers and the counsellor Regular reporting and monitoring of work availability and job-search actions Direct referrals of unemployed jobseekers to vacant jobs and/or ALMP to prevent loss of motivation, skills and employability as a result of the increased duration of unemployment Establishment of individual action plans according to a tailor-made approach PES facilitation of the mobility of jobseekers (e.g. to go to training, job interviews, etc.) 						
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related	Mark the relevant column			X			



to the ideal performance							
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>Job Centres play a crucial role in supporting job seekers, employers and other stakeholders in the labour market. Veneto Lavoro's efforts to enhance accessibility and foster engagement among users include:</p> <ul style="list-style-type: none"> • Digital transformation and digital accessibility to services: Veneto Lavoro has embraced digital transformation to enhance accessibility. The development and continuous improvement of the service portal www.cliclavoroveneto.it have allowed job seekers to register, search for job opportunities and access various services remotely. This digital approach has been particularly beneficial during the COVID-19 pandemic, ensuring uninterrupted service provision. The service portal www.cliclavoroveneto.it is designed with a user-friendly interface, making it easy for individuals with varying levels of digital literacy to navigate. The website includes clear instructions, intuitive menus and accessible design. • Strengthen physical accessibility to services: considering the persistence of digital literacy problems among many users and the complexity of the cases that PES operators often have to handle, Veneto Lavoro fosters its network of local offices throughout the region. These offices are strategically located to be easily reachable and are equipped with facilities to assist individuals with disabilities, ensuring that all users can benefit from their services. In some territories, contact points have been recently opened in close cooperation with the local Municipalities, in order to strengthen the proximity of PES to end-users and overcome any difficulties in reaching the main offices located around the region. • Providing personalised targeted services: Veneto Lavoro emphasises personalised service delivery to enhance user engagement. Case Managers work closely with job seekers to understand their unique needs, skills and career aspirations. This personalised approach helps craft tailored individual plans and improve the likelihood of successful job placements. Specific initiatives and support are provided for vulnerable groups, including people with disabilities, migrants, NEETs and women, thus supporting their activation and facilitating the transitions in the labour market. • Promoting territorial animation: by fostering a strong local presence, Veneto Lavoro enhances its visibility and trust within communities. This leads to higher engagement rates as individuals and employers feel more connected and supported. Moreover, localised initiatives ensure that the specific needs and the features of each area are addressed, resulting in more effective employment outcomes. 							
Resources							
Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described							



Veneto Lavoro's 2024 Annual Activity Plan:

<https://www.venetolavoro.it/documents/10180/10873136/Piano+annuale+attivit%C3%A0+2024+Veneto+Lavoro.pdf/a7009e47-cc42-53b7-0de6-444b713e5842?t=1710334871345>

Piano integrato di attività e organizzazione PIAO 2023-2025 (2023-2025 Integrated activity and organization plan):

<https://www.venetolavoro.it/pubblicazione/Atti/DL33/Allegati/1039.pdf>

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

Many users do not have access to digital services due to **limited computer skills or low proficiency in the Italian language** among foreign users.

Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance

An area of improvement identified to implement users' accessibility to services is to **provide greater support to users, so they can become autonomous in using digital tools and services**. This would also help reduce the workload on physical service desks.

For the vulnerable refugees and asylum seekers target groups, the provision of **mediation and customised mentoring/support services** is highly recommended.

PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved.

Mark which stage of the process has been covered

PLAN	DO	CHECK	ACT
Recognition of a need or an opportunity and planning a change	Test the change on a small scale or in a controlled environment (such as a specific department)	Review of the test, analysis of the results, identification of the critical points	Take actions based on the lessons learned in the previous steps
X			



Please, note that a review of the "chatbot" tool is ongoing, in order to use the potential of artificial intelligence to provide targeted answers to users' questions and, thus, facilitate access to useful information.			
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Impact of this working area on the digital and green transition

Sustainable activation refers to Veneto Lavoro's efforts to engage job seekers in a way that promotes long-term employment and career development. Veneto Lavoro endeavours to achieve this through **tailored guidance services and career counselling**, as well as through support services that help individuals adapt to changing market demands. In this perspective, the paths implemented within the GOL Programme promote **digital literacy, upskilling and reskilling** and the **professional requalification** of job seekers according to the needs of the local labour market, including promoting **green skills**.

Impact of this working area on the labour inclusion of vulnerable groups

The **GOL Programme** sets out specific missions to **enhance the employability and job inclusion of vulnerable groups**. Veneto Lavoro's strategies are closely aligned with these missions, which include the promotion of equal opportunities, enhancing employability of vulnerable groups through education and training, and facilitating Integration into the labour market.

In line with the goals of the GOL Programme, which prioritises the inclusion of vulnerable target groups in the labour market, Veneto Lavoro implements several **initiatives designed to support vulnerable groups**, including offering customised guidance and up/reskilling programmes that address the specific needs and barriers faced by vulnerable groups, and providing individualised support and counselling that take into account the unique challenges and strengths of each individual.

Impact of this topic on your PES reputation

Veneto Lavoro's consistent performance in helping job seekers find sustainable employment has established it as a **reliable and trustworthy partner for both job seekers and employers**. This reliability is a cornerstone of its reputation, ensuring that **users and stakeholders can count on Veneto Lavoro for effective support**. To promote sustainable activation and manage transitions, Veneto Lavoro collaborates with local employers, educational institutions, VET providers, social services and enterprises, thus creating a network of support that benefits the community. This collaborative approach strengthens Veneto Lavoro's reputation as **a central unifying actor in the regional labour market**.

Impact of this topic regarding gender transversality

Specific initiatives and support are provided for vulnerable groups, taking **gender transversality** into account. In the frame of the Regional Law n. 3, 15th February 2022 "Disposizioni per la promozione della parità retributiva tra donne e uomini e il sostegno all'occupazione femminile stabile e di qualità (Provisions



for the promotion of equal pay between women and men and the support of stable and quality female employment)", the information campaign "**Equamente al lavoro (Equally at Work)**" has been implemented, including a series of actions to **promote gender transversality and equality in the workplace**:

- counter discriminatory behaviours in the workplace;
- promote stable and quality female employment and encourage the reintegration of women who are victims of violence;
- promote measures that support the balance between work and personal life;
- spread an anti-discriminatory organisational culture in workplaces;
- address the Gender Pay Gap and ensure transparency of information and neutrality in pay between men and women;
- promote the Register of virtuous companies.

For **migrant women**, it is essential to implement a phase of engagement followed by support, accompaniment and empowerment efforts, besides measures for work-life balance. This approach will be pilot-tested within the FAMI projects currently being activated.



Working area	2. Relations with employers						
Performance enabler	2.1 Specialized Units for Employer Services						
Description of the ideal performance	<p>To manage relations with employers, the PES establishes specialised units (department or team). For this reason, it is necessary that the PES foresee:</p> <ul style="list-style-type: none"> The staff of these units is made up of a multi-level team of counsellors, advisors and other professionals with a strong set of competencies and skills: <ul style="list-style-type: none"> Profound knowledge of the regional/local labour market's composition and dynamics, within the broader framework of the transformations and challenges that national and international labour markets are constantly facing, especially within the Twin transition; Skill forecasting and knowledge of emerging professional profiles which can be relevant at local/regional level, to boost innovation drivers within companies; Proactivity and customer-oriented approach, in order to identifying and implementing tailor-made solutions to support employers effectively; Mediation and facilitation skills; Ability of working in team, with a collaborative attitude; Communication and marketing skills, especially to support companies in enhancing the attractiveness job offers; Constant update on regulations/laws that can be relevant for employer customers, especially in terms of hiring incentives, subsidies and ALMPs. may be relevant to employer clients, especially in terms of hiring incentives, subsidies, and active labour market policies Ongoing training to acquire and improve their strategic skills and knowledge supported by a wide range of ICT tools and methodologies, including mentoring and coaching programmes Specialized units dealing with companies/employers and those dealing with unemployed people and jobseekers 						
Score	<p>Fill-in-the-blanks</p> <p>Level of evidence</p>	<p>1</p> <p>No evidence or some ideas</p>	<p>2</p> <p>Some weak evidence, related to some areas</p>	<p>3</p> <p>Some good evidence related to relevant areas</p>	<p>4</p> <p>Strong evidence related to most areas</p>	<p>5</p> <p>Very strong evidence related to all areas</p>	<p>6</p> <p>Excellent evidence (= full compliance with excellence), related to all areas</p>



The score is based on the evidence provided related to the ideal performance	Mark the relevant column				X		
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>In the lastest years, Veneto Lavoro has made the transition from passive to active management of relations with companies. The approach to relations with companies is based on the following guiding principles:</p> <ul style="list-style-type: none"> the Account Manager is the unitary figure of reference for employers, who can provide them with all the information and support they need to fulfil staffing requests; identifying and prioritising employers' needs; establishing performance objectives for the Account Managers related to the progressive construction and expansion of the employers' portfolio that each Account Manager can manage. <p>Account Managers are to be found in all Job Centres, both in the big and in the small ones. The Account Manager is the direct reference for employers and provides them with all the information and support they need to meet staffing requests.</p> <p>Each employer - considered as a customer - is managed by a specific Account Manager, who takes care of the relationship with it, in particular with respect to the job demand and supply matching services, support services related to the placement of workers with disabilities, providing information on recruitment incentives, as well as certain needs related to human resources. The Account Manager also has the task of increasing the number of job offers made available to the supply and demand match system, managed by the Job Centre (portfolio of employers and job vacancies).</p> <p>Since the Job Centres have the exclusive competence in managing the placement of people with disabilities, one of the main tasks of the Account Managers is to deal with the companies on the issue of the inclusion of workers with disabilities.</p> <p>Account Managers use the information available in the regional database of mandatory communications on the employment relationships, within the SILV (Sistema Informativo Lavoro Veneto - the Regional Labour IT System) to acquire useful knowledge on the professional needs of client companies. They also make use of the "search for companies" tool available on the IDO portal, which allows companies to be selected on the basis of a series of parameters (such as the sector of activity, types of employment relationships, etc.).</p>							



Veneto Lavoro has improved the services for employers, making them **easier-to-access** and more **user-friendly**, which are:

- **CV pre-selection service:** employers can ask the job centre for a pre-selection service of workers' curricula. The Account Managers, in collaboration with the Case Managers, select the curricula of the workers, which best suit the characteristics of the job position and transmit them to the employer. The request for staff is, generally, managed by the reference territorial job centre, on the basis of the company's locality;
- dedicated "Online Job Centre for Companies" tool, named "**CPI ONLINE AZIENDE**": it allows employers - companies, intermediaries and employment agencies - to manage their personnel requests online and to receive pre-selected curricula from the job centres. More information are available on: <https://www.cliclavoroveneto.it/cpi-aziende>
- recruiting events named "**IncontraLavoro**" are designed to facilitate the matching between job demand and supply and provide employers with a space to present their own companies and job vacancies. These events can be both on- and offline and be organised for a specific company or a specific business area. This initiative has become a continuous and well-structured space for the matching between demand and supply since 2020, within which companies can meet pre-selected candidates and conduct initial and/or selection interviews.

Veneto Lavoro plans, in the future, to use knowledge about companies to anticipate professional needs, and to provide useful information to the Veneto Region for planning the training offer.

Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

Veneto Lavoro's 2024 Annual Activity Plan:

<https://www.venetolavoro.it/documents/10180/10873136/Piano+annuale+attivit%C3%A0+2024+Veneto+Lavoro.pdf/a7009e47-cc42-53b7-0de6-444b713e5842?t=1710334871345>

<https://www.cliclavoroveneto.it/cpi-aziende>

<https://www.cliclavoroveneto.it/incontralavoro>

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

- **Hiring obligations set by the law:** in Italy, companies are required to comply with the obligation to employ people with disabilities and those belonging to protected categories, as established by Law 68/1999. This obligation aims to promote the social and professional integration of people with disabilities, ensuring them equal opportunities in the labour market. In this framework, PES operators are expected to provide support and monitor the "information prospectuses" to report the hirings of people with disabilities (companies are required to communicate the missing hires by 31st January), according to the guidelines contained in the annual monitoring plan, and monitor the progress of programme agreements and work integration agreements signed with companies. Account Managers should endeavour to fulfil PES' mission to support employers in accomplishing these obligations while supporting them through a set of services aimed at countering the mismatch and provide companies with the needed skills and workforce;



- **Enhancing Account Managers' abilities to understand employers' needs and business processes:** Account Managers are trained to understand the needs of employers, but sometimes specific profiles and peculiar business contexts may require deeper analysis, understanding and decoding skills to succeed effectively in producing matchable vacancies. It is crucial that Account Managers adopt an integrated view of business processes to effectively and pertinently define job vacancies. In this perspective, further efforts should be made to promote a deeper knowledge and understanding of business processes and enable Account Managers to tailor their services more accurately to the specific demands of the companies they serve.
- **Strengthening the dialogue and exchange between Account Managers and Case Managers:** the communication and information exchange between Account Managers and Case Managers is not always smooth and prompt. Account Managers need to effectively convey the functional features of their client companies' vacancies to Case Managers. An improved dialogue would help create more effective pre-selection lists for employers, thereby minimising the skills gap between the sought-after profiles and the pre-selected candidates. Ensuring that Case Managers fully understand the companies' needs would lead to a better alignment between the candidates proposed and the job requirements, thus enhancing the overall efficiency of the recruitment process.

Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance

- **Enhanced monitoring of job placements:** developing a comprehensive monitoring and evaluation system to track job placements, including the duration of employment, job retention rates, and employer satisfaction with the candidates provided;
- **Leveraging technology for better service delivery:** integrating AI-driven tools and user-friendly interfaces for efficient service delivery, including predictive analytics for skill needs.
- **Promoting strategies and developing competencies to encourage employers to hire migrant job seekers:** a strategy should be developed to empower Account Managers to overcome companies' resistance to hiring job seekers with a migratory background - both refugees and asylum seekers - by providing them with specialised training and promoting dedicated projects.

PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved.

Mark which stage of the process has been covered

PLAN	DO	CHECK	ACT
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Recognition of a need or an opportunity and planning a change.	Test the change on a small scale or in a controlled environment (such as a specific department)	Review of the test, analysis of the results, identification of the critical points	Take actions based on the lessons learned in the previous steps
			X



Performance enabler	2.2 Matching Labour Supply and Demand to Overcome Labour Shortages						
Description of the ideal performance	<p>PES offers adequate solutions and measures, which are consistent with the specific dimensions of the market mismatch and features of the issue at local level, always considering the impact of the twin transition.</p> <p>Services offered by PES to companies in order to address labour market mismatch must:</p> <ul style="list-style-type: none"> • Support companies in identifying their needs (in terms of professional profiles, tasks, skills required) and improving the attractiveness of their job offers, also by rising employers' awareness regarding innovative organizational assets, welfare solutions, flexibility, work-life balance, sustainability, etc. • Take an active role in communicating the needs of the companies to educational institutions, so that they can provide the proper customised training in order to improve the skills of job seekers and to offer skilled workforce to the companies. • Offer transparency and visibility to the job vacancies acquired from companies, taking care of the communication aspect; • Provides support and advice in all phases of the selection and recruitment process. AI can support matching processes and ICT drives automated skill-based matching, with a further selection by the employment counsellors. • Provide training programs or other on-the-job learning measures aimed at improving candidates' skills based on the specific needs of companies, on the one hand, and labour market emerging needs (e.g. twin transition) on the other hand, thus facilitating transitions to the labour market; • Organise initiatives, job fairs and public events. • Participate in specific training and stay informed regularly (via specific tools: employment observatories, regional newsletters, etc.) in order to know the regional/local labour market and the diagnosis of the territory and in order to respond better and quickly to job seekers and companies. 						
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence	Mark the relevant column			X			



provided related to the ideal performance							
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>The Account Manager and the Case Manager work together, to preselect the curricula of workers, in order to meet staff requests, sent by employers.</p> <p>The Case Manager proposes to the Account Manager possible matches between workers and job vacancies. Accounts consider the possible matches on the basis of:</p> <ul style="list-style-type: none"> - proposals put forward by Case Managers; - unemployed workers spontaneous applications (through the CPI Online application); - their own assessment of the appropriate matches. <p>After the evaluation, the Account Managers send a shortlist of candidates to the employer. Employers carry out the hiring interviews, and give feedback on their outcome to the Account Manager.</p> <p>These matching activities are supported by the software IDO, as the IT management of pre-selection activities: https://www.venetolavoro.it/sistema-ido . For pre-selection activities, Case Managers and Account Managers use search engines with filter functions, present in IDO. The results of the IT application are checked by the operators. The shortlist of candidates are, therefore, not simply created automatically by the information system but are always subjected to the evaluation of the operators.</p> <p>Despite, in the past, Veneto Lavoro has offered employers the possibility of directly using the database of curricula, they find it difficult to use it, due to the lack of dedicated personnel.</p> <p>The so-called CPI Online Aziende service https://www.cliclavoroveneto.it/cpi-aziende#/anon represents a dedicated section within the platform ClicLavoro Veneto, which companies can use to upload their own data independently of job offers and activate the candidate search and pre-selection service using the contribution from the Employment Centre. The functions present in the system provide companies with a set of tools for being able to upload and send your personnel requests to the Employment Center and receive the CVs of the selected candidates.</p>							



As part of the actions undertaken by Veneto Lavoro within the "Matching Labour Supply and Demand to Overcome Labour Shortages" working area, the activities of the Observatory are crucial. Utilising data from the **navigable labour market statistics** available at www.venetolavoro.it/numeri, the Observatory provides valuable insights that can be considered a form of "**guidance**." This activity helps inform employers about regional labour market trends and dynamics, thereby enhancing their understanding of market conditions and facilitating more effective labour supply and demand matching.

Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

<https://www.venetolavoro.it/sistema-ido>

<https://www.cliclavoroveneto.it/cpi-aziende>

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

One significant challenge is the **necessity to propose unemployed candidates to companies**. While this aligns with the mission of the Public Employment Service to support job seekers, it can be a limitation regarding the available skill sets. Often, the skills of unemployed candidates may not perfectly match the specific requirements of employers, creating a gap between supply and demand.

Additionally, **small and medium-sized enterprises (SMEs) in Veneto often lack dedicated HR departments**. This lack of dedicated staff impacts the **company's organisational culture** and its ability to manage new hires, especially those from more vulnerable groups or those distant from the labour market. To address this, PES must activate support pathways for these less structured companies, aiding them in the integration of new employees. This support is crucial to ensure that even smaller companies can successfully manage new hires and benefit from the available workforce.

Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance

Two key stages have already been undertaken:

- **IDO functionality enhancement and AI implementation in recruiting processes:** the functionality of the IDO portal has been significantly improved. This enhancement allows for better data integration and more streamlined processes, which in turn facilitates a more efficient matching of job vacancies with suitable candidates. Further improvements can be outlined by implementing the use of AI in the pre-selection and recruiting processes, including supporting the drafting of vacancies, providing automated resume screenings, supporting skills assessment, enhancing job demand and supply matching and, last but not least, making predictive analysis;



- **Increased volume of vacancies managed by Job Centres:** Veneto Lavoro's Job Centres have increased the volume of vacancies they manage. This expansion has broadened the scope of job opportunities available to job seekers through these centres, making it easier for individuals to find employment that matches their skills and preferences.

Moving forward, Veneto Lavoro has planned further steps to improve the job matching process:

- **Highlighting quality elements of the matching process:** more emphasis will be set on highlighting elements that enhance the quality of the job matching process. These include aspects such as welfare, smart working, and other factors that contribute to a better work-life balance. Recognizing these elements is increasingly important for job seekers who prioritise quality of life in their employment decisions;
- **Enhancing the feedback collection from employers:** the system for collecting feedback from employers will be strengthened, thus including integrating feedback on the suitability of candidates to better understand their employability in the job market, even when they are not selected by a specific company. This comprehensive feedback will provide valuable insights into the skills and attributes that are most in demand, helping to improve the overall matching process;
- **Providing complete recruitment services:** in addition to the currently performed pre-selection of candidates, providing proper selection services by identifying a shortlist of 3-5 candidates for the company's final selection. This service would be more targeted and responsive to the company's needs, but it requires careful consideration regarding the need to strengthen Account Managers' specific skills, particularly their deep understanding of business processes and the required competencies.

PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved.

Mark which stage of the process has been covered

PLAN	DO	CHECK	ACT
Recognition of a need or an opportunity and planning a change.	Test the change on a small scale or in a controlled environment (such as a specific department)	Review of the test, analysis of the results, identification of the critical points	Take actions based on the lessons learned in the previous steps
			X



Performance enabler	2.3 Employer Engagement Strategy						
Description of the ideal performance	<p>The PES builds a mutually beneficial relationship of trust between PES and enterprises, strengthening employers' commitment and active participation. With this aim, the PES should consider the following key elements:</p> <ul style="list-style-type: none"> • Goal-oriented approach • Existence of a one-stop-shop for employers, with individual contacts for each employer • Uses segmented and/or tailor-made employer services and target-oriented tools such as newsletters, seminars, conferences, etc. • Ability to build a relationship with the employer according to its characteristics (with respect to size, economic sector, geographical location, level of development of the human resources department, etc.) • PES should engage employers in long-term partnerships to develop and find customized solutions • In order to reduce tensions in recruitment PES must: <ul style="list-style-type: none"> - Invite employers to events such as hiring and information fairs - Find other recruitment methods to attract all types of public (including vulnerable people) 						
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column				X		
Description							
Provide more details on the current PES performance on that topic including some evidence							



The services to employers are categorised into two areas:

- **general services** (also called administrative services) refer to insurance schemes, grants and refunds, collection and reporting, while customised services include services for recruiting labour (recruitment assistance, integration of workers with disabilities);
- **services for restructuring** (temporary layoffs, downsizing, Management of complex corporate crises, through ALMPs and conversion and reindustrialization policies).

PES offices have implemented new programmes to engage more closely with local businesses, such as dedicated Account Managers and customised recruitment services in the previous section. Feedback from these enterprises has been positive, but still a low % of employers currently utilise these specialised offerings. In fact, in Veneto there are a huge number of **small enterprises** with less than 15 employees, with no structured personnel unit. To better serve the needs of small and medium-sized enterprises (SMEs), Veneto Lavoro's Account Managers focus on developing more **tailored recruitment, training and placement services**. This includes creating specialised programmes for SMEs that differ from the offerings for larger corporations. By curating **sector-specific job matching and upskilling initiatives**, the Account Managers can more effectively address the unique workforce requirements of various industry sectors within the region. This targeted approach will help the PES system better meet the needs of both employers and job seekers, ultimately enhancing the overall effectiveness of the job supply and demand matching process.

As regards business services, the objective is to consolidate the role of Job Centers towards employers through specialised Account Managers, operators dedicated exclusively to business services, capable of personalising the service provided, guarantee constant help and assistance, monitoring of needs, customer loyalty. The Account Manager's task is to manage a **portfolio of customers** and **increase the number of job offers made available** to the job supply and demand matching system. With a view to improving the mechanisms for matching job supply and demand, the process initiated to increase the quality of work support activities will continue with particular attention to the **ability to attract employment opportunities suited to the characteristics of the users**. As a consequence, the development of channels to intercept and satisfy companies' demand for work will be strengthened.

Veneto Lavoro establishes **strategic partnerships with industry associations, chambers of commerce, and major employers in Veneto** to co-design workforce development initiatives that address shared challenges. This collaborative approach can enhance the relevance and impact of PES programmes.

With a view on the mismatching phenomenon and to support local enterprises, Veneto Lavoro actively engages employers in **international recruitment opportunities**, both at EU and extra-EU level. This is the case of the services provided within the **EURES Network** and special projects like **THAMM Plus**:

- **EURES services** provided by Veneto Lavoro to local enterprises include access to a large database of CV from all over Europe, support in the identification of needs and in the definition of vacancies, pre-selection and matching of suitable candidates, organisation of interviews with the candidates, support in the definition of the integration programme (for SMEs) and assistance in the participation of recruitment events;
- coordinated by IOM Italy, THAMM Plus aims to develop and implement pilot mobility and retraining programmes for potential migrant beneficiaries, in collaboration with stakeholders in Italy, Morocco and Tunisia, through two main schemes: one between Tunisia and Italy in the

construction sector and one between Morocco and Italy in the mechatronics sector. In order to collect the needs for skills in the mechatronics sector in the local labour market, the Veneto Region and Veneto Lavoro, in collaboration with IOM Italy and the Ministry of Labor and Social Policies, actively engaged **local trade associations and social partners** and will actively cooperate with **employers** in the next project's stages.

Job Centres develop tailored recruitment, training and placement services based on the requirements of different company sizes and industry sectors in Veneto. For example, specialised programmes for SMEs versus large corporations, or sector-specific job matching and upskilling initiatives are promoted.

Sharing the knowledge of ALMP as those foreseen by the GOL Programme is key to the employer engagement strategy: this allows expanding pre-employment training and credential programmes to ensure PES-referred candidates are well-prepared for the roles and expectations of local companies in Veneto.

Moreover, The so-called "Newsletter Imprese - Newsletter for Employers" offers companies an innovative and user-friendly way to stay informed about major labour market issues and the services of the Employment Centers. Through this initiative, the Region aims to strengthen the partnership between the public employment system and the business sector, promoting greater knowledge and use of the available services. The widespread dissemination of the newsletter throughout the region will also help to connect job seekers and employers, contributing to employment growth and the competitiveness of local businesses. Interestingly, the newsletter includes a dedicated section focused on the so-called "CV in evidenza - CV in the spotlight", that allows employers to consult the most promising profiles, thus enhancing the matching between job demand and supply.

Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

<https://www.venetolavoro.it/sistema-ido>
<https://www.cliclavoroveneto.it/cpi-aziende>
<https://www.cliclavoroveneto.it/eures>
<https://www.venetolavoro.it/it/thamm-plus>

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

PES in Veneto have made progress in strengthening their relationship with enterprises, but there is still space for improvement. PES placement rates for job seekers have improved over the past 3 years, demonstrating that the PES is becoming more effective at matching candidates to employers' needs. But PES can do more to meet enterprise demands::



- The Account Manager must possess a **keen understanding of the company's workforce requirements and internal processes**. This knowledge allows them to accurately identify and address the organisation's specific needs. By delving into the company's operations and culture, the account manager can develop customised solutions that effectively meet the employer's hiring and talent management objectives;
- Needs to **strengthen relationships with local businesses** by regularly engaging with employers to understand their evolving workforce needs;
- Capability to use the knowledge to tailor the available PES services and job opportunities to **better align with the skills and preferences of the local labour market**;
- Difficult to effectively and actively reach out to new companies to encourage them to utilise the PES system, thereby expanding the pool of available job opportunities and increasing the chances of successful placements for job seekers.

Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance

- **Implement feedback sessions and surveys** to regularly gather input from Veneto employers on their hiring challenges, skills gaps, and workforce development priorities. This data can inform the PES's service offerings and help demonstrate its responsiveness to local enterprise needs;
- **Improve communication channels** to keep Veneto businesses regularly informed about PES programs, success stories, and the tangible benefits realised by participating companies. This can include newsletters, webinars, and in-person events to raise awareness;
- **Implement structured feedback loops:** on the one hand, to get Account Managers to share labour market data, hiring trends and candidate profiles with local employers, thus helping them make more informed decisions about their talent needs; on the other hand, to get employers based in Veneto to continuously improve the PES's understanding of in-demand skills and competencies, thus helping the PES stay agile and responsive to evolving workforce requirements;
- **Recognize and promote successful job placements and employer partnerships.** Highlight these success stories to encourage more businesses to work with the PES and utilise the available services.

PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved.

Mark which stage of the process has been covered



PLAN	DO	CHECK	ACT
Recognition of a need or an opportunity and planning a change.	Test the change on a small scale or in a controlled environment (such as a specific department)	Review of the test, analysis of the results, identification of the critical points	Take actions based on the lessons learned in the previous steps
	X		

Impact of this working area on the digital and green transition

Digital transition: by fostering stronger connections between PES and employers, Veneto Lavoro's Employer Engagement Strategy can help identify emerging skills gaps and labour shortages in the digital economy. This allows PES to develop tailored training and upskilling programs to prepare vulnerable job seekers for in-demand digital roles, facilitating their inclusion in the digital workforce.

Green transition: similarly, the Employer Engagement Strategy can help Veneto Lavoro understand the evolving hiring needs of employers in the green economy, such as jobs in renewable energy, sustainable manufacturing, and environmental services. PES can then work to match and train vulnerable job seekers for these emerging green jobs, supporting their labour market integration in the transition to a more sustainable economy.

Overall, by strengthening the collaboration between PES and employers, Veneto Lavoro's Employer Engagement Strategy can enhance the responsiveness of employment services to the skills and workforce needs driven by the digital and green transitions. This can open up more inclusive pathways for vulnerable groups to participate in and benefit from these transformative economic shifts.

Impact of this working area on the labour inclusion of vulnerable groups

The Employer Engagement Strategy implemented by Veneto Lavoro plays a crucial role in **facilitating the labour inclusion of vulnerable groups**. By fostering strong partnerships between PES and employers, this strategy aims to create more opportunities and support mechanisms for individuals facing barriers to employment, such as the long-term unemployed, people with disabilities, youth, and other marginalised populations. Through tailored outreach, skills matching, and incentive programs, Veneto Lavoro's Employer Engagement Strategy seeks to **bridge the gap between the needs of employers and the capabilities of vulnerable job seekers**, ultimately enhancing their labour market integration and economic self-sufficiency.

A key role is represented by the **Italian Law N. 68/1999**, also known as the "**Law for the Right to Work of Persons with Disabilities**", a key piece of legislation that aims to promote the employment and labour inclusion of people with disabilities in Italy. Some key aspects of this law include: mandatory employment quotas for public and private employers above a certain size, requiring them to hire a percentage of workers with disabilities; incentives and



subsidies for employers who hire people with disabilities, such as tax credits and social security contribution exemptions; the establishment of dedicated employment services and job placement programs to support job seekers with disabilities in finding suitable work.

Impact of this topic on your PES reputation

Developing strong collaborative relationships with local employers has concretely enhanced Veneto Lavoro's **credibility and standing** within the employers' community. By providing dedicated staff to employers, Veneto Lavoro offers personalised and consistent support to companies, which leads to higher satisfaction levels among employers. Satisfied employers are likely to share their positive experiences with other companies and stakeholders, thus enhancing the reputation of PES as a reliable and supportive partner. Effective support from dedicated Account Managers not only benefits employers but also results in **successful job placements for job seekers**, including difficult-to-employ persons and people with disabilities. Positive outcomes for job seekers contribute to the overall success and reputation of PES, thus highlighting the capability of PES to **support social inclusion and equal access to work**, which ultimately contributes to creating a positive reputation among key stakeholders, including policymakers, advocacy groups, and the community at large.

Impact of this topic regarding gender transversality

When tailoring the available PES services and job opportunities, the Account Managers should **ensure a gender-balanced selection** is presented to employers. This means actively sourcing and promoting qualified female candidates for relevant positions.

The Account Managers can also leverage their relationships with employers to **advocate for more flexible work arrangements**, family-friendly policies, and leadership development opportunities that can help improve the retention and advancement of women in the workforce.

By focusing on both the demand-side (employer engagement) and supply-side (job seeker support) aspects, the Employer Engagement Strategy can play a key role in addressing persistent gender imbalances in the local labour market.

As part of their regular engagement with local employers, PES Account Managers should **inquire about the companies' diversity and inclusion practices**. This can help identify any gender biases or imbalances in their hiring and promotion processes.

The Account Managers can then work with employers to **develop targeted recruitment, training and placement initiatives** that actively encourage women to apply for roles, especially in fields where they are underrepresented.



Working area	3. Evidence-based design and implementation of PES services						
Performance enabler	3.1 Promotion of Local Labour Market Understanding and Knowledge						
Description of the ideal performance	<p>PES should foster a better understanding of the local labour market both internally (PES employees at all levels) and externally (stakeholders), in order to shape their services according to the real needs of the local ecosystem. With this aim, the PES should consider the following key elements:</p> <ul style="list-style-type: none"> ▪ The PES produces and disseminates both quantitative data (administrative and statistical) and qualitative data collected through field research, which integrates a system of support to interpret and contextualise the data numbers ▪ The PES has a local labour market research observatory/department ▪ The PES works in synergy with universities, research centres, and employers' associations to develop knowledge about the local labour context ▪ PES ensures the accessibility of this type of information to other public administrations, partners, stakeholders and civil society, by implementing and constantly updating their own data navigation system or open datasets. ▪ Both internal staff and external organisations (public and private) need to have the right methodological tools and knowledge on how to make the best possible use of available information and data to design and implement evidence-based services and measures. ▪ PES should identify concrete actions in the labour market to raise awareness among businesses in order to accelerate the digital and green transitions while training jobseekers and employees in digital and environmental skills. <ul style="list-style-type: none"> - To pursue this goal, PES must have a digital/green transition expert working with businesses and labour market actors to support them in the green and digital transitions. 						
Score	<i>Fill-in-the-blanks</i> <i>Level of evidence</i>	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the	Mark the relevant column					X	



ideal performance							
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>The promotion of knowledge about the local labour market is mainly entrusted to the Regional Observatory on Labour Market, which was established within Veneto Lavoro by Regional Law No 3 of 13 March 2009 (art. 12). According to this law, "the Regional Observatory on Labour Market, in collaboration with the Regional Secretariat for Employment and Labour, aims at providing the cognitive elements to support the Veneto Region in the planning and evaluation of labour policies".</p> <p>The Observatory's mission is threefold: :</p> <ul style="list-style-type: none"> - To provide information about regional labour market structure and dynamics; - To monitor labour market policies; - To support regional policy makers in improving the policy cycle. <p>The main activities of the Observatory are:</p> <ul style="list-style-type: none"> - To guarantee transparent access to data; - Monitoring of the employment and labour market dynamics (also with a sectoral approach), by producing analyses and information materials; - Monitoring unemployed people registered in regional PES, in particular the most vulnerable groups, with particular focus on active participation to ALMP-measures; - Strengthen collaborative activities (internal and external to the organisation) in order to share in-depth research projects. <p>Outputs produced by the Observatory in order to promote local labour market understanding and knowledge:</p> <ul style="list-style-type: none"> - Periodical publications: "Bussola" & "Sestante" which are monthly and quarterly monitoring reports of the regional labour market; - Non-periodical publications: thematic insights on specific topics ("Tartufi" contain in depth analysis on unemployed people registered in our PES, traineeship, labour inclusion of people with disabilities, etc.; "Opus" focuses on demographic dynamics which impacts on the regional labour market; "Misure" are synthetic reports/updates on specific topics, etc.) - Other research/projects in partnership with external stakeholders. The Observatory may stipulate ad hoc collaboration agreements to implement projects in partnership with other organisations involved in socio-economic research and analysis on the labour market and employment policies, with particular reference to universities, chambers of commerce, local authorities, bilateral bodies, trade unions, foundations, etc. At the moment, 10 agreements are active. - Constant updating of the data navigation system: Some data is made available in a downloadable format (updated quarterly). Interactive dashboards and multidimensional tables are also available, with specific focuses on occupational characteristics, production sectors and territories. 							



- Management of **Public Use File**: Veneto Lavoro is responsible for authorising external parties to access the "Mercurio" database, which contains a more detailed set of data than that available via the data navigation system. This access is for research purposes only.
- Organization of **webinars, thematic tables**, support to **guidance activities** (e.g. "Talenti al Lavoro").

The Observatory ensures the dissemination of its products through constant collaboration with the Communication team. Additionally, the Observatory sends out a periodic **newsletter** to keep those who have signed up updated on the latest publications and activities. At the moment there are 354 subscriptions.

Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

Observatory's publications and research reports: <https://www.venetolavoro.it/it/prodotti>

Data navigation system: <https://www.venetolavoro.it/it/numeri>

Regional Law n. 3 of 13 March 2009: <https://bur.regione.veneto.it/BurVServices/pubblica/DettaglioLegge.aspx?id=214010>

Piano integrato di attività e organizzazione PIAO 2023-2025 (2023-2025 Integrated activity and organization plan)

<https://www.venetolavoro.it/pubblicazione/Atti/DL33/Allegati/1039.pdf>

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

No particular issue identified.

Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance.

- Establishing/consolidating relationships with external stakeholders, to encourage partnerships/research projects on topics of particular interest, taking into account the most recent transformations affecting the labour market at a regional level;
- Improving the **internal dissemination** of the knowledge produced by the Observatory **within the organisation**. To do this, VL could make use of the internal communication tools and virtual "shared spaces" made available by the organisation and to which employees already have access (e.g. Dialoghi con la Direzione; VL Academy, Intranet, etc.). A first webinar has already been organised by the Observatory within the initiative "Dialoghi con la Direzione", aimed at providing some basic methodological skills and tools for understanding and consulting reports and data, avoiding misleading interpretations;



- Focusing more attention on issues related to the **impact of the green and digital transition on the labour market**, including emerging professional profiles and new skills required

PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved.

PLAN	DO	CHECK	ACT
Recognition of a need or an opportunity and planning a change.	Test the change on a small scale or in a controlled environment (such as a specific department)	Review of the test, analysis of the results, identification of the critical points	Take actions based on the lessons learned in the previous steps
			X

Performance enabler	3.2 Monitoring and evaluation systems
Description of the ideal performance	<p>Promoting evidence-based design and implementation of active employment services and policies is a crucial step in improving the effectiveness and efficiency of PES. To achieve this goal, PES have robust monitoring and evaluation systems, which contribute to the continuous improvement of the policy cycle. Monitoring and evaluation systems should cover the entire political process. For this reason, it is necessary that the PES foresee:</p> <ul style="list-style-type: none"> An ex-ante evaluation system to assess specific objectives and expected effects/impacts A data collection system that allows PES to monitor progress and results achieved from a quantitative point of view; An ex-post evaluation system that integrates qualitative aspects into quantitative data <ul style="list-style-type: none"> The results of the evaluation are made available and regularly communicated to all PES organisational levels, relevant stakeholders and the general public PES integrate evaluation results into the design of programmes and services, ensuring a transparent change and innovation management system The PSE regularly measures user satisfaction by collecting user feedback through surveys, interviews, and direct interactions <ul style="list-style-type: none"> The information obtained helps to verify compliance with the key performance indicators established in each organisation, to identify possible critical aspects and weaknesses, areas for improvement, etc.



Evaluation of pilot projects on a small scale, the results of which should be monitored and evaluated							
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance				X			
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>Monitoring labour market dynamics and ALMP-measures</p> <p>The Regional Labor Market Information System (SILVeneto) represents the source of information for the databases on which the Observatory develops most of its research and monitoring activities. It contains administrative data (those data generated by administrative procedures established by law) coming from different channels/sources. Administrative data contain information about:</p> <ul style="list-style-type: none"> • Employment events/contracts (activations, transformations, conclusions) • Employees (excluding self-employed persons) and companies • Unemployment/Unemployed people (data coming from administrative procedures linked to PES activities) • Labour market policies <p>According to Regional Law No 3 of 13 March 2009, SILV is aimed at supporting regional policy makers in improving the policy cycle. By combining different types of administrative data, the Information System allows in-depth longitudinal analysis of employment and unemployment episodes, making it possible to observe the transformation or evolution of the employment paths of the people registered in regional PES.</p> <p>In order to monitor the implementation of ALMP-measures within the regional context, VL has been producing a series of periodical reports (Employment</p>							



Guarantee Programme- GOL, Youth Guarantee, Assegno per il Lavoro).

Monitoring customer satisfaction

In the past, sample surveys on user Customer Satisfaction were carried out. At the moment, feedback on the satisfaction of the services - in particular those of job supply-demand matching - from users and companies/employers is collected by the operators of the Employment Centers in an informal way, without standard procedures. This aspect is linked to the difficulties of maintaining long-term contacts with PES customers.

Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

- Example of longitudinal analysis with the aim of monitoring employment trajectories:
 - 1) "Misura 116. THE PARTICIPATION OF FOREIGN PEOPLE IN THE REGIONAL LABOUR MARKET: EMPLOYMENT PATHS IN 2022" https://www.venetolavoro.it/documents/10180/1693590/Misura_116_Stranieri.pdf/3eaa71df-f307-6319-8dc8-7be18d5dc144?t=1686832563536
 - 2) "Tartufi 58 - LABOUR INCLUSION OF PEOPLE WITH DISABILITIES IN THE VENETO REGION | 2023" <https://www.venetolavoro.it/it/tartufi>
 - 3) "Unemployed people registered in regional PES in 2021 - Features and pathways" - Internal document (will be presented during the LDD)
- Monitoring report on ALMP-measures: <https://www.venetolavoro.it/politiche-attive>

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

While many positive results are achieved with reference to the monitoring activities, some methodological obstacles are found in the **evaluation process** (which implies **the analysis and the assessment of the impact produced** by a policy action/a project/a measure/ etc.). The VL Observatory on the Labour Market is not currently provided with tools/resources to support this type of activity.

As for the customer satisfaction, there is a lack of standard and systematic procedures for collecting feedback, both from users and companies.

Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance

- Improve the relationship/connection with the territorial Operation Units (Employment Centres), to get better **support for the interpretation of the monitoring data** of the activities carried out at a local level. Moreover, the local Employment Centers collect and produce data regarding



activities/services provided which, however, do not flow into the Information System - SILV. A review and systematisation of data collection procedures would be useful, so that it can integrate the Observatory's monitoring activity;

- Development of possible partnerships with universities to promote experimental research on the evaluation of the impact of PES activities and ALMP-measures, also with qualitative methods and also with a focus on vulnerable migrant women;
- Development of **standard procedures to assess customer satisfaction** on the services provided by the Employment Centers.

PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved.

PLAN	DO	CHECK	ACT
Recognition of a need or an opportunity and planning a change	Test the change on a small scale or in a controlled environmental (such as a specific department)	Review of the test, analysis of the results, identification of the critical points	Take actions based on the lessons learned in the study steps.
X (customer satisfaction)		X	



Performance enabler	3.3 Policy design through change and innovation						
Description of the ideal performance	<p>PES strategically embraces change and innovation. It anticipates and proactively manages these processes, perceiving them as avenues to enhance performance and to enable evidence-based design and redesign of public employment services. Engaging employees, customers, and relevant partners from the outset and throughout the process is integral to the PES approach with the aim to trigger change and innovation, and leverage expertise across all levels of the organisation. For this reason, it is necessary that the PES foresee:</p> <ul style="list-style-type: none"> - The creation of collaborative workspace where employees, partners, job seekers, and companies come together to exchange ideas and co-create innovative solutions to design and redesign public services based on evidence. 						
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column		X				
Description							
Provide more details on the current PES performance on that topic including some evidence							
Some experiences of creation or promotion of collaborative workspace where employees, partners, job seekers, and companies come together to							



exchange ideas and co-create innovative solutions to design and redesign public services has been developed and implemented **in the framework of specific projects or pilot activities**. Veneto Lavoro also promotes many opportunities for discussion between territorial actors of different nature and institutional partners, so that they can work together to find solutions to shared problems and create a common vision of local development.

The project **+RESILIENT- Mediterranean Open RESouRcEs for Social Innovation of Socially Responsive ENTERprises** may be a good experience of policy design through change and innovation. +RESILIENT has gathered a 4-helix partnership of 8 MED countries to tackle the need for **innovation conducive to increased socially-responsive competitiveness of SMEs & stimulate new jobs, especially for companies operating in the social economy**. The aim of the project was to kickstart a process of policy change at regional level in the involved areas resulting in the integration of successful elements into the new Cohesion policy (EU2020+). It is an integrated project that establishes a structural approach to policy & practice improvement of emerging dynamics in social innovation through an overarching process based on the intertwined use of open data & the creation of a transnational socially-responsive value chain. This includes studying existing initiatives, adapting and testing, with the final objective of capitalising them in the MED area.

Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

Project +RESILIENT: <https://plus-resilient.interreg-med.eu/>
+RESILIENT Knowledge Hub: <https://opensocialclusters.eu/#>

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

- **Limited scope and scale:** the approach to innovation experienced in the frame of specific projects and pilot actions might not be fully integrated into the everyday operations and strategic framework of Veneto Lavoro. For sustained impact, a comprehensive and ongoing strategy for fostering innovation should be promoted.
- **Scalability and replicability:** pilot experiences, such as the +RESILIENT project, aim at integrating successful elements into new policies. However, it's critical to establish clear pathways for how these innovations are scaled and replicated across different contexts and services. This includes developing frameworks for translating project-based insights into broader policy and practice.
- **Institutionalisation of innovation:** for innovation to be truly effective, it needs to be embedded in the organisational culture and operational routines. Veneto Lavoro's reliance on projects for innovation is a sign of its trend for change and continuous improvement, but this trend should be embedded into stable innovative practices in all aspects of the organisation's functions, thus making it a part of the organisational ethos.
- **Implementing measurement and evaluation:** effective innovation management requires robust mechanisms for measuring and evaluating the outcomes of initiatives. This helps in understanding what works, what doesn't, and why, thereby enabling evidence-based improvements. Veneto Lavoro should step further with the identification and implementation of clear metrics and regular evaluations to assess the impact of their



innovative practices.

Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance

- **Scaling and replicating innovation and ensuring its sustainability:** developing mechanisms to scale and replicate successful initiatives would help Veneto Lavoro enhance its performance in policy design through change and innovation. Reporting best practices and lessons learned from pilot projects and disseminating these insights across the organisation is key to this process. Creating scalable frameworks and toolkits to replicate successful innovations in different contexts and services is a further step which Veneto Lavoro is endeavouring to take. Last but not least, establishing a central repository or knowledge hub for sharing successful innovations and facilitating peer learning would support the replicability and dissemination of innovative approaches.
- **Implement innovation measurement and evaluation systems:** establishing clear metrics and KPIs to assess the impact and effectiveness of innovation initiatives is key to support innovation and enhance its inclusion in the organisational models. The implementation of regular evaluation cycles to review progress, gather feedback, and make data-driven adjustments is crucial, as well as using qualitative and quantitative methods to capture comprehensive insights on the success and areas for improvement of innovation efforts.
- **Foster cross-sector collaboration:** building strategic alliances with academic institutions, private sector, NGOs, and other public sector organisations to leverage diverse expertise and resources would help enhance innovation. Participating in international networks and consortia to exchange knowledge and practices on public employment services innovation is a key step that Veneto Lavoro has been taking with a view on continuous improvement and exploring new opportunities for innovation.

PDCA (Plan, Do, Check, Act)

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Mark which stage of the process has been covered

PLAN	DO	ACT	CHECK
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Recognition of a need or an opportunity and planning a change	Test the change on a small scale or in a controlled environment (such as a specific department)	Review of the test, analysis of the results, identification of the critical points	Take actions based on the lessons learned in the previous steps
	X		
Impact of this working area on the digital and green transition			
The Observatory's analyses are aimed at understanding the dynamics, changes and challenges affecting the regional labour market, thus supporting institutional actors and territorial stakeholders in meeting the needs of emerging professional profiles and new skills, also linked to the twin transition.			
Impact of this working area on the labour inclusion of vulnerable groups			
The Observatory, with its analysis on the structure and dynamics of the regional labour market and its actors, focuses particular attention on vulnerable groups, with the aim of understanding their specific needs.			
Impact of this topic on your PES reputation			
By ensuring rigorous data analysis and transparent dissemination of findings, the Observatory fosters trust and reliability in PES. Its collaboration with external stakeholders, including universities and local authorities, further enriches the quality of its research and broadens its impact. Consequently, the Observatory's performance directly enhances the reputation of PES by demonstrating a commitment to evidence-based policymaking and comprehensive labour market oversight. This, in turn, strengthens the confidence of policymakers, employers, and the public in the PES' ability to effectively manage and respond to regional labour market challenges.			
Impact of this topic regarding gender transversality			
The studies conducted by the observatory take into account the gender perspective, often highlighting the different dynamics that affect the male and female components of labour supply. A specific focus on female employment is delivered annually. The observatory supports the operational unit "Veneto Welfare" in research activities on the topics of the gender pay gap and gender employment gap, as well as provides support to the regional Equality Counselor (Consigliera di Parità).			



Working area	4. Management of partnerships and stakeholders						
Performance enabler	4.1 PES Perception/Reputation to enhance users' engagement						
Description of the ideal performance	<p>PES' reputation is shaped by their adaptability, collaboration and commitment to address labour market challenges, but some endogenous factors can influence it. Sometimes PES perception may be affected by stereotypes or disinformation. Ideally, PES develop their own brand and recognizable identity to enhance their reputation positioning. Accessible and creative communication strategies and tools should be used, including social media, TV and the radio. For this reason, it is necessary that the PES foresee:</p> <ul style="list-style-type: none"> ▪ PES develop their own brand and recognizable identity to enhance their reputation positioning. ▪ PES must use accessible and creative communication strategies and tools, including social media, television, and radio. ▪ Pes should promote a positive image of services, emphasizing the willingness to be agile while respecting equity and inclusion, to provide added social value and generate a positive impact on the beneficiaries. ▪ PES must activate clients by involving them in service planning, regularly collecting feedback on services, or organising client councils. ▪ PES must launch targeted promotional campaigns to raise awareness about the services offered. ▪ A strong reputation strategy should also include transparent information on the impact of funding and resource allocation ▪ PES develops internal communication on evidence-based outcomes and storytelling as inspirational tools ▪ PES includes in its communication policy transparent information on the impact of funding and resource allocation ▪ The level of user satisfaction is monitored 						
Score	<i>Fill-in-the-blanks</i> <i>Level of evidence</i>	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column				X		
Description							



Provide more details on the current PES performance on that topic including some evidence

Veneto Lavoro's performance on this topic depends on different factors:

- **Coordinated image and integrated touchpoints:** Veneto Lavoro has been developing a coordinated brand identity aimed at easing its recognizability as the regional coordinator of PES, ALMPs and Employment Centres. Each office across the regional territory is being provided with a uniform design, characterised by clear signage, modern furnishings, and consistent informational materials. This uniformity not only facilitates immediate recognition of Veneto Lavoro offices but also conveys a message of professionalism and reliability to partners and stakeholders.
- **Organisational structure and specialised human resources:** Veneto Lavoro's organisational structure also contributes to shaping its reputation. The organisational model is based on two key roles: Account Manager (AM) - professionals who manage relationships with companies - and Case Manager (CM) - dedicated to direct user support. These profiles serve as reference points for different users, ensuring that every need is addressed competently and promptly and conveying trust and continuity of service.
- **Digital communication and thematic communication campaigns:** Veneto Lavoro has leveraged digital communication to promote its services uniformly throughout the regional territory, including:
 - Websites (www.venetolavoro.it and www.cliclavoroveneto.it): centralised and up-to-date portals that provide information, access to online services and useful resources for users, partners and stakeholders;
 - Social Media: active presence on platforms such as Facebook, Twitter, LinkedIn, Instagram and YouTube to maintain constant communication and promote active dialogue and interaction with the public, promote events and share data and updates;
 - Webinars: online sessions that offer insights on relevant topics, fostering continuous education and updates for different user categories;
 - Promotion of specific services: targeted campaigns to inform about training courses, policy measures and other opportunities;
 - Thematic communication campaigns: initiatives that raise awareness and inform the public on crucial issues, including "Equamente al lavoro (Equally at Work)" - addressed to the promotion of inclusion, equity and gender equality in the workplace - and "Abili al lavoro (Able to Work)" - focused on the labour integration of people with disabilities;
 - Storytelling campaigns: #illavoroinunclic (advice and tips for effective job searching); #storiedalCPI (success stories aimed at enhancing brand reputation);
 - ClicLavoro Veneto editorial: opinion articles aimed at spreading work culture and providing new insights into labour-related phenomena.



- Regional newsletters for employers, including a dedicated section focused on the so-called “CV in evidenza - CV in the spotlight”, that allows employers to consult the most promising profiles, thus enhancing the matching between job demand and supply.

- **Chatbot and Contact Centre:** To further improve accessibility and service efficiency, Veneto Lavoro has implemented a chatbot system and a contact centre:
 - Chatbot: a virtual assistant available 24/7 on the website www.cliclavoroveneto.it, capable of answering frequently asked questions, providing immediate information, and directing users to the appropriate services;
 - Contact Centre: a multi-channel contact centre, accessible via phone, managed by dedicated operators capable of offering personalised support and resolving a range of critical issues.

Veneto Lavoro's performance in terms of reputation and brand perception is the result of a consistent commitment to providing high-quality services through a coordinated image and effective communication. The well-defined organisational structure and the presence of professional reference figures, along with the adoption of innovative technologies such as chatbots and contact centres, have helped create an environment of trust and collaboration with partners and stakeholders, strengthening Veneto Lavoro's position as a reference entity in the regional labour market.

Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

Websites: www.venetolavoro.it, www.cliclavoroveneto.it

Veneto Lavoro's social media channels: <https://it.linkedin.com/company/veneto-lavoro>, <https://twitter.com/venetolavoroRV>

ClicLavoro Veneto's social media channels: <https://www.facebook.com/cliclavoroveneto>, <https://twitter.com/CLVeneto>, <https://www.instagram.com/cliclavoroveneto>, <https://it.linkedin.com/company/cliclavoro-veneto>

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

The challenges faced by Veneto Lavoro in reputation and service perception include:

- **Stereotypes and perception of the Public Administration:** Veneto Lavoro must contend with the challenge of stereotypes associated with the image of the former employment offices, managed at national level and based on different regulations and objectives, and the common idea of a “not efficient” Public Administration. Many users and stakeholders tend to perceive public bodies as bureaucratic, slow, and not consistent with their



needs. Despite efforts to modernise the image and processes, such stereotypes can somehow negatively affect the reputation and trust in the services offered.

- **Administrative, bureaucratic and organisational challenges:** Administrative and organisational challenges in service delivery can affect PES' reputation at local level. For example, some procedures need to follow specific administrative steps and this may cause prolonged waits for appointments or the need for users to consult other public offices. Despite being an endogenous factor, this can cause dissatisfaction among users.
- **Dual communication and reputational level:** Veneto Lavoro operates on a dual communication and reputational level: central and local. Owing to different factors and specific local needs, these levels are not always aligned and consistent and this can affect the perception of services among users.
- **User support on digital channels:** although Veneto Lavoro has significantly invested in digital channels to provide user support, some challenges persist. Not all users are sufficiently digitally literate, limiting access and the effectiveness of online services. Additionally, the rapidity and consistency of support provided through chatbots and contact centres can vary depending on the specific issue, thus possibly causing different perceptions among users.
- **Language settings:** both the website and the chatbot are set to be questioned and provide answers only in Italian, which represents a limit for non-Italian speaking users.

Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance.

Addressing critical issues and challenges is essential to improve the reputation and perception of Veneto Lavoro's services among partners and stakeholders. Strengthening **communication consistency**, **reducing bureaucratic rigidity**, **enhancing operational efficiency**, and **ensuring uniform access to services across the regional territory** are crucial steps. Additionally, investing in **digital literacy** for users and continuously monitoring the effectiveness of innovative technologies will help build an environment of trust and satisfaction.

Further areas for improvement include:

- **Highlighting success stories and implement a more empathetic communication:** to enhance service reputation, Veneto Lavoro should highlight and promote success stories (please note, that Veneto Lavoro is now working on the storytelling campaign "#storiedalCPI that will be released in autumn



2024). Sharing positive stories and testimonials from satisfied users can in fact boost trust and foster a positive perception of the organisation. Additionally, adopting a more empathetic communication approach, which focuses on the needs and experiences of users, will help create a stronger, more personal connection with the public.

- **Territorial animation:** territorial animation, through local events, workshops, and community meetings, is part of the actions that Veneto Lavoro fulfils to strengthen its presence in the region. These initiatives foster direct interaction with users, allowing for a better understanding of their needs and more effective and targeted service promotion.
- **Better coordination of communication between local and central levels:** improved coordination between the communication of local and centrally managed activities is essential. Ensuring that messages and initiatives are consistent and well-aligned throughout the regional territory help prevent discrepancies and confusion, enhancing the perception of unity and professionalism within the organisation.
- **Improving customer care and frontline assistance services:** strengthening customer care and frontline assistance services is crucial for providing a positive user experience. Enhancing the efficiency, friendliness, and competence of front office staff and support centres can make a significant difference in service perception. Continuous training and user feedback are key tools for achieving this goal.
- **Evaluation system for activities and sentiment and reputation monitoring:** implementing an evaluation system for activities and monitoring sentiment and reputation is fundamental for understanding the effectiveness of initiatives and identifying areas for improvement. Using data analysis tools and user feedback will enable timely and targeted corrective strategies, continuously improving the quality of services offered.
- **Language implementations:** including automatic translating in the websites - both ClicLavoro Veneto and Veneto Lavoro - and providing the chatbot with the ability to respond at least in English, French and Spanish. The implementation of communication targeted actions for migrant and non-Italian speaking users is also recommendable.

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Mark which stage of the process has been covered

PLAN	DO	CHECK	ACT
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Recognition of a need or an opportunity and planning a change.	Test the change on a small scale or in a controlled environment (such as a specific department)		Review of the test, analysis of the results, identification of the critical points		Take actions based on the lessons learned in the previous steps		
	X						
Performance enabler	4.2 Building Strategic Partnerships						
Description of the ideal performance	The PES establishes formal and informal partnerships, which consist of multi-level, multi-stakeholder cooperative relationships. For this reason, it is necessary that the PES strategies and tools: <ul style="list-style-type: none">• Building alliances that contribute to the overall objectives of national, regional and local policies<ul style="list-style-type: none">- They can be used to design, develop and implement innovative policy measures and specific initiatives/projects- They are specific partnerships, including sectoral ones, to remove social barriers to the employment and employability of jobseekers, to facilitate cooperation between the different services and to mobilise targeted support.▪ Developing tools to measure the effects of partnerships						
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column				X		
Description							



Provide more details on the current PES performance on that topic including some evidence

Veneto Lavoro has developed a comprehensive networking and partnership strategy to effectively address labour market challenges and enhance employment opportunities. In this perspective, Veneto Lavoro has established both formal and informal partnerships, including multi-level and multi-stakeholder cooperative relationships. Both at central and local level, Veneto Lavoro collaborates with other public and private actors in the provision of integrated services, especially for particular categories of disadvantaged users.

Veneto Lavoro's partnership development strategy operates on three levels:

- **Partnerships to enhance PES**

Veneto Lavoro collaborates extensively with a variety of stakeholders to deliver employment services. These partnerships include:

- **Local Public Administrations**, including Municipalities and Provinces: engaging local government bodies to tailor employment services to the specific needs of different communities.

With regards to Municipalities, the cooperation is set on two levels:

- for the implementation of the holistic approach to service provision, including cooperating with social services;
- for the management of decentralised branches of the job centres inside the municipal offices, called "Sportelli Lavoro" (DGR 1554 /2018 "Rete territoriale per i servizi al lavoro e di orientamento schema di protocollo d'intesa"), which are aimed at making the network of services in the area more widespread.

Specific networks are activated and maintained at local level, including the so-called "**Rete per lo svantaggio**", a network to support the social and work inclusion of disadvantaged targets, which refers to a coordinated set of services, resources, and organisations that collaborate to address and reduce the social, economic and cultural barriers hindering access to the labour market for individuals belonging to disadvantaged categories.

- **Social partners**: working with trade unions, employers' associations, and other labour market actors to ensure balanced representation and collaborative efforts in employment initiatives. The direct relationship with the social partners has the main focus on the exchange of information, analysis and evaluations, on operating procedures;
- **ALMP providers**: collaborating with organisations that deliver ALMPs to ensure comprehensive support for job seekers and employers;
- Private Employment Agencies: partnering with private employment agencies to enhance job matching and placement services;
- **Governmental Authorities**, including the **Ministry of Labour** and the **National Agency Sviluppo Italia Lavoro** (former ANPAL): coordinating with national government bodies to align regional strategies with broader policy frameworks and international best practices;
- **OECD**: partnering with the OECD provides access to a wealth of knowledge and expertise, opening up a wide range of opportunities for collaboration and networking with other member countries and regions.

- **Partnerships to pursue regional government priorities**



The regional government has outlined several key priorities where Veneto Lavoro focuses its partnership efforts:

- **Welfare systems:** on the one hand, developing partnerships across various welfare domains, including pension systems, healthcare, bilateral and corporate welfare and local welfare services; on the other hand, providing holistic support for the workforce (Third Sector partnerships) and engaging with non-profit organisations and logistical hubs to address broader socio-economic challenges and support workforce integration (i.e. partnership with Padua Freight Terminal);
- **Corporate crises:** establishing frameworks to manage and mitigate the impact of corporate crises on employment;
- **Gender gap:** promoting gender equality in the workplace through targeted initiatives and partnerships;
- **Migration:** managing the dynamics of immigration to ensure smooth integration of migrants into the labour market;
- **Employment and prisons:** creating programs that support the reintegration of ex-offenders into the labour force;
- **Third Sector:** strengthening ties with non-governmental organisations to support social inclusion and employment initiatives.

The programming documents and the strategic objectives regarding employment policies, defined by the government of the Veneto Region, are discussed with the social partners within the "**Regional Commission for Consultation between the Social Parties**" (L.R. 3/2009).

The definition of programmes and strategies always takes place within the institutional dynamics between the Region and the social partners.

• European and International Partnerships

On a broader scale, Veneto Lavoro engages in strategic partnerships at the European and international levels to enhance its impact and learn from global best practices:

- **Partnerships with other PES:** sharing knowledge and strategies with other European Public Employment Services to improve service delivery and performances (i.e. Erasmus+ NET PES Project)
- **Migration:** cooperating on policies and programmes to manage and optimise the benefits of immigration for the regional labour market (i.e. THAMM Plus Project led by IOM Italy);
- **EURES Network:** participating in the European Employment Services Network to facilitate cross-border labour mobility and job matching;
- **EUROPE Direct Network:** engaging with the EUROPE Direct Network to provide citizens with information about EU initiatives and opportunities, thereby fostering greater integration within the European labour market.

Veneto Lavoro closely cooperates also with:

- specific offices of **Health Authorities** (named "Servizi di integrazione lavorativa" - SIL), for the social and work integration of people with social and health problems (DGR 2015/2019 "Primi indirizzi operativi di cooperazione CPI/SIL in Veneto" and DGR 672/2020 "Linee di indirizzo per il raccordo operativo tra cpi/ambiti territoriali sociali/servizi specialistici finalizzato all'attuazione del reddito di cittadinanza nella Regione del Veneto");
- **schools and VET providers** for specialist orientation to the labour market and the fight against early school leaving;



- a variety of local, regional, national and international partners, including **NGOs, training providers, social enterprises, associations**, within special projects, European projects and strategic partnerships;
- **private Accredited operators** for the provision of specialist services: through the Accreditation system for employment and training services, the Veneto Region undertakes to guarantee quality in the provision of active employment policy measures, in such a way that public funding is provided exclusively to subjects who meet certain requirements of quality defined. Accredited entities can receive public funding for employment services.

Through this multifaceted approach, Veneto Lavoro ensures that its networking and partnership strategies are inclusive and aligned with both regional priorities and international standards. This holistic strategy not only addresses immediate labour market needs but also builds a resilient workforce capable of adapting to future challenges.

Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

DGR 1554 /2018 "Rete territoriale per i servizi al lavoro e di orientamento schema di protocollo d'intesa - Territorial Network for Employment and Guidance Services Protocol Agreement Framework"

DGR 2015/2019 "Primi indirizzi operativi di cooperazione CPI/SIL in Veneto - Initial Operational Guidelines for PES-Labour Inclusion Services Cooperation in Veneto"

DGR 672/2020 "Linee di indirizzo per il raccordo operativo tra cpi/ambiti territoriali sociali/servizi specialistici finalizzato all'attuazione del reddito di cittadinanza nella Regione del Veneto - Guidelines for Operational Coordination between PES/Territorial Social Areas/Specialised Services aimed at implementing the citizenship income in the Veneto Region"

L.R. 3/2009 "Disposizioni in materia di occupazione e mercato del lavoro - Employment and labor market provisions"

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

Three main criticalities have been detected in performing partnership and stakeholder management:

- **Scalability and sustainability of pilot/project partnerships and local initiatives:** sometimes networks risk remaining limited to the projects, conventions, or programmes within which they are created, whereas structured frameworks for scaling and transfer best practices to other areas should be developed in order to create and promote adaptable models that can be tailored to different local contexts and to the regional scope;
- **Evaluation and measurement of partnership outcomes:** assigning the impact of partnerships on employment outcomes and service quality is a challenging issue, which requires further steps to be taken;



- **Addressing emerging labour trends:** the labour market is rapidly evolving due to technological advancements, demographic shifts and global economic changes. Despite partnerships to help facing these challenges with a cross-cutting approach, coping with these endogenous factors is still critical.

Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance.

Further steps can be taken to promote and support the **digital transition** and its impacts on the labour market through targeted cross-sectoral partnerships. For example, Veneto Lavoro acknowledges the need to create and promote a network of local actors that could actively act to promote **digital literacy** among PES' end-users and tailored **training on the green skills** both for job seekers and employers.

Further improvements can be done in **strengthening multi-level and multi-stakeholder communication** of labour market data and trends in order to promote widespread knowledge of the regional labour market and set strong basis for cooperation among the regional labour market stakeholders and key actors.

PDCA (Plan, Do, Check, Act)

The PDCA or Plan-Do-Check-Act method is a four-step, cyclical problem-solving method that organisations use for continuous process improvement. Each stage of the PDCA cycle contributes to the goal of identifying which business processes are working and which need to be improved.

Mark which stage of the process has been covered

PLAN	DO	CHECK	ACT
Recognition of a need or an opportunity and planning a change.	Test the change on a small scale or in a controlled environment (such as a specific department)	Review of the test, analysis of the results, identification of the critical points	Take actions based on the lessons learned in the previous steps
	X		



Performance enabler	4.3 Resource Allocation and Funding						
Description of the ideal performance	<p>To support and strengthen strategic partnership, PES combine EU, national and local public funds but also resources from private stakeholders with the following characteristics:</p> <ul style="list-style-type: none"> The PES combines EU, national and local public funds, but also private stakeholder resources. Funding should be devoted to long-term development and innovation programmes and aim at supporting evidence-based design of services, especially in the field of vocational and training programmes and in the design of countercyclical policies Resource allocation should also cover training needs, especially to deal with the emerging challenges posed by the twin transition. 						
Score	Fill-in-the-blanks Level of evidence	1 No evidence or some ideas	2 Some weak evidence, related to some areas	3 Some good evidence related to relevant areas	4 Strong evidence related to most areas	5 Very strong evidence related to all areas	6 Excellent evidence (= full compliance with excellence), related to all areas
The score is based on the evidence provided related to the ideal performance	Mark the relevant column			X			
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>Budget allocation and use is generally monitored by Veneto Lavoro's Auditors Board, which consists of three full members and two alternate members. The chairman and the members of the board shall be appointed by the President of the Regional Council, upon the proposal of the Regional Council, choosing them from among the auditors listed in the register referred to in Article 1 of Legislative Decree No. 27 January 1992, no. 88. The college serves a five-year term and its members may be reappointed once. The Auditors Board: exercises control over Veneto Lavoro's economic and financial management; expresses opinions on the budget and on the annual general statement drafted by the Director; prepares an annual report on the overall activity of Veneto</p>							



Lavoro by February 28th and submits it to the Regional Council. The Labour Division of the Veneto Region updates the operators' budget, also using the rating system for this purpose.

The resources employed by Veneto Lavoro for the **development and management of partnerships and stakeholder relations** are allocated based on **budget resources** and **available funds for specific projects**. These resources are primarily utilised to organise and promote **networking meetings** and **exchanges of knowledge and best practices** among the involved actors.

Regarding the relationship with **private services providers**, within the main ALMP programmes, such as GOL, each Accredited operator normally receives an individual budget, which constitutes the maximum limit of public funding which that provider can receive to provide services to workers. Before receiving the budget, operators must accept the economic reimbursement conditions set out by the policy measure. The supply-demand matching service is recognized only on condition that an employment contract of at least 6 months is reached.

The implementation model of the GOL programme in Veneto is based on the following distinctive elements:

- 1) the publication of job services, offered by accredited private operators, in a special catalogue, called the "OPAL Catalogue";
- 2) the signing of the service agreement exclusively with the Job Centre. Following the stipulation of the action plan, the operator gives the user a "cheque" to access the GOL Programme, named "Assegno GOL";
- 3) the user's freedom to freely choose the accredited private operator for the provision of specialised services, choosing a service from the OPAL Catalogue;

Veneto Lavoro monitors the paths of users assigned to private operators and the use of the financial budget, within the GOL programme (see section "G2. Budget allocation and use").

Resources

Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described

Veneto Lavoro's 2024 Annual Activity Plan:

<https://www.venetolavoro.it/documents/10180/10873136/Piano+annuale+attivit%C3%A0+2024+Veneto+Lavoro.pdf/a7009e47-cc42-53b7-0de6-444b713e5842?t=1710334871345>

Piano integrato di attività e organizzazione PIAO 2023-2025 (2023-2025 Integrated activity and organization plan):

<https://www.venetolavoro.it/pubblicazione/Atti/DL33/Allegati/1039.pdf>



Legislative Decree No. 27 January 1992, no. 88

DGR n. 248 del 15 marzo 2022 - Piano attuativo regionale (PAR) del Veneto, Programma GOL

Critical Issues

Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage

Increased collaboration among stakeholders in the labour market at multiple levels (local, national, and international) is desirable and necessary to **promote secure professional mobility** across sectors and territories, and to **make workers and skills properly and effectively available** while addressing mismatches.

Greater flexibility in resource management and allocation could facilitate the enhancement of strategic partnerships and the implementation of both pilot projects and large-scale initiatives. The need to combine tangible operational needs with administrative constraints, reporting requirements and expenditure eligibility based on the principles set for the Public Administration in Italy and Europe can sometimes **make processes more complex and time-consuming**.

The sharing of digital tools among the variety of Public Administrations involved in the social and work inclusion of citizens and Accredited service providers represents critical elements which Veneto Lavoro, in its scope and for its competencies, is trying to simplify and standardise. However, these processes entail technical and procedural challenges that Veneto Lavoro cannot entirely address alone. Hence, greater operational cooperation - supported by **further public investments** - is necessary to navigate these complexities effectively.

Areas for improvement

Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance.

- **Diversification of funding sources:** fostering the ability of Veneto Lavoro to gather EU, national and local public funds and use them effectively to support partnership and stakeholders engagement is a key strategy to support and enrich the set of resources on which PES can count for their ordinary administration;
- **Focus on long-term development and innovation:** prioritising funding allocations towards initiatives that promote innovation and evidence-based design of services would foster Veneto Lavoro's attractiveness as a key partner for local, national and international stakeholders;



- **Enhanced multi-level and multi-stakeholder cooperation:** fostering greater coordination and collaboration among EU, national and local stakeholders, both at public and private level, is key to expand Veneto Lavoro's credibility and trust in the labour market ecosystem. Also, by promoting new working groups and cross-sectoral partnerships aimed at pooling resources and expertise towards common goals, Veneto Lavoro could reach new objectives and bring added value to the local ecosystem. This is the case, for example, of the recently launched THAMM Plus project, which - though a multi-stakeholder transnational cooperative approach - aims at providing local employers with concrete answers and solutions to their recruiting needs, thus contrasting the mismatch phenomenon and contributing to the local economy.

PDCA (Plan, Do, Check, Act)

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	X		

Impact of this working area on the digital and green transition

PES play a crucial role in managing partnerships and stakeholders, significantly impacting the digital and green transition. By collaborating with the network of Accredited operators and educational providers, Veneto Lavoro provides end-users with ALMP measures and training programmes aimed at **fostering digital skills** and **promoting skill development on renewable energy, energy efficiency and sustainable agriculture**, thus bridging the digital and green skills gap and enabling workers to adapt to the emerging trends of the local labour market;

Furthermore, by involving a diverse range of stakeholders, including vulnerable groups, PES can ensure that the benefits of the digital and green transitions are widely shared, **reducing social and economic inequalities**. For instance, targeted programmes for disadvantaged groups can provide the necessary support for them to participate in these transitions, promoting social inclusion.

Impact of this working area on the labour inclusion of vulnerable groups

PES are instrumental in fostering labour inclusion for vulnerable groups through effective management of partnerships and stakeholders. The networks and partnerships developed and fostered by Veneto Lavoro are specifically aimed at **supporting and enhancing the social and work inclusion of unemployed**



people, with a focus on the most vulnerable targets. Partnerships are key to the success of job placement, especially for these groups. In some cases partnerships are fundamental for the **holistic provision of services**; in other cases, they facilitate the **exchange of knowledge and good practices** in specific working areas with the objective to improve performances and raise the quality standards provided.

Impact of this topic on your PES reputation

The reputation of PES is significantly influenced by the ability to effectively manage partnerships and stakeholders, and this is also the case of Veneto Lavoro. Successful partnership management enhances the credibility of PES, while transparent and inclusive stakeholder engagement fosters trust and goodwill. By actively involving a diverse range of stakeholders - including job seekers, employers, community groups and policymakers - in projects, working groups, focus groups and cooperative frameworks, Veneto Lavoro demonstrates its commitment to **addressing the needs and concerns of all parties**. This inclusivity and openness help build a positive image, as stakeholders feel valued and heard. Regular communication, feedback loops and participatory decision-making processes further reinforce this trust. Another important impact of building strategic partnership is connected to the ability to **stay abreast of emerging trends and best practices in the provision of ALMPs and employment services** through continuous exchange with other actors: this adaptability is crucial in a rapidly evolving labour market and is highly regarded by both job seekers and employers.

Impact of this topic regarding gender transversality

Strategic partnerships with gender-focused organisations enhance PES's capacity to address gender-specific challenges in the labour market. Collaborations with non-profits, advocacy groups, and research institutions specialising in gender issues provide PES with the expertise and insights needed to design and implement **programmes that effectively target gender disparities**. These partnerships help ensure that PES initiatives are informed by the latest research and best practices in promoting gender equality, which is the case for example of Veneto Lavoro's communication campaign "**Equamente al lavoro (Equally at work)**".

