

## FEEDBACK REPORT ARTI - SUMMARY

### a. Introduction:

- PES assessed: Agenzia Regionale Toscana per l'Impiego - ARTI (Italy)
- Objectives: Evaluate PES performance through Benchlearning methodology
- Agenda: LDD 1, Italy, Florence 06/07 June 2024
- Participants:
  1. 06th June 2024: 30 participants
  2. 07th June 2024: 23 participants

### b. Description of the evaluation process:

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

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

#### 1. Strengths and areas of improvement for “Sustainable activation and management of transitions”

##### 1.1. Holistic profiling

- **Average score:** 3,4 out of 6.
- **Strengths**
  - o Promotion of effective cooperation between social, health and educational services (e.g. ATI project; GOL program);
  - o Investment in user accessibility and engagement, increasing the digitalization of services through different forms and channels.
- **Areas of improvements**
  - o Provision of specific training to better support citizens in disadvantaged conditions;
  - o Better integration of the information systems and data collected during profiling;
  - o Involvement of end users with follow-up questionnaires

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

- **Average score:** 3,8 out of 6.
- **Strengths**
  - o Adoption of differentiated measures tailored to specific needs and target groups.
  - o Actions are driven by national policies (PNRR – GOL) and implemented at the local level (PAR).
  - o Focus on supporting vulnerable groups, including people with disabilities, women victims of violence, and those with low digital literacy
  - o Measures aimed to foster individuals' autonomy and empowerment.
- **Areas for improvements**
  - o Personalization and adaptation of policies and services based on available data;



- o Enhancement of needs analysis useful to better guide skill development and job search

### 1.3. Users' accessibility and engagement

- **Average score:** 4,3 out of 6.
- **Strengths**
  - o Initiatives to improve user accessibility and engagement.
  - o Enhancement of digitalization of services
  - o Users engagement through multiple Forms and Channels
- **Areas for improvements**
  - o More initiatives aimed at facilitating the mobility of citizens to physical access to PES
  - o information dissemination about job opportunities beyond geographical constraints.

## 2. Strengths and areas of improvement for "Relations with employers"

### 2.1. Specialized Units for Employer Services

- **Average score:** 4,1 out of 6.
- **Strengths**
  - o Physical proximity of PES on the territory
  - o Relationship with local businesses.
- **Areas for improvements**
  - o Definition of specialized units dedicated to the involvement of businesses and employers.
  - o Increase planning and scheduling of initiatives and events.
  - o Promote employer networks to share challenges and solutions in recruitment and job placement processes, including those for people with disabilities.

### 2.2. Matching Labour Supply and Demand to Overcome Labour Shortages

- **Average score:** 4,9 out of 6.
- **Strengths**
  - o Job fairs at the regional and local levels.
  - o Regional portal dedicated to job ads.
  - o Use of social media to disseminate PES services and job ads.
  - o The provision of incentives for job placement.
- **Areas for improvements**
  - o Usability and updating of IT tools and to ensure continuous updates and verification of the content provided.
  - o Implementation of Innovative Recruitment Methodologies that prioritize transversal skills over formal qualifications.

### 2.3. Employer Engagement Strategy

- **Average score:** 4,1 out of 6.
- **Strengths**
  - o Adoption of tailor made information tools (Newsletters, seminar conferences, and job fairs) for actively engaging and fostering relationships with businesses and employers.
- **Areas for improvements**
  - o Implementation of needs analysis through in-depth interviews or satisfaction questionnaires



- o Creation of “one- stop-shops” specifically for employers.
- o Adoption of ongoing evaluation systems for the services provided.

### 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:** 3,8 out of 6.
- **Strengths**
  - o Complex and relevant data collection tools
  - o Clarity of functionality of tools
  - o Digital facilitators help individuals with low IT skills access job market information
- **Areas for improvements**
  - o Implement advanced systems to improve data management and support evidence-based policies
  - o Greater usability and accessibility of the information
  - o Attention to data security to ensure integrity and confidentiality of data

#### 3.2. Monitoring and evaluation systems

- **Average score:** 2,6 out of 6.
- **Strengths**
  - o Starting implementation of evaluating and monitoring systems of services and programs provided
- **Areas for improvements**
  - o Greater integration of existing
  - o Uncertain use of data collected to improve domestic and national policies
  - o Use of tools like interviews, focus groups, and data analysis to monitor service satisfaction and align actions with actual needs
  - o Provision of adequate staff training to ensure correct interpretation and use of the data collected.

#### 3.3. Policy design through change and innovation

- **Average score:** 3,7 out of 6.
- **Strengths**
  - o Constant commitment in promoting organizational change and innovation
  - o Foster stakeholder networks to enhance collaboration and information exchange
  - o Identification of suitable solutions for more disadvantaged groups
- **Areas for improvements**
  - o Ensurance of solutions based on data collected
  - o Personalization of data collection and feed-back
  - o Creation of strategic partnerships and promotion of pilot projects

### 4. Strengths and areas of improvement for “Management of partnerships and stakeholders “

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

- **Average score:** 3,3 out of 6.
- **Strengths**



- o Improvement of public perception through intensive communication on social media and events;
  - o Strengthen brand reputation through visual rebranding and multi-channel campaigns
  - o Promotion of work events and actively engagement of communities
- **Areas for improvements**
  - o Greater involvement of end users and operators in service planning
  - o Improvement in managing support requests both within the organization and externally

#### 4.2. Building Strategic Partnership

- **Average score:** average of 3,7 out of 6.
- **Strengths**
  - o Involvement of different actors, both institutional and end users
  - o Inclusion of various stakeholders in project design.
- **Areas for improvements**
  - o Greater integration and dialogue between actors of different projects
  - o Clear definition of project goals and outputs to assess partnership effectiveness
  - o Reduction in staff turnover

#### 4.3. Resource Allocation and Funding

- **Average score:** 3,1 out of 6.
- **Strengths**
  - o Combination of diversified resources (regional, state and European public resources)
  - o Strategic role in promoting innovative and improvement actions, supporting multi-level and multi-actor cooperation based on concrete evidence.
- **Areas for improvements**
  - o Lack of clarity in resource management and stakeholder responsibilities.
  - o Promote cooperation through clear role distribution and stakeholder engagement.
  - o Integrate resources into long-term actions for more effective funding use

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

##### 1. Digital transition

- **Average score:** 4,6 out of 6.
- **Strengths**
  - o Online training for citizens
  - o Strengthening the digital skills of operators through specific training initiatives
  - o presence of digital mediators that support citizens with low digital literacy
- **Areas for improvements**
  - o Usability of digital services especially for people in disadvantaged conditions
  - o Interoperability of administrative and information systems

##### 2. Green transition

- **Average score:** 2,7 out of 6.
- **Strengths**
  - o Training experiences, job placements and collaborations with key companies in the sector.



- o Further promotion of training initiatives aimed at developing relevant green skills
- **Areas for improvements**
  - o Increase efforts to organize seminars and workshops on the green transition.
  - o greater information and awareness of ARTI internal staff
- 3. **Vulnerable groups**
- **Average score:** 4,8 out of 6.
- **Strengths**
  - o personalized services for vulnerable categories such as people with disabilities (GOL program), young people (e.g. "Youth Guarantee") and migrants.
  - o Support for job placement: offers consultancy, retraining programmes, job placement services, business creation and cultural and linguistic mediation.
- **Areas for improvements**
  - o Develop training for Employment Services Staff focused on multidisciplinary skills to better support vulnerable groups.
  - o Stronger external partnerships can support regular program evaluations and intersectional analysis to better tailor services to social and economic needs.
- 4. **Gender perspective**
- **Average score:** 4,1 out of 6.
- **Strengths**
  - o Promote gender equality, work-life balance, and anti-discrimination initiatives, including actions like gender violence prevention agreements and internships for women
  - o Availability of funds and vouchers to promote mobility and work-life balance.
- **Areas for improvements**
  - o Definition of a formal gender plan into public services.
  - o Development of strategies to address gender imbalances in segregated sectors.
  - o Adoption of impact assessment practices and draw inspiration from international
- e. **Strengths and areas for improvement for the Communication Strategy**
- **Strengths**
  - o ARTI effectively uses a wide range of communication channels (social media, newsletters, events).
  - o PES staff featured in promotional videos to humanize services and build trust.
  - o Presence of youth-targeted campaigns
  - o Positive feedback on the use of different communication channels by ARTI
  - o Importance of visual content to increase the visibility of opportunities.
- **Areas for improvements**
  - o Creations of interactive content such as polls or question and answer (Q&A) to better engage users.
  - o Implementation of continuous processes for collecting feedback from users
  - o Greater visibility of results obtained by ARTI
  - o Monitoring of user satisfaction and using serious games to engage target groups.





**f. Lessons learned and recommendations:**

- Enhancement of our stakeholder's network to strengthen opportunities for users (vulnerable group, young people and others...);
- Improvement of our communication's strategy, techniques and contents concerning about various user's target, also by innovative tools such as serious game;
- Improvement of profiling techniques and holistic approach's techniques.
- Green transition: increase efforts regarding internal and external users (jobseeker, companies, stakeholders...) to promote awareness about these themes;
- Deeper evaluation tools, spreading information and results;
- Deeper staff training.

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