03 - ANALYSIS OF THE CONTEXT WHERE THE R@W MODEL WAS DEVELOPED, AND KEY FACTORS THAT LED FOREMA TO SUCCESS

Context Analysis

A - Geographical area of interest: to describe the territorial boundaries and the location of the planned actions; to define the spatial limits of the analysis.	• Veneto is the 8th largest region in Italy, with a total area of 18,398.9 km2. It is located in the north-eastern part of Italy and is bordered to the east by Friuli Venezia Giulia, to the south by Emilia-Romagna, to the west by Lombardy and to the north by Trentino-Alto Adige/Südtirol. At its northernmost corner it borders also on Austria. • It has **4,9 millions of inhabitants**, with a density of 264 inhabitants per square kilometer • It is an attractive region: **10,4% of migrants** (504.677 people), mostly from Romania, Morocco, Albania, Moldavia, China, Balkan regions, etc • **21% of aged people** (retired / over 65 years old)

B - Economic and productive system:	
B1 - classification of economic activities (sectors): composition of the productive structure of the territory and description of economic specializations	Main **productive specialization** of our firms: • agriculture – 15% • building – 15% • manufacturing – 13% (mechanics and machineries, furniture, sport system, fashion and shoes: "Made in Italy", etc) • trade (B2B and B2C) – 22% • tourism – 9% • professionals and B2B services – 14% Export value: **50,283 billions of euros per year, 13,6% of the national exports** • the most important markets are Germany and eastern Europe, France, Spain, USA, China, Russia, Turkey; export destinations: • EU-15: 47,6% (EU-27: 69,41%) • Asia (middle east and far east): 14,80% • North America: 7,39% • South America: 3,74% • Africa: 3,51%
B2 - number and size of firms: numerical consistency of the enterprises per classes of employees	• **more than 450.000 firms (>500.000 in 2011)**: 1 each 9 inhabitants • ***99,8% small and medium enterprises*** organized in local and global productive systems and around 800 big companies (Safilo, Geox, Carraro, Lotto, Diesel, Salomon, Benetton, Aprilia….)

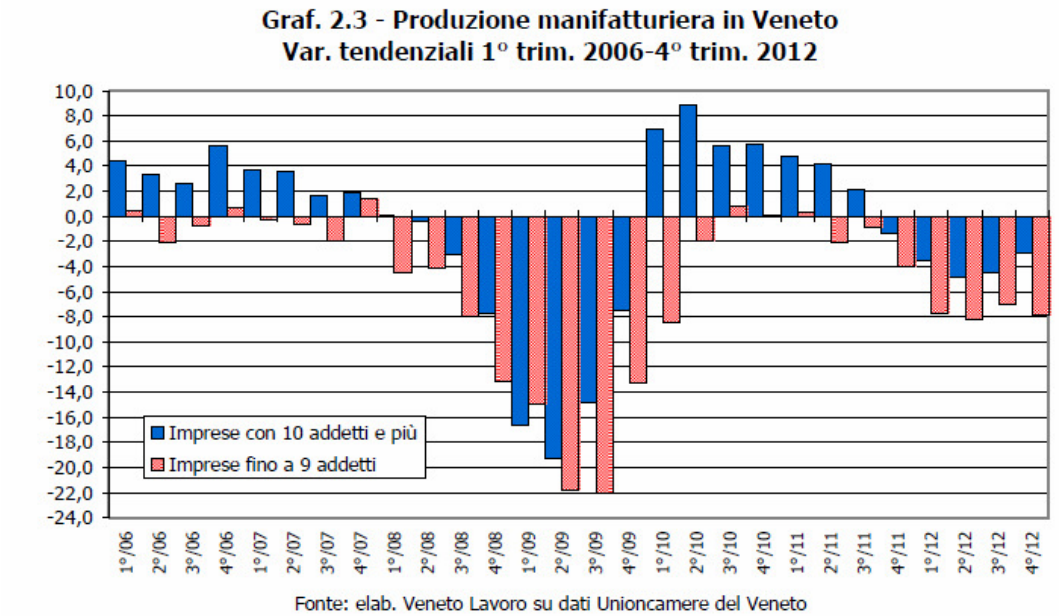
	• average size: **3,92 employees (**1–9 employees: 87%, 10–49 employees: 3%)
B3 - Presence of clusters, productive specialization and local labour systems: if so, describe them	• In Veneto fashion, furniture, mechatronics and metals, food services sectors produce a higher proportion of added value. Chemical industry sectors, banking and insurance, public administration and other industries are minor sectors; • Veneto Region is the most visited area in Italy with 15 millions of tourists (9 millions from abroad) and more than 60 millions of presences per year: historical and artistical attractions (Venice, Padua, Verona), seaside, great mountains, natural spas and lakes. • Tertiary sector is, nowadays, the most important one • 2,134 millions of skilled workers (manufacturing – 37%, services – 60%)
B4 – Produced added value, GDP per capita	• **regional GDP**: 131.814 millions of Euros, the 10% of the national GDP • **annual GDP** pro-capita: 29.631 € (2011)
B5 – Presence of path-dependence effects* related to the economical history of the area: elements of economic and industrial history of the area	• Persistence of productive structures based on local supply chain in manufacturing sectors (districts and productive clusters) • presence of local labor systems (approximately 15 km) • **awide and complete superior training offer:** Lyceum, Technical Institutes, Professional Schools almost in every town • **continuous and professional training system**: more than 500 accredited training agencies with a wide network of seats, offices and classrooms • GDP per capita higher than national average • Vocation for transnational markets and labor mobility
B6 - other elements useful to understand the economic and productive structure of the area	• In Veneto Region there are **some of the most important universities** in Italy: Padua, Venice and Verona are national excellences in Economics, Engineering, Psychology, Law, Political Science, Architecture

*(Paul David (1985). "Clio and the Economics of QWERTY". American Economic Review: 332. "In such circumstances "historical accidents" can neither be ignored, nor neatly quarantined for the purpose of economic analysis")

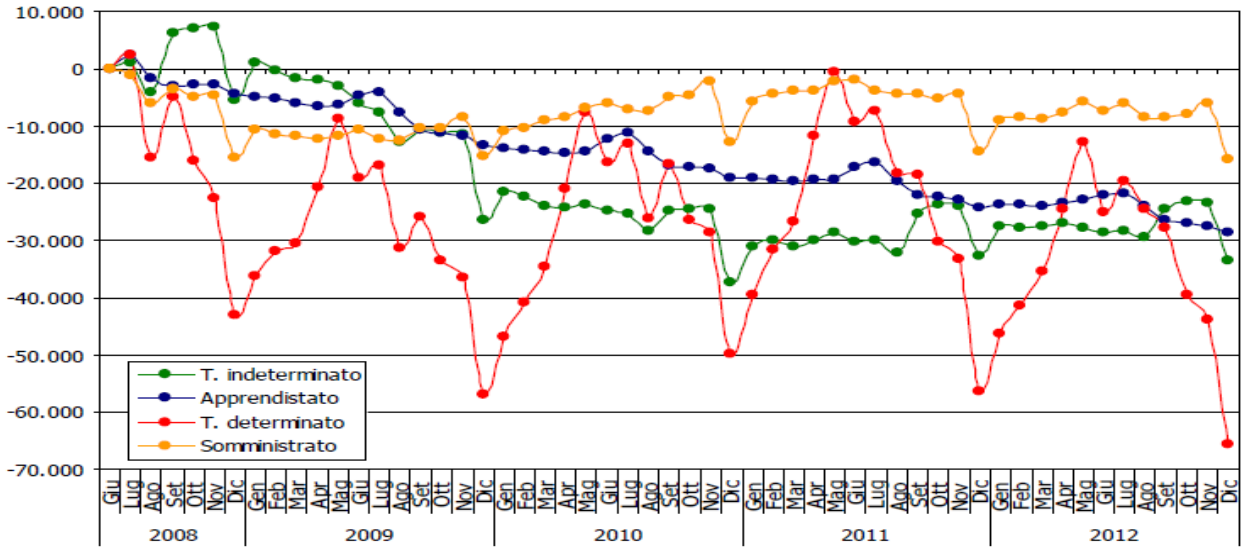
C - Social system and demography: statistical and stratified data to describe the reference population	• Inhabitants on 1th Jan. 1013:4,841,554 Births 45,393 Deaths 45,228 **Education** **74,3%** of the population with **High School Diploma** **9,7%** with a **University degree** (More Data are available below)

D - Labor market and institutions:	
D1 – Stratified statistical data on employment and unemployment: static data and dynamic data (pre/post crisis)	**production:** *national level*: -3,1% from 2008 (pre crisis period) and -0,5% from 2010 *Veneto region*: -21,8% compared to 2008, but +5,7 in the last 2 years (See graf 2.3) **unemployment rate:** • *national level*: 9,7% but 32,6% of unemployment rate among young people • *Veneto region:* 5,1% but 20% of unemployment rate among young people (See Graf 3.11)
D2 - Main rules of the labor market (national and other levels of government): types of labor contracts available and allowed permitted by the national or regional laws	main employment contract: • open ended contract (full/part time) • apprenticeship contract • fixed term contract • "consultant" worker • autonomous worker
D3 – Laws or incentives/subsidies for the employment: presence of recruitment incentives and description	- apprenticeship contract - redundancy schemes (mobilità) - active policies for employment - new measures in progress
D4 - Agencies active in the field of outplacement in the area: mapping of major public/private players and their intervention strategies	- accredited training agencies in Veneto Region – 450 bodies and 521 training registered adresses; 300 of them are accredited as provider of services for unemployed people - network of 35 public offices for employment services (Centri per l'Impiego) + cooperation with Municipalities

	- Over 80 private companies (local and multinational) for labor intermediation and outplacement activities
D5 - Sources of funding for the outplacement actions in the area: description of the main sources (private/public) to support outplacement actions	European Social Fund – managed by Veneto Region Fondimpresa – managed by national authority Ammortizzatori Sociali - Active policies for employment – *Position Paper (Ares (2012) 1326063 – 09/11/2012)* Private funding from companies



Graf. 3.11 - Veneto. Posizioni di lavoro dipendente*
Variazioni rispetto al 30 giugno 2008. Saldi mensili cumulati per contratto

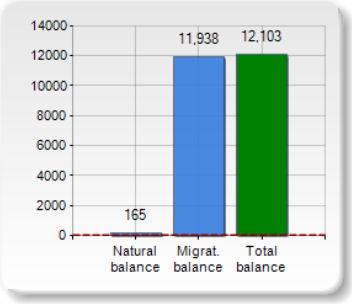


* Al netto del lavoro domestico e del lavoro intermittente.
Fonte: elab. Veneto Lavoro su dati Silv (estrazione 25 gennaio 2013)

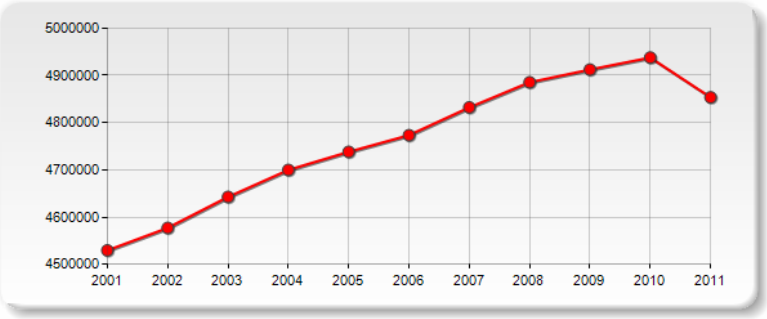
C - Social system and demography: statistical and stratified data to describe the reference population

P	Provinces	Demographic dimension (N° inhabitants)		(%)	cum (%)
1°	Padova	920,895		19.0	19.0
2°	Verona	899,817		18.5	37.5
3°	Treviso	876,051		18.0	55.6
4°	Vicenza	858,732		17.7	73.3
5°	Venezia	846,275		17.4	90.7
6°	Rovigo	242,167		5.0	95.7
7°	Belluno	209,720		4.3	100.0
	Total	**4,853,657**		**100.0**	**-**

Rank and Thematic map of the "DEMOGRAPHIC DIMENSION" in Provinces of Region VENETO



DEMOGRAPHIC BUDGET (Year 2011)



INHABITANTS TREND (Year 2011)

Inhabitants (N.)	4,853,657
Families (N.)	2,047,180
Males (%)	48.7
Females (%)	51.3
Strangers (%)	9.5
Average age (years)	43.3
Average annual variation (2005/2011)	+0.40

DEMOGRAPHIC DATA (Year 2011)

Source (http://www.urbistat.it/AdminStat/en/it/demografia/popolazione/veneto/5/2)

Key-factors that led forema to success

Per l'individuazione dei fattori di successo del modello per l'occupabilità proposto da Fòrema si è utilizzata la metodologia del Focus Group.

Di seguito vengono presentati, in maniera schematica, i principali elementi che sembrano aver influito maggiormente nel raggiungimento dei migliori risultati in tema di outplacement.

Punti di forza:

For the identification of success factors of the model for employability proposed by Fòrema, the methodology of the Focus Group was implemented.

The main elements that seem to have the greatest impact in achieving the best results in terms of outplacement are presented in the table below.

Strengths:

FEEDBACKS	AREA/METHODOLOGY/TOOLS
Relationship of trust with the participants, determined, for example, by: characteristics/behavior of the trainers, substantial support from (career guidance) tutors also, identification of concrete job opportunities.	Soft-skills of the different professionals involved
In Fòrema's "Work services area" cohoperate: - A coordinator of the area - An expert with a deep knowledge of regional work needs, whose main tasks are managing relationships with companies and coordinate the career guides group - Career guides (tutors), a group of 12 consultants whose task is to help workers in learning and applying right outplacement's techniques - A consultant specialized in work's organization, with a deep knowledge of work's laws and institutions - An expert in datas' analysis and elaboration - Work psychologists, skilled in training, selection and human resources development	Multidisciplinary approach
Interactive activities/ simulations about the most important stages of the process, such as job interviews.	Job interview
Flexibility and customization of the service, according to the training needs analysis of the participants.	Flexibility of the model Training Needs Analysis

Individual interviews are a good starting point for a direct and costumed management of people and their resources	
Authentic take-on-responsibility of people distress. They take care not only of the professional aspects of the users, but also of discouragement, lack of self-confidence and lack of confidence in the future. However, it's important to avoid any form of "welfarism" (excessive state aid), which inhibits the autonomy and willingness to have an active role in the process. To encourage, throughout the whole process, resilience planning, optimism, hope, "professional readiness" and adaptability (career adaptability).	Coaching; Self Efficacy; Career adaptability
The skills assessment interview as initial activity. When professionals start the process directly with an open session, the commitment could be lower. The skills assessment is useful at the beginning, to create a relationship with the trainer/counselor, to create the take-on-responsibility of the needs and discomfort. These aspects, will later support the motivation during the outplacement process.	Skills Assessment
Individual file and integration with skills certification systems.	Skills certification
To create cohesion within the group and encourage peer-support, also through a rational creation of the different classes, for example, according to the principles of diversification. The selection of the participants at the beginning (meant to create performing groups) should also take into account individual characteristics and companies requests and needs . The working groups have been particularly useful for the development of new skills.	Teambuilding Teamwork
Make people feel the leading actor of the process, explaining stages, goals,.. and listening to their needs. Horizontal governance, ie the networking with the actors involved in outplacement, both public (provinces, municipalities, regions) and private.	Clarity (straightforward process and its governance

Fòrema is part of "Network Lavoro", which consists of 250 organizations specialized the so-called “politiche attive”(active policies) for unemployment.	
Fòrema Scarl is the consortium for training, safety and business development of Confindustria Padova. Confindustria Padova boasts over 1500 member companies and an extensive network of relationships with institutional partners (universities, social partners,..).	Network of companies ans stakeholders
As of 2009, Fòrema began operating in the field of employment support policies initiated by Veneto Region and funded through regional, ESF and national funds. Thanks to this sources of founding it provided support to redundant workers redundant, in mobility and unemployed people.	Sources of funding