

# Self-Assessment Tool

## 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





<b>Working area</b>	<b>1. Sustainable activation and management of transitions</b>						
<b>Performance enabler</b>	<b>1.1 Holistic profiling</b>						
<b>Description of the ideal performance</b>	<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"> <li>▪ 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</li> <li>▪ In the profiling phase, there are multidisciplinary teams working together within the PES</li> <li>▪ 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</li> <li>▪ 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)</li> </ul>						
<b>Score</b>	<i>Fill-in-the-blanks</i> <i>Level of evidence</i>	<b>1</b> <b>No evidence or some ideas</b>	<b>2</b> <b>Some weak evidence, related to some areas</b>	<b>3</b> <b>Some good evidence related to relevant areas</b>	<b>4</b> <b>Strong evidence related to most areas</b>	<b>5</b> <b>Very strong evidence related to all areas</b>	<b>6</b> <b>Excellent evidence (= full compliance with excellence), related to all areas</b>
The score is based on the evidence provided related to the ideal performance	Mark the relevant column			3			
<b>Description</b>							
<p>Provide more details on the current PES performance on that topic including some evidence</p> <p>Arti encourages cooperation with social services, health services, education and training organisations in order to take into account the different aspects that contribute to the understanding of the user's profile through "equipe multidisciplinari", One Stop Shop (Pistoia, Lucca, Livorno, Grosseto; next opening Firenze, Prato, Carrara), GOL</p>							
<b>Resources</b>							
Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described							



DGRT 544/2023 about integrated approach PES and social services			
Local Agreement holistic approach			
<b>Critical Issues</b>			
Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage			
Privacy for cooperation			
There isn't a strong IT cooperation between different public administrations and other (private) service providers that allows a real-time exchange of information regarding PES users			
<b>Areas for improvement</b>			
Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance			
Improve IT cooperation between different public administrations and other (private) service providers that allows a real-time exchange of information regarding PES users			
<b>PDCA (Plan, Do, Check, Act)</b>			
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			
<b>PLAN</b>	<b>DO</b>	<b>CHECK</b>	<b>ACT</b>
Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis
X	X		
<b>Performance enabler</b>	<b>1.2. Segmented and tailor-made action plan and ALMP-measures to enhance workforce inclusivity and diversity management</b>		
<b>Description of the ideal performance</b>	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>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"> <li>▪ The PES groups job seekers according to their likely level of need based on the holistic profiling <ul style="list-style-type: none"> <li>▪ in-depth knowledge of different needs</li> <li>▪ taking into consideration the intersectional aspects of vulnerable job seekers</li> </ul> </li> <li>▪ PES builds and implements individual Action Plans on the results of holistic profiling <ul style="list-style-type: none"> <li>▪ adapting active labour market measures to the needs of jobseekers, especially vulnerable groups</li> </ul> </li> <li>▪ PES employs training and qualification measures for jobseekers (especially in transition-related sectors) <ul style="list-style-type: none"> <li>▪ There is a collaboration of PES with vocational education/training providers</li> <li>▪ There is a collaboration between PES and companies on training issues</li> <li>▪ PES has the capacity to identify specific sectors facing shortages and understand evolving skills needs in the labour market</li> <li>▪ There are fast and agile training solutions for applicants who only need specific and sectoral skills</li> </ul> </li> <li>▪ PES assesses the efficiency of active labour market policies <ul style="list-style-type: none"> <li>▪ Periodic evaluations</li> <li>▪ User opinions and concerns are collected</li> </ul> </li> <li>▪ PES trains internal staff for guidance on issues related to the green and digital transitions</li> </ul>						
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				4		



## Description

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

The GOL Program was adopted with the MLPS Decree of 5 November 2021.

The Gol Program is a reform action envisaged by PNRR (Mission 5, Component 1) to redevelop active employment policy services.

The Gol Program is based on the personalization of services. People are directed to the most appropriate path thanks to targeted basic orientation and employability assessment implemented through the qualitative-quantitative assessment (Gol service path).

The purpose of the GOL Program are:

- Redesign employment services to improve people's job placement, offering personalized entry or re-entry paths to work and raising skills through retraining or professional updating paths.
- Integrated services based on cooperation between public and private services, with paths for job guidance, professional updating or retraining, and paths in collaboration with other local services in the case of complex needs, such as those of people with disabilities or frailty.

The Tuscany Region adopted the Regional Implementation Plan (called PAR) with Resolution 302 of 14 March 2022, approved by ANPAL with note 7395 of 6 June 2022.

The Tuscany Region confirms its commitment to supporting the training of unemployed and inactive people with reference to Upskilling and Reskilling paths, taking into account the needs of businesses, addressing the misalignment between the skills possessed by those who are unemployed and the requests that they come from the labor market, also with a view to an ecological and digital transition of the economy.

Training interventions are planned, also carried out with reference to territorial and supply chain protocols and/or within the strategic production chains of Tuscany, aimed at the insertion, reintegration into work and professional retraining of unemployed and inactive people; training interventions intended for young people who are entering the world of work for the first time and for those who do not work and do not attend training and education activities; individually requested training interventions carried out using the voucher tool, also in just in time form.

Furthermore, the activation of an experimental measure to finance access to Upskilling and Reskilling paths is envisaged through GOL training grants, assigned to small groups of students to be included in training in paths with coherent characteristics (example: type, duration, certification of outcome, etc...) with the provisions of the GOL Programme. In complementarity with the GOL Upskilling and Reskilling catalogs already activated, the new grant is intended for beneficiaries eligible for the GOL program, whose training needs are not satisfied by the paths available on the Upskilling and Reskilling catalogs or who have difficulty accessing them (example: domiciled in internal areas, etc...).

The new measure contributes to achieving the targets already set for the Upskilling and Reskilling paths, constituting a further implementation method.

In order to guarantee the complementarity of the measures under the different Funds and avoid the risk of overlap, the Region acts first of all by creating a connection in the planning and implementation phase with the regional coordination structures of the FSE+ program and the "Patto per il lavoro in Toscana" (also facilitated by the fact that most of the competent structures belong to the same regional management) in order to define the specific areas of each program, the search for integration of the measures with respect to the individual targets, for the purposes of a quantitative and qualitative expansion of the beneficiaries involved and the maximization of the expected impacts in terms of beneficiaries involved, reactivation and their training and employment outcomes.

The Tuscan GOL model is characterized by public governance, with the central role of the regional network of PES (for taking charge of the beneficiaries, defining and managing their professional development paths, providing active policies, as well as monitoring of the same).

The beneficiaries enter the program through the PES, with the initial assessment process, which concerns the entire group of beneficiaries. When defining the Service



Agreement, the beneficiaries will be able to formalize their choice to carry out the entire job search process at the Employment Center or at a private operator accredited for employment services.

An other important project is ATI, that helps women victims of violence, supporting their participation in the labour market and promoting their autonomy and empowerment by using an innovative holistic approach.

Trough the «Employability Project», the woman entails a «double tutoring» provided by a PES operator and a mentor of the Anti-Violence Centres/Shelter Houses/Social Services. The tutors guide women through the project, step by step, helping them to achieve their goals. The «Employability Project» identifies the most suitable activities to support women in rediscovering their professional identities, values, and competences, aiming to promote autonomy and empowerment.

### Resources

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

The Tuscany Region adopted the Regional Implementation Plan with resolution 302 of 14 March 2022, approved by ANPAL with note 7395 of 6 June 2022.

The Plan has been progressively updated with the following measures:

Resolution n.1440 of 04-12-2023 "Regional implementation plan of the new Workers Employability Guarantee (GOL) of the Tuscany Region. Update of DGR 302/2022"

Resolution n.368 of 03.25.2024 Update of the regional implementation plan of the new Workers Employability Guarantee (GOL) of the Tuscany Region. Replacement of Annex A of DGR 1440/2023

#### LINKS:

<https://www.regione.toscana.it/-/programma-garanzia-occupabilit%C3%A0-lavoratori-gol-in-toscana>

<https://arti.toscana.it/web/arti/-/avviso-pubblico-n.-4-per-l-attuazione-del-programma-garanzia-occupabilit%C3%A0-dei-lavoratori-gol-da-finanziare-nell-ambito-del-piano-nazionale-di-ripresa-e-resilienza-pnrr->

<https://arti.toscana.it/web/arti/-/gol-avviso-pubblico-n.-9-per-l-individuazione-di-soggetti-coinvolti-nella-realizzazione-di-percorsi-di-ricollocazione-collettiva-per-i-beneficiari-del-percorso-5>

<https://arti.toscana.it/web/arti/-/avviso-pubblico-per-l-assegnazione-dei-contributi-ai-datori-di-lavoro-privati-a-sostegno-dell-occupazione-di-donne-inserite-in-percorsi-di-cui-alla-dgr-n.122/2024-annualit%C3%A0-2024-2026-pr-fse-2021-2027-1>

<https://arti.toscana.it/web/arti/-/avviso-pubblico-rivolto-a-donne-inserite-in-percorsi-di-cui-alla-dgr-n.-122/2024-per-la-concessione-di-contributi-individuali-a-sostegno-dei-percorsi-di-politica-attiva-annualit%C3%A0-2024-2026-pr-fse-2021-2027>

<https://arti.toscana.it/web/arti/-/avviso-pubblico-per-l-assegnazione-dei-contributi-ai-datori-di-lavoro-privati-a-sostegno-dell-occupazione-di-donne-inserite-in-percorsi-di-cui-alla-dgr-n.122/2024-annualit%C3%A0-2024-2026-pr-fse-2021-2027>

### Critical Issues

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

Difficulty in motivating the long-term unemployed to attend training (Upskilling and Reskilling)

Privacy for cooperation

There isn't a strong IT cooperation between different public administrations and other (private) service providers that allows a real-time exchange of information regarding PES 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

Improve IT cooperation between different public administrations and other (private) service providers that allows a real-time exchange of information regarding PES users

### 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
Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis
X	X	X	X





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"> <li>Combination of different channels of service provision (online, face-to-face, telephone, etc.) <ul style="list-style-type: none"> <li>Digital literacy programmes for users and staff</li> <li>Procedures for monitoring and evaluating the usability, effectiveness, and efficiency of different channels</li> <li>User Support/Help Systems</li> <li>Preserves physical local agencies and meet face-to-face with job seekers</li> </ul> </li> <li>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"> <li>Early intervention of PES as soon as situations of unemployment occur and constant contact between the jobseekers and the counsellor</li> <li>Regular reporting and monitoring of work availability and job-search actions</li> <li>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</li> <li>Establishment of individual action plans according to a tailor-made approach</li> </ul> </li> <li>PES facilitation of the mobility of jobseekers (e.g. to go to training, job interviews, etc.)</li> </ul>						
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				4		
Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>ARTI has been working for some time to increase the digitalisation of services. At the same time ARTI knows that digital literacy is an open question, which also involves the issue of inclusion. For this reason, ARTI has included, among the figures supporting users in difficulty in using new technologies, the role of the Digital Facilitator, a central figure to guarantee everyone access to the Toscana Lavoro Portal through Spid/Cie or health card. The feedback is currently positive and companies and citizens who use our digital services identify the need for support in resolving technical difficulties, caused by a low knowledge of the technologies. Furthermore, the CPI have activated specific seminars on the use of the portal and more generally for job searching through one's smartphone.</p>							





Also ARTI, as part of the development of innovative processes aimed at reducing the use of paper and increasing the efficiency of processes, has chosen to make an Advanced Electronic Signature service available to its Users

### Resources

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

TRIO is the web learning project of the Tuscany Region which provides a free training catalog for lifelong learning

<https://www.progettotrio.it/>

<https://arti.toscana.it/firma-grafometrica>

### Critical Issues

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

Demotivation of jobseekers

difficulty in getting courses started due to long delivery times

less choice of courses in outlying areas of Tuscany.

### 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

Promotion of digital services and to improve a tailor made approach

### PDCA (Plan, Do, Check, Act)

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**Mark which stage of the process has been covered**

PLAN	DO	CHECK	ACT
Planning is based on the organisations'/clients' needs and	Execution is managed through defined processes and responsibilities and	Defined processes are monitored against relevant indicators and reviewed	Corrective and improvement actions are taken based on the results of the above



expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis	diffused throughout the relevant parts of the organisation, on a regular basis	throughout the relevant parts of the organisation, on a regular basis	processes throughout the relevant parts of the organisation, on a regular basis
x	x		
<b>Impact of this working area on the digital and green transition</b>			
<p>The PES lead users towards a digital transition also through the use of training catalogs that promote training courses for the digital and green transition.</p> <p>The Pes implement the use of digital services (for example online face to face, telephone, digital signature etc.)</p>			
<b>Impact of this working area on the labour inclusion of vulnerable groups</b>			
Through the support in training of unemployed and inactive people the Tuscany Region implements labour inclusion of vulnerable groups and also other target groups of jobseekers.			
<b>Impact of this topic on your PES reputation</b>			
The impact of this topic on Pes reputation is high, because is improved by the combination of multi-channels of service provision.			
<b>Impact of this topic regarding gender transversality</b>			
The gender transversality is respected by providing a tailor made and universal services, based on the principle of impartiality, which guides the activity of the Public Administration, aimed at achieving the public interest ( <a href="https://arti.toscana.it/pari-opportunita-ed-occupazione">https://arti.toscana.it/pari-opportunita-ed-occupazione</a> )			



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"> <li>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"> <li>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;</li> <li>Skill forecasting and knowledge of emerging professional profiles which can be relevant at local/regional level, to boost innovation drivers within companies;</li> <li>Proactivity and customer-oriented approach, in order to identifying and implementing tailor-made solutions to support employers effectively;</li> <li>Mediation and facilitation skills;</li> <li>Ability of working in team, with a collaborative attitude;</li> <li>Communication and marketing skills, especially to support companies in enhancing the attractiveness job offers;</li> <li>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</li> </ul> </li> <li>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</li> <li>Specialized units dealing with companies/employers and those dealing with unemployed people and jobseekers</li> </ul>						
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
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Description							
Provide more details on the current PES performance on that topic including some evidence							
<p>In order to support companies in improving the attractiveness of job offers and to bring users closer to the world of work, job days and talent days are organized in the PES and in schools.</p> <p>The “<b>Just in time</b>” training project responds to the need to train and hire people, in order to reduce the timescales between the request of local companies for personnel to be hired, the selection of individuals who have the characteristics to be hired and the implementation of the training</p>							



course necessary to acquire the missing skills for the professional profile identified and necessary for the start of the employment relationship.

### Resources

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

<https://arti.toscana.it/web/arti/-/seminari-open-day-e-recruitment-day-organizzati-dai-centri-impiego-della-toscana>

<https://www.regione.toscana.it/-/formazione-just-in-time-l-avviso-pubblico-2023>

[https://www301.regione.toscana.it/bancadati/atti/Contenuto.xml?id=5364387&nomeFile=Decreto\\_n.5107\\_del\\_14-03-2023-Allegato-B](https://www301.regione.toscana.it/bancadati/atti/Contenuto.xml?id=5364387&nomeFile=Decreto_n.5107_del_14-03-2023-Allegato-B) (catalogo enti formativi disponibili per la formazione just in time)

### Critical Issues

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

- 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;
- knowledge of emerging professional profiles which can be relevant at local/regional level, to boost innovation drivers within companies;
- Bias towards the Pes

### 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

Strengthen corporate marketing

To improve and implement the promotion of events (workshops, talent days, job days...)

to improve a customer-oriented approach, in order to identifying and implementing tailor-made solutions to support employers effectively.

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x	x		



Performance enabler	2.2 Matching Labour Supply and Demand to Overcome Labour Shortages						
<b>Description of the ideal performance</b>	<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"> <li>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.</li> <li>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.</li> <li>Offer transparency and visibility to the job vacancies acquired from companies, taking care of the communication aspect;</li> <li>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.</li> <li>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;</li> <li>Organise initiatives, job fairs and public events.</li> <li>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.</li> </ul>						
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
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Description							
<p>Provide more details on the current PES performance on that topic including some evidence</p> <p>In order to offer transparency and visibility to the job vacancies acquired from companies, taking care of the communication aspect "Tuscany <b>Job Portal</b>" guides the citizens to consult job opportunities in Tuscany and beyond, coming from employment centres, divided by type of contract offered, by territory of the</p>							



place of work, by qualification required, etc. After registering it is possible to join the Youth Guarantee, insert and manage your CV and thus make it available to companies looking for professional profiles. For the types of offers in which companies require a pre-selection of candidates by the employment centre, it is possible to insert your application online and follow the outcome of the same. It is possible to consult the catalog of the training offers of the Tuscany Region, the tool available to citizens who want to know about the training courses, free and otherwise, for which it is possible to register in the regional territory. Furthermore, there are various other functions available to citizens such as the possibility of directly making an appointment in the online agenda of each employment center, consulting news and events related to the world of work and training. The **ARTI's web site** promotes weekly events such as workshops, open days and recruitment days.

ARTI organizes a **Job Fair** in Florence, in which visitors can meet the world of work (businesses, employment centres, consultants for orientation and personnel selection), in order to encouraging direct contact between people looking for employment and/or professional retraining and companies looking for candidates.

ARTI promotes employment grants to companies that hire jobseekers

ARTI provides assistance and mediation for collective redundancies and lay-off

#### Resources

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

<https://lavoro.regione.toscana.it/ToscanaLavoro/>

<https://arti.toscana.it/>

<https://www.fieratoscanalavoro.it/programma/>

#### Critical Issues

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

Digital interfaces are not dynamic

#### 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

to improve smart solutions on different device to apply directly.

To design more appealing and friendly digital interfaces because they are not dynamic.

to improve our 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.

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Mark which stage of the process has been covered

PLAN

DO

CHECK

ACT





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Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis.	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis.	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis
x	x	x	x





Performance enabler	2.3 Employer Engagement Strategy						
<b>Description of the ideal performance</b>	<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"> <li>● Goal-oriented approach</li> <li>● Existence of a one-stop-shop for employers, with individual contacts for each employer</li> <li>● Uses segmented and/or tailor-made employer services and target-oriented tools such as newsletters, seminars, conferences, etc.</li> <li>● 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.)</li> <li>● PES should engage employers in long-term partnerships to develop and find customized solutions</li> <li>● In order to reduce tensions in recruitment PES must: <ul style="list-style-type: none"> <li>- Invite employers to events such as hiring and information fairs</li> <li>- Find other recruitment methods to attract all types of public (including vulnerable people)</li> </ul> </li> </ul>						
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				4		
<b>Description</b>							
Provide more details on the current PES performance on that topic including some evidence							
<p>The use of segmented and tailor-made employer services and target-oriented tools such as newsletters, seminars, conferences are a strong point of ARTI which aims to increase potential customers by attracting them with competitive services.</p> <p>Arti organizes for unemployment people specific recruitment days, workshops and open day and conferences about new calls for proposal to employers.</p> <p>With regard to vulnerable groups, the person is taken in charge and referred to the specific service for one or more interviews in order to detect professional skills, work skills and availability (skills assessment) for the various types of tasks.</p>							



<b>Resources</b>											
<p>Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described</p> <p><a href="https://arti.toscana.it/web/arti/-/seminari-open-day-e-recruitment-day-organizzati-dai-centri-impiego-della-toscana">https://arti.toscana.it/web/arti/-/seminari-open-day-e-recruitment-day-organizzati-dai-centri-impiego-della-toscana</a></p> <p><a href="https://arti.toscana.it/servizialleaziende">https://arti.toscana.it/servizialleaziende</a></p> <p><a href="https://www.regione.toscana.it/-/iscrizione-al-collocamento-mirato-legge-68-99">https://www.regione.toscana.it/-/iscrizione-al-collocamento-mirato-legge-68-99</a></p> <p><a href="https://www.regione.toscana.it/-/catalogo-dell-offerta-formativa">https://www.regione.toscana.it/-/catalogo-dell-offerta-formativa</a></p>											
<b>Critical Issues</b>											
<p>Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage</p> <p>To engage employers in long-term partnerships to develop and find customized solutions</p>											
<b>Areas for improvement</b>											
<p>Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance</p> <p>monitoring and evaluating the customers satisfaction</p>											
<b>PDCA (Plan, Do, Check, Act)</b>											
<p>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.</p> <p><b>Mark which stage of the process has been covered</b></p> <table border="1"> <thead> <tr> <th>PLAN</th> <th>DO</th> <th>CHECK</th> <th>ACT</th> </tr> </thead> <tbody> <tr> <td>Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis.</td> <td>Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a</td> <td>Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis.</td> <td>Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis</td> </tr> </tbody> </table>				PLAN	DO	CHECK	ACT	Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis.	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis.	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis
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	regular basis.		
X	X		
<b>Impact of this working area on the digital and green transition</b>			
The impact of this area on digital and green transition is evolving especially we are mediating between the demands of companies to hire specialized staff and the specialized training of jobseekers in digital and green.			
<b>Impact of this working area on the labour inclusion of vulnerable groups</b>			
Pes offer support and counseling services to vulnerable jobseekers in order to match the needs of employers			
<b>Impact of this topic on your PES reputation</b>			
The Pes reputation is improving because Public Administration provides services that are increasingly tailored to the digital and green demands of companies			
<b>Impact of this topic regarding gender transversality</b>			
The posting of job ads online must respect gender neutrality in order to respect our Tuscany Region guidelines about gender transversality <a href="https://www301.regione.toscana.it/bancadati/atti/Contenuto.xml?id=5209702&amp;nomeFile=Decisione_n.16_del_11-03-2019-Allegato-A">https://www301.regione.toscana.it/bancadati/atti/Contenuto.xml?id=5209702&amp;nomeFile=Decisione_n.16_del_11-03-2019-Allegato-A</a>			



<b>Working area</b>	<b>3. Evidence-based design and implementation of PES services</b>						
<b>Performance enabler</b>	<b>3.1 Promotion of Local Labour Market Understanding and Knowledge</b>						
<b>Description of the ideal performance</b>	<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"> <li>● 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</li> <li>● The PES has a local labour market research observatory/department</li> <li>● The PES works in synergy with universities, research centres, and employers' associations to develop knowledge about the local labour context</li> <li>● 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.</li> <li>● 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.</li> <li>● 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"> <li>▪ 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.</li> </ul> </li> </ul>						
<b>Score</b>	<i>Fill-in-the-blanks</i>  <i>Level of evidence</i>	<b>1</b> <b>No evidence or some ideas</b>	<b>2</b> <b>Some weak evidence, related to some areas</b>	<b>3</b> <b>Some good evidence related to relevant areas</b>	<b>4</b> <b>Strong evidence related to most areas</b>	<b>5</b> <b>Very strong evidence related to all areas</b>	<b>6</b> <b>Excellent evidence (= full compliance with excellence), related to all areas</b>
The score is based on the evidence provided related to the ideal performance	Mark the relevant column			X			
<b>Description</b>							
Provide more details on the current PES performance on that topic including some evidence							
<p>The PES produces and disseminates both quantitative data (administrative and statistical) and qualitative data collected through:</p> <ul style="list-style-type: none"> <li>- <b>Osservatorio Mercato del Lavoro</b> (Regional labor market observatory)</li> <li>- <b>IRPET</b> (Regional Institute for Economic Planning of Tuscany)</li> <li>- <b>Skill Scanner</b>: the tool offers the possibility of analysing job advertisements published on the web and localised in the region</li> <li>- <b>IDOL Arti</b>: Tuscany Region Work Information System</li> <li>- <b>Excelsior (Unioncamere)</b> a tool to facilitate the meeting between job supply and demand, professional orientation and dialogue between the world of work and the training system.</li> </ul>							



- **Atlante del lavoro e delle qualificazioni** (The Atlas of Work and Qualifications) is a detailed map of work and qualifications.
- **PNRR in Tuscany**: a tool dedicated to every citizen, to learn about the opportunities and state of the art of the National Recovery and Resilience Plan in our territory.

## Resources

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

<https://www.regione.toscana.it/osservatorio-regionale-mercato-del-lavoro/pubblicazioni>  
<https://www.irpet.it/>  
<https://analisiimdl.regione.toscana.it/>  
<https://excelsior.unioncamere.net/>  
[https://atlantelavoro.inapp.org/atlante\\_professioni.php](https://atlantelavoro.inapp.org/atlante_professioni.php)  
<https://pnrr.toscana.it/>

## Critical Issues

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

- Low internal knowledge of labour market
- Difficulties in sharing and accessing to labour market informations by public administrations and stakeholders
- Data navigation system or open datasets aren't constantly updating
- 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.
- Low awareness among businesses in order to accelerate the digital and green transitions while training jobseekers and employees in digital and environmental skills.

## 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.

- To share internally the knowledge of labour market
- To ensure an easier accessibility of labour market informations to other public administrations, partners, stakeholders etc.
- 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.

## 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	
Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis.		Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis.		Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis.		Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis.	
x		x					
Performance enabler		3.2 Monitoring and evaluation systems					
Description of the ideal performance		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: <ul style="list-style-type: none"><li>● An ex-ante evaluation system to assess specific objectives and expected effects/impacts</li><li>● A data collection system that allows PES to monitor progress and results achieved from a quantitative point of view;</li><li>● An ex-post evaluation system that integrates qualitative aspects into quantitative data<ul style="list-style-type: none"><li>▪ The results of the evaluation are made available and regularly communicated to all PES organisational levels, relevant stakeholders and the general public</li><li>▪ PES integrate evaluation results into the design of programmes and services, ensuring a transparent change and innovation management system</li></ul></li><li>● The PES regularly measures user satisfaction by collecting user feedback through surveys, interviews, and direct interactions<ul style="list-style-type: none"><li>▪ 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.</li></ul></li><li>● Evaluation of pilot projects on a small scale, the results of which should be monitored and evaluated</li></ul>					
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	
<b>Description</b>							
Provide more details on the current PES performance on that topic including some evidence							
<p>PES have monitoring and evaluation systems, which contribute to the continuous improvement of the policy cycle concerning GOL Programme</p> <p>Piano Integrato di Attività e Organizzazione 2024 (PIAO) Integrated Business and Organization Plan 2024 : Evaluation Plan</p>							
<b>Resources</b>							
<p>Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described</p> <p>Programma Garanzia Occupabilità Lavoratori - Regione Toscana link: <a href="https://www.regione.toscana.it/-/programma-garanzia-occupabilit�-lavoratori-gol-in-toscana">https://www.regione.toscana.it/-/programma-garanzia-occupabilit�-lavoratori-gol-in-toscana</a></p> <p>Piano Integrato di Attività e Organizzazione 2024 (PIAO) - approvazione -<a href="#">Decreto n. 63 del 31/01/2024 Allegato A</a> <a href="https://arti.toscana.it/piano-integrato-di-attivit�C3%A0-e-organizzazione-piao-">https://arti.toscana.it/piano-integrato-di-attivit�C3%A0-e-organizzazione-piao-</a></p>							
<b>Critical Issues</b>							
<p>Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage</p> <ul style="list-style-type: none"> <li>- The PES don't measure user satisfaction by collecting user feedback through surveys, interviews, and direct interactions.</li> <li>- The PES don't have a robust monitoring and evaluation system to verify compliance with the key performance indicators established in each organisation, to identify possible critical aspects and weaknesses, areas for improvement, etc.</li> <li>- The changes are too slow</li> </ul>							
<b>Areas for improvement</b>							
<p>Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance</p> <ul style="list-style-type: none"> <li>- To adopt a permanent monitoring and evaluating systems through surveys, interviews, and direct interactions in order to measure user satisfaction (jobseekers and employers)</li> <li>- The Cycle of performance should be faster to find corrective and improvement actions</li> </ul>							





- To strengthen the IT system cooperation

### 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

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X	X	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> <p>2. 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.</p>						
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	Mark the				4		



based on the evidence provided related to the ideal performance	relevant column						
<b>Description</b>							
Provide more details on the current PES performance on that topic including some evidence							
<ul style="list-style-type: none"> <li>- Local Pacts for work and training</li> <li>- Monitoring the trends of the training courses to assess the actual interest received by the users and reprogram the training offers in regional catalogue to answer the interests of jobseekers</li> <li>- Regional Commission called "Commissione Regionale Tripartita"</li> <li>- Great effort Arti's organisational structure to create sharing opportunities with social network to answer needs of fragile customers (migrants, disables, people with health problems, etc...)</li> </ul>							
<b>Resources</b>							
Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described							
<a href="https://arti.toscana.it/patto-per-il-lavoro-in-toscana">https://arti.toscana.it/patto-per-il-lavoro-in-toscana</a> <a href="https://www.regione.toscana.it/-/programma-garanzia-occupabilit%C3%A0-lavoratori-gol-in-toscana">https://www.regione.toscana.it/-/programma-garanzia-occupabilit%C3%A0-lavoratori-gol-in-toscana</a> <a href="https://www.regione.toscana.it/-/fami-2021-2027-migrazione-legale-e-integrazione-manifestazione-di-interesse-per-co-progettazione">https://www.regione.toscana.it/-/fami-2021-2027-migrazione-legale-e-integrazione-manifestazione-di-interesse-per-co-progettazione</a> <a href="https://www.regione.toscana.it/-/commissione-regionale-tripartita">https://www.regione.toscana.it/-/commissione-regionale-tripartita</a>							
<b>Critical Issues</b>							
Provide feedback and motivations on problems, limitations, or other issues faced in the implementation of (or inability to implement) any stage							
PES are still slow to embrace change and innovation and to anticipate the processes even if the approach is evolving as holistic, across all levels.							
<b>Areas for improvement</b>							
Provide feedback on areas or leverages for improvement that the PES considers to be feasible key factors for improvement and achieving ideal performance							
Strengthening 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							



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.			
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X	X		
Impact of this working area on the digital and green transition			
Updating digital services			

Impact of this working area on the labour inclusion of vulnerable groups
Approaching services for vulnerable job seekers
Impact of this topic on your PES reputation
increased visibility of PES
Impact of this topic regarding gender transversality
Arti PES has an approach tailor made based on the principle of impartiality



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"><li>▪ PES develop their own brand and recognizable identity to enhance their reputation positioning.</li><li>▪ PES must use accessible and creative communication strategies and tools, including social media, television, and radio.</li><li>▪ 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.</li><li>▪ PES must activate clients by involving them in service planning, regularly collecting feedback on services, or organising client councils.</li><li>▪ PES must launch targeted promotional campaigns to raise awareness about the services offered.</li><li>▪ A strong reputation strategy should also include transparent information on the impact of funding and resource allocation</li><li>▪ PES develops internal communication on evidence-based outcomes and storytelling as inspirational tools</li><li>▪ PES includes in its communication policy transparent information on the impact of funding and resource allocation</li><li>▪ The level of user satisfaction is monitored</li></ul>						
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	
	Indicate the evidence	ARTI Decree No. 496/2021 Communication Plan. ARTI's extraordinary plan to strengthen employment centers and active labor policies Arti new logo Arti's website Arti's website section dedicated to policy transparent information on the impact of funding and resource allocation  Arti's Social profiles: Facebook – LinkedIn – Instagram - Tik Tok – YouTube - podcast, shorts and reel Portale Toscana Lavoro Newspaper and radio campaign Newsletter Tuscan project for young people's autonomy - GiovaniSi ("Youth Yes" )					
Description							



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

#### Piano di comunicazione ARTI - ARTI Decree No. 496/2021 Communication Plan.

**Piano straordinario di potenziamento dei centri per l'impiego e delle politiche attive del lavoro di ARTI** Delibera\_n.121\_del\_12-02-2024-Allegato-A  
The Extraordinary Plan for the Strengthening of Employment Centers and Active Labor Market Policies, a national planning tool adopted by Ministerial Decree No. 74 of June 28, 2019, is based on the recognition of the central importance of employment services and, with this in mind, is a tool to ensure the revitalization of PES and active labor policies through the strengthening and professionalization of human resources, adjustment and renovation of facilities, dissemination and promotion of services. In line with the strategies of the National Plan, Tuscany has approved the Regional Implementation Plan for Strengthening (D.G.R. Toscana n.1697 of 29/12/2020) identifying the actions and programs to strengthen and develop the network of Tuscan PES. The Plan was updated in 2024 with Delibera n. 121 del 12/02/2024

Arti new logo

Arti's website

Arti's website section dedicated to policy transparent information on the impact of funding and resource allocation

Arti's Social profiles: Facebook – LinkedIn – Instagram - Tik Tok – YouTube - podcast, shorts and reel

Newspaper and radio campaign

Newsletter

Tuscany Job Portal - Portale Toscana Lavoro

Tuscan project for young people's autonomy - GiovaniSi ("Youth Yes" )

#### Resources

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

ARTI Decree No. 496/2021 Communication Plan.

[https://arti.toscana.it/documents/802755/1972019/Decr\\_496.2021\\_ALL\\_A.pdf/6b051404-a374-4306-8694-48f330608d63](https://arti.toscana.it/documents/802755/1972019/Decr_496.2021_ALL_A.pdf/6b051404-a374-4306-8694-48f330608d63)

The Extraordinary Plan for the Strengthening of Employment Centers and Active Labor Market Policies - Delibera\_n.121\_del\_12-02-2024-Allegato-A

<https://www301.regione.toscana.it/bancadati/atti/DettaglioAttiG.xml?codprat=2024DG00000000110>

Arti's website ad the section dedicated to policy transparent information on the impact of funding and resource allocation

<https://arti.toscana.it/>

Arti's Social profiles: Facebook – LinkedIn – Instagram - Tik Tok – YouTube - podcast, shorts and reel

<https://www.facebook.com/centri.impiego.toscana/>





<https://www.instagram.com/centri.impiego.toscana/>

<https://www.linkedin.com/company/centri-per-l-impiego-della-toscana/posts/?feedView=all>

[https://www.tiktok.com/@centri.impiego.toscana?is\\_from\\_webapp=1&sender\\_device=pc](https://www.tiktok.com/@centri.impiego.toscana?is_from_webapp=1&sender_device=pc)

<https://www.youtube.com/channel/UC5TaPPfhsVdU2yOQMInm7Uw>

Newspaper and radio campaign

Newsletter

<https://www.regione.toscana.it/-/newsletter-dei-centri-per-l-impiego>

Tuscany Job Portal - Portale Toscana Lavoro

<https://lavoro.regione.toscana.it/ToscanaLavoro/>

Tuscan project for young people's autonomy - GiovaniSi ("Youth Yes")

<https://giovansisi.it/>

### Critical Issues

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

- PES do not plan and collect regularly feedback on services or organising client councils.
- The level of user satisfaction is not always monitored
- Internal communication should be improved on evidence based services

### 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.

- To plan and collect regularly feedback on services or organising client councils.
- To improve a monitoring of user's satisfaction
- To improve internal communication on evidence based services

### PDCA (Plan, Do, Check, Act)

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**Mark which stage of the process has been covered**

PLAN	DO	CHECK	ACT
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Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis		Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis.		Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis.		Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis	
x		x		x		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"><li>▪ Building alliances that contribute to the overall objectives of national, regional and local policies<ul style="list-style-type: none"><li>● They can be used to design, develop and implement innovative policy measures and specific initiatives/projects</li><li>● 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.</li></ul></li><li>▪ Developing tools to measure the effects of partnerships</li></ul>						
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							
Specialized marketing units (PES staff working on the marketing area) Projects in collaboration with ANCI (FAMI - Intercept) One stop Shop							



Local Pacts for work and training  
GOL Programme (ready at work - upskill – reskilling)  
ATI Project– Women victim of violence  
Planning guidance interventions in schools  
Technical committees for disabled  
Interreg Projects (ERDF)  
CPIA (provincial centers for adult education)  
Talents in Action - Talenti in Azione

### Resources

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

<https://arti.toscana.it/web/arti/opportunita>

Decree 106\_2024 last updates – regarding marketing procedures and the design, development and implement of innovative formats of event evolving stakeholders

### Critical Issues

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

- Different responses from local areas and stakeholders
- Turn over of external stakeholders'staff

### 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.

- Signing of centralized level agreements and protocols that make structural and permanent actions

### 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
Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis.	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis.	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis.	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis.
X	X	X	X





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Travail





Performance enabler	4.3 Resource Allocation and Funding						
<b>Description of the ideal performance</b>	<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"> <li>The PES combines EU, national and local public funds, but also private stakeholder resources.</li> <li>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</li> <li>Resource allocation should also cover training needs, especially to deal with the emerging challenges posed by the twin transition.</li> </ul>						
<b>Score</b>	Fill-in-the-blanks  Level of evidence	<b>1</b> <b>No evidence or some ideas</b>	<b>2</b> <b>Some weak evidence, related to some areas</b>	<b>3</b> <b>Some good evidence related to relevant areas</b>	<b>4</b> <b>Strong evidence related to most areas</b>	<b>5</b> <b>Very strong evidence related to all areas</b>	<b>6</b> <b>Excellent evidence (= full compliance with excellence), related to all areas</b>
The score is based on the evidence provided related to the ideal performance	Mark the relevant column		X				
<b>Description</b>							
Provide more details on the current PES performance on that topic including some evidence							
Projects in collaboration with ANCI (FAMI - Intercept) Local Pacts for work and training - hiring incentives PNRR - GOL Programme – hiring incentives Regional Fund - Progetto ATI – Donne vittime di violenza National/Regional Fund about disabled - Comitati tecnici per il collocamento mirato Interreg Programme (FESR Fund) PR ESF about enterprises regional system National/regional Fund about young people							
<b>Resources</b>							
Include links, regulations, decrees, or other "sources" that can help verify and delve into the details of the actions described							
<a href="https://www.regione.toscana.it/-/programma-garanzia-occupabilit%C3%A0-lavoratori-gol-in-toscana">https://www.regione.toscana.it/-/programma-garanzia-occupabilit%C3%A0-lavoratori-gol-in-toscana</a>							



<https://arti.toscana.it/web/arti/opportunita>

<https://giovani.it/>

### Critical Issues

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

### 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 integrated planning of labour policies's measures.

### 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
Planning is based on the organisations'/clients' needs and expectations. Planning is deployed throughout the relevant parts of the organisation, on a regular basis.	Execution is managed through defined processes and responsibilities and diffused throughout the relevant parts of the organisation, on a regular basis.	Defined processes are monitored against relevant indicators and reviewed throughout the relevant parts of the organisation, on a regular basis.	Corrective and improvement actions are taken based on the results of the above processes throughout the relevant parts of the organisation, on a regular basis.
X	X	X	

factors have great relevance within the topic, as a directive of the funds used

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

Funds used arise for the support a labour inclusion of vulnerable group



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**Impact of this topic on your PES reputation**

funds used improve the reputation of pes by ensuring policies that support citizenship

**Impact of this topic regarding gender transversality**

Funds used arise also to support and guarantee **gender transversality**



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