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## **The Skill Gap Analysis (SGA) in the Italian Employability Guarantee for Workers Programme (GOL): a new tool for the Public Employment Services network**

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# ***SGA: main objectives and approach***

## **SGA aims at:**

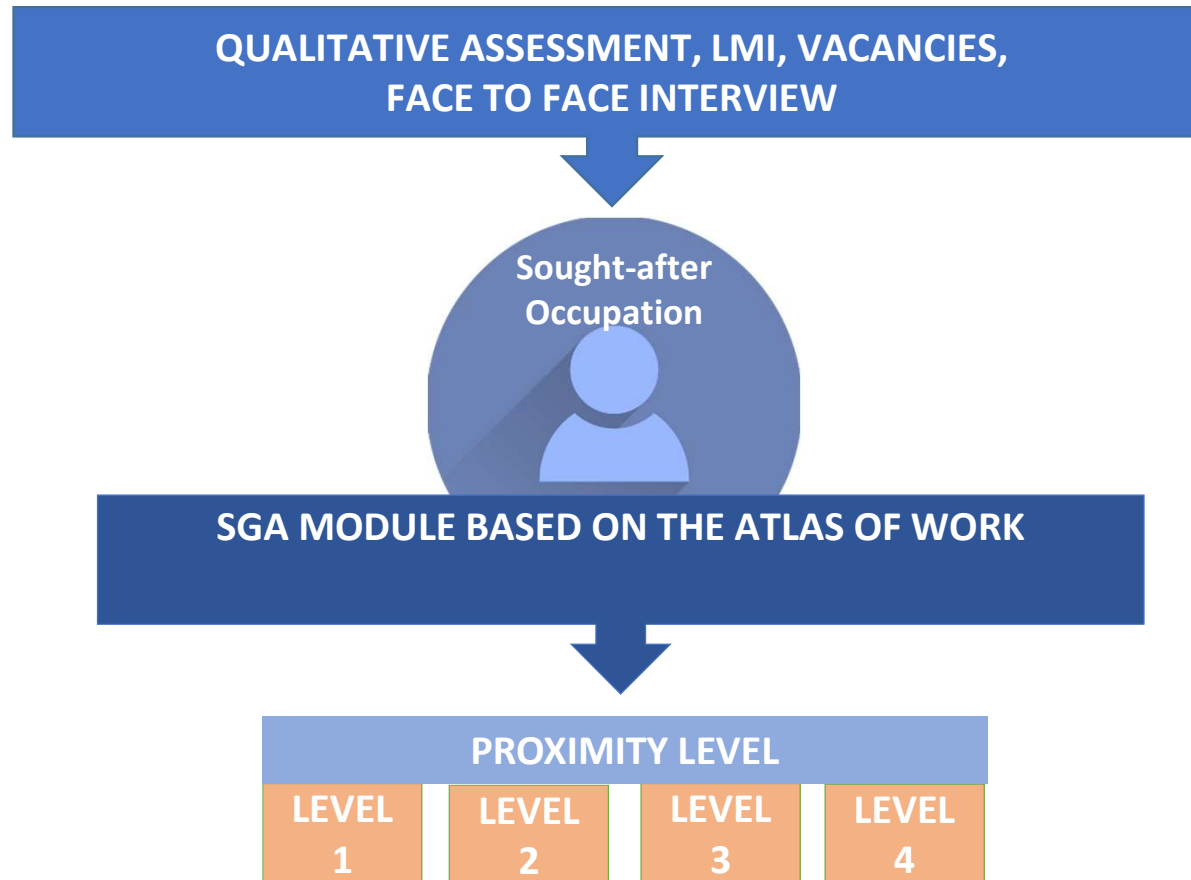
- estimating the distance between the skills possessed by the individuals and those required for one or more occupations
- activating personalized training paths
- supply-demand matching in the Labour Market

## **SGA is based on:**

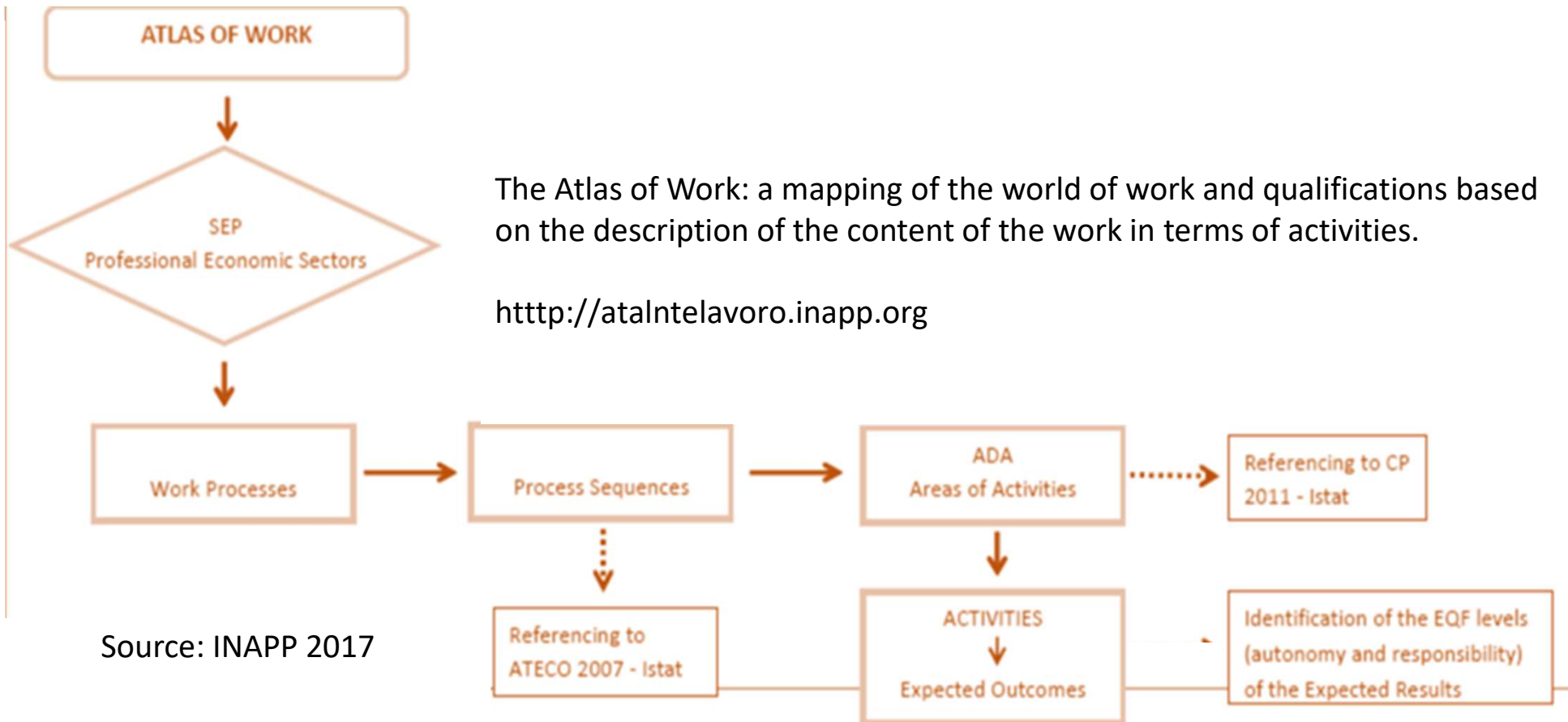
- Close linking with the qualitative profiling assessment
- Job requirements approach for measuring the proficiency level
- ISTAT National Classification of Occupations as starting point for the identification of the sought-after/desired occupation
- Atlas of Work and Qualifications, a mapping of the World of Work in terms of Areas of activities (ADA) and expected outcomes (RA), used as benchmark
- A face to face interview (it is not a self-assessment tool)



# ***SGA methodology: the administration process***



# The SGA Module is based on the Atlas of Work and qualifications



Source: INAPP 2017



## ***Atlas of work: example of connection among ADA, activities and expected outcomes for the «Cook»***

Activities Area (ADA)	Activities	Expected outcomes
ADA.23.01.02 (ex ADA.19.13.30) - Management and coordination of cooking activities	Management of conservation of raw materials and food	RA1: Manage procurement flows, based on needs, overseeing relations with suppliers and pre-establishing the storage and conservation methods for raw materials
	Procurement management in catering services	
	Recipes design and development	RA2: Design the menu, taking into account the type of service and the enhancement of traditionally offered dishes, at the same time innovating the proposals through the elaboration and development of new recipes and the originality of aesthetic propositions
	Menu design	
	Dessert offer design	
	Elaboration of confectionary recipes	
	Aesthetic proposition of culinary creations	
Coordination of kitchen staff	RA3: Ensure correct management of orders, establishing roles and assigning tasks to resources, based on workflow planning and contingencies	

Source: Atlas of Work and Qualifications



## ***Job requirements approach: level of experience and score***

Activities	Level of experience and score
Management of conservation of raw materials and food	<input type="checkbox"/> From no experience to a maximum of 6 months (score 0) <input type="checkbox"/> From 6 to 24 months of experience (score 1) <input type="checkbox"/> More than 24 months of experience (score 2)
Procurement management in catering services	...
Recipes design and development	
Menu design	...
Dessert offer design	...
Elaboration of confectionary recipes	...
Aesthetic proposition of culinary creations	...
Coordination of kitchen staff	...



# SGA in MyAnpal platform

Professione indagata: **5.2.2.1.0 - CUOCHI IN ALBERGHI E RISTORANTI**

Motivo della scelta: Come esito dell'assessment quali-quantitativo (in base all'esperienza professionale pregressa o alla professione desiderata/ricercata)

Copertura rispetto alle ADA: 75%

Copertura rispetto ai RA: 76%

Livello di prossimità: 1 - Non si evidenziano particolari fabbisogni di competenze o al limite solo brevi periodi di adattamento al contesto produttivo (ad es. transizione verso professioni affini di comparto o settore differente) o di primo inserimento professionale, realizzabili anche attraverso misure di tirocinio o apprendistato

## RIEPILOGO PUNTEGGI

Area di Attività	Presidio ADA	Risultato Atteso	Presidio RA	Attività	Esperienza	Punteggio		
ADA.23.01.01 - Definizione e gestione dell'offerta dei servizi di ristorazione	NON INDAGATA							
ADA.23.01.02 - Gestione e coordinamento delle attività di cucina	0,75	RA.23.01.02.1 - RA1: Gestire i flussi di approvvigionamento, in base alle esigenze, presidiando i rapporti con i fornitori e prestabilendo le modalità di immagazzinamento e conservazione delle materie prime	0,75	161 - Gestione della conservazione delle materie prime e degli alimenti	Da 6 a 24 mesi	1		
				6880 - Gestione degli approvvigionamenti nei servizi di ristorazione	Ha avuto esperienze superiori ai 24 mesi	2		
				RA.23.01.02.2 - RA2: Progettare il menu, tenendo conto del tipo di servizio e della valorizzazione dei piatti tradizionalmente offerti, allo stesso tempo innovando le proposte attraverso l'elaborazione e lo sviluppo di nuove ricette e l'originalità delle proposizioni estetiche	0,70	162 - Ideazione e sviluppo di ricette	Ha avuto esperienze superiori ai 24 mesi	2
				164 - Progettazione dei menù		Da 6 a 24 mesi	1	
				165 - Progettazione della offerta di dessert		Da 6 a 24 mesi	1	
166 - Elaborazione ricette dolciarie	Ha avuto esperienze superiori ai 24 mesi	2						
166 - Elaborazione ricette dolciarie	Da 6 a 24 mesi	1						
ADA.23.01.03 - Preparazione degli alimenti e allestimento piatti	0,83	RA.23.01.03.1 - RA1: Preparare le materie prime, nel rispetto dei tempi assegnati e sulla base del piano di lavoro ricevuto, selezionando, pulendo e lavorando gli alimenti e provvedendo, ove necessario, alla conservazione degli stessi	0,83	187 - Controllo delle materie prime	Da 6 a 24 mesi	1		
				189 - Preparazione preliminare delle materie prime	Ha avuto esperienze superiori ai 24 mesi	2		
				194 - Conservazione di materie prime	Ha avuto esperienze superiori ai 24 mesi	2		

TOTALE PUNTEGGIO: 15/20



# Example scheme of the score assignment

Ada	Activities	Activity for each		Possible score	Score achieved	RA	Standard coverage	
		R.A.	RA				% RA	Standard Coverage ADA, (score and %)
Ada 1	1.1	R 1	1.1	0,1,2	2	3 out of 4	0,75	2,25/3 (75%)
	1.2		1.3	0,1,2	1			
	1.3	R2	1.2	0,1,2	0			
	1.4		1.5	0,1,2	2			
	1.5		1.6	0,1,2	1			
	1.6	R3	1.4	0,1,2	2	4 out of 4	1	
	1.7		1.7	0,1,2	2			
Ada 2	2.1	B1	2.1	0,1,2	0	1 out of 4	0,25	
	2.2		2.2	0,1,2	1			
	2.3	R2	2.3	0,1,2	2	4 out of 4	1	
	2.4		2.4	0,1,2	2			
Ada 3	3.1	R1	3.1	0,1,2	1	3 out of 6	0,5	
	3.2		3.2	0,1,2	1			
	3.2		3.3	0,1,2	1			

Total 18 / 28



# Four proximity levels

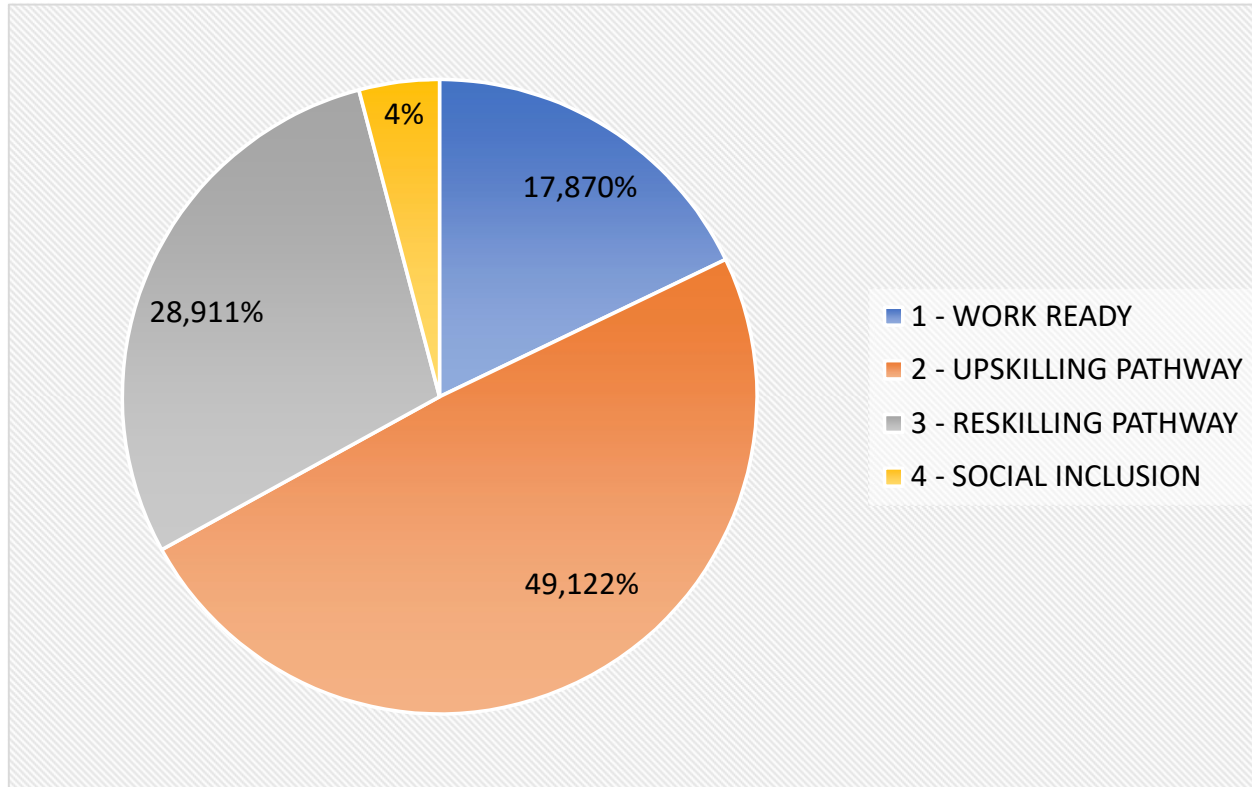
	<b>Coverage of the ADAs</b> The total coverage with respect to the ADA is calculated as the simple arithmetic mean of the coverage obtained for all the ADA connected to the investigated professional unit.	<b>Coverage of each expected outcomes (RA)</b> For each RA, the % coverage of the RA is calculated as the ratio between the score obtained for the RA and the maximum obtainable score $((\text{Sum}(\text{BP} * \text{Weight})) / (\text{Sum}(\text{BPmax} * \text{Weight}))) * 100$ .
<p><b>Proximity level 1</b></p> <p>no particular skills needs or, at the very least, only short periods of adaptation to the productive context (e.g. transition to similar professions in a different sector) or initial professional insertion, which can also be achieved through internship or apprenticeship.</p>	<p>Average score <math>\geq 75\%</math></p>	<p><b>RA1:</b> Manage procurement flows, based on needs, overseeing relations with suppliers and pre-establishing the storage and conservation methods for raw materials (score 83%)</p> <p><b>RA2:</b> Design the menu, considering the type of service and the enhancement of traditionally offered dishes, at the same time innovating the proposals through the elaboration and development of new recipes and the originality of aesthetic propositions (score 75%)</p> <p><b>RA3:</b> Ensure correct management of orders, establishing roles and assigning tasks to resources, based on workflow planning and contingencies (score 60%)</p>
<p><b>Proximity level 2</b></p> <p>needs for brief and targeted training interventions for first-entry or reintegration into similar or nearby production sectors but with equivalent levels of autonomy and responsibility</p>	<p>Average score between 60% and 75%.</p>	
<p><b>Proximity level 3</b></p> <p>need for longer training interventions for professional qualification purposes; reintegration into professional roles or similar production sectors characterized by higher professional contents and levels of autonomy and responsibility; strengthening basic skills.</p>	<p>Average score between 30% and 60%</p>	
<p><b>Proximity Level 4</b></p> <p>the distance from the identified professional area requires the development of an intermediate training path in a career pathway perspective, for example through the offer of so-called micro-qualification paths</p>	<p>Average score <math>&lt; 30\%</math></p>	

## Testing phase (April – October 2023)

REGION	Candidates in GOL al 31/12/2022		Sample of the SGA testing phase		
	v.a.	%	Fixed quote	Quote on % of candidates 31/12/2022	Total
<b>Abruzzo</b>	9.965	1,4	25	21	46
<b>Basilicata</b>	6.947	1,0	25	14	39
<b>Calabria</b>	28.795	4,1	25	60	85
<b>Campania</b>	97.181	13,7	25	202	227
<b>Emilia-Romagna</b>	44.066	6,2	25	92	117
<b>Friuli-Venezia Giulia</b>	22.070	3,1	25	46	71
<b>Lazio</b>	61.752	8,7	25	128	153
<b>Liguria</b>	9.837	1,4	25	20	45
<b>Lombardia</b>	76.971	10,9	25	160	185
<b>Marche</b>	18.551	2,6	25	39	64
<b>Molise</b>	1.726	0,2	25	4	29
<b>P.A. Bolzano</b>	2.320	0,3	25	5	30
<b>P.A. Trento</b>	5.004	0,7	25	10	35
<b>Piemonte</b>	44.784	6,3	25	93	118
<b>Puglia</b>	68.300	9,6	25	142	167
<b>Sardegna</b>	43.299	6,1	25	90	115
<b>Sicilia</b>	69.564	9,8	25	145	170
<b>Toscana</b>	45.681	6,4	25	95	120
<b>Umbria</b>	11.373	1,6	25	24	49
<b>Valle d'Aosta</b>	1.337	0,2	25	3	28
<b>Veneto</b>	39.604	5,6	25	82	107
<b>Totale</b>	709.127	100,0	525	1475	2000



## Graph 1 - % SGA by GOL pathways



Source: Elaboration by Anpal on MyAnpal system data





## ***Lessons learned***

- ❑ Advantages in having a tool based on the ISTAT “CP” as a benchmark and on the descriptors of the occupation units adopted by the Atlas of Work, queried with the Job requirements for identifying the path and training field to be proposed to the beneficiary for upskilling and reskilling, also in view of a specific job vacancy;
- ❑ Easy to use tool, intuitive and well received within the professional orientation session, proving, together with the operator's guidance intervention, to be a valid support for the beneficiary's personal growth in terms of awareness;
- ❑ Availability of different sources of information (assessment, job vacancy in the area, labor market trends, etc.) and the possibility of carrying out multiple SGAs gave the opportunity to bring out, as much as possible, the potential of the beneficiary as well as the opportunity to evaluate together with him/her the more adequate gap reduction pathway in terms of time and effort;
- ❑ General indications were provided to the operators on how to behave when faced with substantial prior experiences in respect to the time period taken into consideration, or when faced with candidates with no work experience but with study, internship or recent internships.

## ***Conclusion and future plans***

- ❑ The concept of “valorization of the competences acquired” immediately became the cornerstone of the SGA and, although small interventions have been made to refine the tool following the experimentation, this does not it has been modified.
  
- ❑ Also at an aggregate level, some interesting aspects could be observed for each profession taken in consideration:
  - the training needs in terms of specific skills with respect to a given population (defined on a territorial basis or on the basis of socio-demographic dimensions);
  - the possibility of supporting the training planning processes, having the detail of the level of coverage of the individual RAs, in a personalized and targeted way and in an increasingly modular-and incremental based perspective (such as in the logic of micro credentials).
  
- ❑ In addition, the evolution of the National Qualification Framework established in 2018 and the continuous maintenance and updating process of the Atlas of Work and Qualifications by INAPP will also make it possible to take into consideration some transversal skills coherent and compliant with the European and international competences frameworks as DigComp and GreenComp,

Thank you for your attention



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