



FEEDBACK REPORT

SUMMARY

a. Introduction:

- Public Employment Service (PES) Assessed: Veneto Lavoro (Italy)
- Objectives: Conduct a comprehensive evaluation of PES performance through Benchlearning methodology
- Agenda: LDD1 Italy, June 3-5 (Veneto Region)
- Participants:
 - Day 1 (3rd June): 21 participants
 - Day 2 (4th June): 33 participants
 - Day 3 (5th June): 28 participants

b. Evaluation Process:

1. Self-assessment (to be added in annex)
2. External assessment including:
 - Light evaluation during Benchlearning sessions
 - Discussions at PES headquarters
 - Verification of activity implementation
3. Follow-up questionnaires from project partners
4. Compilation of lessons learned and recommendations

c. Strengths and areas for improvement for the 4 areas of Benchlearning including the 4 best practices:

1. Sustainable Activation and Management of Transitions:

1.1 Holistic Profiling:

- Average score: 3.7/6
- Strengths:
 - Comprehensive quantitative and qualitative profiling
 - Flexible user choice between PES and private organizations
 - Very structured and efficient work dividing support to job seekers and employers, by having account manager and case manager.
- Areas for Improvement:
 - Implement internal staff training catalogue
 - Enhance jobseeker-adviser interactions
 - Develop preventive action strategies

1.2 Segmented and tailor-made action plan and ALMP-measures to enhance workforce inclusivity and diversity management

- average score of 4,4 out of 6
- Strengths:
- Focus on individual needs and workforce inclusivity





- The Prisoner Rehabilitation Project
- Crisis unit and business service
- Areas for Improvement:
- Collaboration with companies that have academies and training spaces is encouraged, allowing for the sharing of resources
- Contacts between jobseekers and employment advisers could be more intensive
- Assessment of the long-term employment results would be provide useful information

1.3 Users' Accessibility and Engagement:

- Average score: 4.2/

Strengths:

- Good accessibility
- Effective user engagement strategies
- Territorial animation has been intensified to strengthen the local presence of Veneto Lavoro, gaining the trust and commitment of local communities

Areas for Improvement:

- Offering training and workshops to improve users' autonomy in the use of digital tools and service
- Facilitating the mobility of job seekers through transport solutions and local partnerships

2. Relations with Employers:

2.1 Specialized units for employer services

- Average score: average score of 4,6 out of 6.

Strengths:

- Proactive Company Relationship Management
- Adoption of a proactive approach with designated Account Managers
- Single point of contact for comprehensive support to employers
- Collaborative Approach: Synergistic work among all specialised roles
- Personalised management focusing on employers' recruitment needs
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Areas for Improvement:

- To enhance Account Managers' skills in understanding employers' needs, continuous training tailored to specific industries and job profiles;
- Monitoring system: the Account Manager must be in regular contact with the companies in his portfolio
- To improve employer engagement and build lasting partnerships, it is essential to understand their needs in depth through detailed interviews
- Train internal staff to better support employers;

2.2 . Matching Labour Supply and Demand to Overcome Labour Shortages

Average score of 4,6 out of 6.

Strengths:



- This synergy between Account Managers, Case Managers and technological tools contributes to a more efficient and personalised matchmaking on the job market.
- the CPI Online Aziende service on cliclavoro.it offers companies the flexibility to upload their data and manage the search for candidates,
- With the organisation of tailor-made recruitment events (IncontroLavoro), VL meets the specific needs of companies in terms of professional skills.

Areas for Improvement:

- Raising awareness among employers;
- Public-private partnerships: Work with companies to identify their skills needs and adapt training programs accordingly & Encourage companies to actively participate in training job seekers.
- For SMEs, some solutions and recommendations that Veneto Lavoro could implement:
- Think about support programs for SMEs
- Training and raise-awareness (organise workshops and training for SMEs on best practices in human resources management, regarding the recruitment process, how to integrate new employees)
- Send regular newsletters
- Digital support platforms

2.3. Employer Engagement Strategy

Average score of 4,7 out of 6

Strengths:

- Administrative Support: These services focus on managing the administrative aspects of employment. They include insurance management, granting subsidies and information processing
- Recruitment and integration: These services aim to attract, recruit and integrate new employees. They include activities such as candidate search, job interviews and orientation of newcomers.
- Focus on inclusion: They take into account the specific needs of employees, including those with disabilities.
- Restructuring Services;
- EURES services for local companies;
- Knowledge sharing on ALMPs, such as those provided by the GOL programme

Areas for Improvement:

- Adaptation of services to the skills and preferences of the local labour market
- Encourage new companies to use the PES system
- Strengthening relationships with local employers

3. Strengths and areas of improvement for “Evidence-based design and implementation of PES services”

3.1. Promotion of Local Labour Market Understanding and Knowledge

Average score of 4,7 out of 6

Strengths:

- **the open access to data**
- Local labor market understanding



- Development of monitoring and evaluation systems
- Promotion of innovation and change management

Areas for Improvement:

- enhance data interoperability across public administrations,
- Observatory should place greater focus on the impact of the green and digital transitions on the labour market
- Internal outreach within the organisation also needs improvement

3.2. Monitoring and evaluation systems

Average score of 3,3 out of 6.

Strengths:

- richness of data collected and available in the Veneto Lavoro's Labour Market Information System (SILV),

Areas for Improvement:

- some methodological obstacles are found in the evaluation process (which implies the analysis and the assessment of the impact produced;
- the absence of systematic measurement of user satisfaction has been recognized as the main critical aspect;

3.3. Policy design through change and innovation

Average score of 3.5 out of 6.

Strengths:

- impressive capacity in generating and utilizing data to inform decision-making and drive labor market improvements.
- strong culture of progress that drives continuous improvement and reinforces its position as a forward-thinking and dynamic entity.

Areas for Improvement

- place greater emphasis on innovation as a core priority, identifying and implementing new ideas to improve services and increase efficiency;
- create spaces for collaboration and co-creation, promote experimentation with pilot initiatives, and develop internal systems for sharing best practices;
- strengthen partnerships with external stakeholders and leverage diverse expertise to develop more innovative solutions;
- develop mechanisms for scaling and replicating successful innovations, including creating a knowledge hub and frameworks for replication;
- implement clear metrics and evaluation systems to measure the effectiveness of its innovations;
- foster a mindset of innovation and change management among its staff and leadership through training and development.

4. Management of Partnerships and Stakeholders:

4.1. Perception of PES and impacts on the users' and stakeholders' engagement

average score of 4,1 out of 6.

Strengths:



- Strong brand identity
- Strategic partnership development
- Thematic campaigns to promote equity and inclusion

Areas for Improvement:

- Enhancing empathetic communication
- Boosting social media presence
- Improving website accessibility and multilingual support
- Simplifying administrative procedures and enhancing efficiency

4.2. Building Strategic Partnerships

average score of 4,2 out of 6.

Strengths:

- Multi-level and multi-stakeholder partnerships
- Commitment to social inclusion

Areas for Improvement:

- Enhancing communication and cooperation:

4.3. Resource Allocation and Funding

average score of 4,2 out of 6.

Strengths:

- Strong financial management and effective fund allocation, overseen by a dedicated Auditors Board and characterized by the choice to provide private service providers with individual budgets tied to specific conditions and promoting transparency
- Dedicated Operations Unit for European projects
- Active involvement of private operators in projects such as the GOL programme

Areas for Improvement:

- Enhanced multi-level and multi-actor collaboration and flexibility
- Investment in digital and green transitions and innovation to ensure alignment with long-term sustainability goals and strengthen the long-term impact of employment initiatives
- Diversification of funding sources
- Promoting the sustainability of project results and their integration into employment services
- Encouraging private sector investment and active involvement in partnerships of private stakeholders

d. Strengths and areas for improvement for the transversal issues:

1. Digital Transition:

- Proactive approach
- Positive environmental sustainability spillovers

2. Green Transition:

- Limited commitment to understanding green labor market impacts
- Need for deeper engagement with green economy transitions



3. Vulnerable Groups:
 - Strategies for inclusive employment
4. Gender Perspective:
 - Considerations for gender-balanced approaches

e. Communication Strategy:

- Strengths:
 - Reliability and trustworthiness
 - Collaboration with local stakeholders
 - Data analysis and transparent dissemination of results
 - Effective multichannel communication strategy
 - Strong relationship with employers
 - High level of content production
 - Empathetic and accessible communication style
- Recommendations for improving communication effectiveness:
 - Enhancing internal communication and employee engagement
 - Increasing transparency in communicating achievements
 - Promoting closer collaboration with media outlets and opinion leaders
 - Enhancing user engagement data monitoring and evaluation
 - Promoting the involvement of job seekers in the new actions and campaigns
 - Further promoting the improvement of PES perception through targeted advertising and public education campaigns

f. Lessons Learned and Recommendations:

- Continuous improvement of profiling techniques
- Enhanced staff training
- Deeper engagement with digital and green transitions
- Strengthening partnerships and stakeholder relationships
- Developing more comprehensive evaluation mechanisms

Key Recommendations:

- Implement specialized staff training
- Enhance preventive employment actions
- Develop more intensive jobseeker support
- Improve long-term employment result assessments
- Foster innovation and change management culture.

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