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## Abstracts

### PUBLIC-PRIVATE INTERACTIONS IN ITALY'S EMPLOYMENT SERVICES:A DELICATE INSTITUTIONAL EQUILIBRIUM

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Massimo De Minicis, Francesco Giubileo

In recent years, private actors have taken on an increasingly central role in the delivery of active labour market policies in Italy. However, from the very beginning of this delegation process, significant issues of opportunistic behaviour have emerged, leading to inefficiencies in supporting the labour market inclusion of the most vulnerable individuals. This paper aims to provide an overview of the complex reform process that led to the involvement of private providers in the implementation of active labour policies in Italy. It analyses the main challenges arising from this model, highlights the two most emblematic regional approaches within the employment accreditation system, and finally outlines a set of strategies designed to curb opportunistic behaviour among private actors. The goal is to offer insights into current patterns and to explore potential trends towards a more effective and equitable system.

*Keywords:* active labour market policies, Principal-Agent Theory, Employment Centres, accreditation, Biagi Reform.

### PUBLIC-PRIVATE PARTNERSHIPS: CONTRACTING OUT THE DELIVERY OF PUBLIC EMPLOYMENT SERVICES IN THE UNITED KINGDOM

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Dan Finn

In many countries the Public Employment Service (PES) works with a network of non-profit and for-profit organisations. Commissioning and managing these “public-private partnerships” is complex and can be controversial. This article reviews policies and research findings from the United Kingdom on the procurement of contracted-out employment services. It critically assesses the benefits and risks of the United Kingdom’s large scale prime provider and payment-by-results approach. It considers innovations in procurement, contract design, payment systems, and service delivery, as well as lessons relevant to reforms in the procurement and delivery of employment services in other countries.

*Keywords:* prime providers, payment-by-results, contract design, employment programmes, unemployment.

## ANTICIPATING SKILLS NEEDS FOR EFFECTIVE ACTIVE LABOUR MARKET POLICIES: SYSTEMS AND APPROACHES IN EUROPEAN PUBLIC EMPLOYMENT SERVICES

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Lucia Tardani

Skills needs anticipation refers to the analysis and forecasting of future skills required to address emerging labour market trends. These processes are considered crucial, particularly for Public Employment Services (PES), as they help to reduce the mismatch between skills supply and demand, enhance workers' employability, and implement effective active labour market policies. Drawing on Cedefop's classification, this article outlines the main existing methods and tools – some conventional, others emerging – with a particular emphasis on those adopted by European PES. This paper results from a desk review of international literature, including scientific publications, institutional reports, and academic studies. While not exhaustive, the analysis focuses on contexts with advanced labour market information systems and well-established forecasting and analytical infrastructure. The cases examined were identified as relevant by international agencies and the European Network of Public Employment Services Network (PES Network). By examining strengths and weaknesses of the different approaches, as well as current challenges, the study highlights that the most effective skills intelligence can only be achieved through an integrated approach, combining multiple methodologies, and actively engaging key stakeholders.

*Keywords:* skills needs anticipation, skills intelligence, Public Employment Services, skills shortage, skills mismatch.

## FROM EMPLOYABILITY ASSESSMENT TO THE DELIVERY OF SERVICES AND ACTIVE LABOUR POLICIES IN THE GOL PROGRAMME

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Giovanna Linfante, Debora Radicchia, Enrico Toti

The Workers' Employability Guarantee Programme (GOL) represents the reform of active labour market policies (ALMP) in Italy, launched in 2022 to promote the integration and retention of workers in the labour market. This study analyses the implementation process of the GOL programme, paying particular attention to the profiling of beneficiaries, territorial differences in the organisation of employment services, and the timeliness of the start of active policy measures. A quantitative analysis of the number of people assisted between 2022 and 2024 reveals significant territorial disparities in the distribution of services and in the effectiveness of the measures. Survival analysis applied to the data makes it possible to assess the timing of access to training courses and apprenticeships, as well as the timing of entry into the labour market, highlighting the need for more effective integration between employment and training policies to ensure an effective reduction in long-term unemployment.

*Keywords:* active labour market policies, GOL programme, training, employment services, Public Employment Centres, survival models, unemployment.

## IMPLEMENTATION OF THE GOL PROGRAMME: CHALLENGES AND PERSPECTIVES

Vanessa Lupo, Debora Radicchia, Enrico Toti

The Workers' Employability Guarantee Programme (GOL) represents a significant reform of labour services and active labour policies in Italy. Its main objective is to enhance workers' skills through targeted upskilling and reskilling interventions, while improving the effectiveness of employment services.

The GOL programme is part of the National Recovery and Resilience Plan (NRP) with set targets that include the involvement of more than 3 million beneficiaries by 2025, with a particular focus on the most vulnerable groups, such as women, the long-term unemployed, people with disabilities, young people under 30, and workers over 55.

This study aims to examine the state of implementation of the programme, focusing on two fundamental aspects: the temporal evolution of active labour policies, observing how the programme has developed and adapted over time, and the territorial disparities in the implementation of the measures. The aim is to explore how the policies have been implemented in the different regions, with particular attention to the differences between the North and the South, and how these disparities may influence the effectiveness of the programme.

*Keywords:* GOL programme, active labour market policies, training, employment, governance, employment services, reskilling, upskilling.

## WHAT INNOVATING WHERE WE LAG THE MOST BEHIND MEANS: THE DIGITALISATION OF EMPLOYMENT CENTRES

Gianluca Scarano

Although Italy has historically lagged behind in this sector, the pandemic emergency and the post-pandemic investment phase have created favorable conditions for the introduction of digital technologies in Public Employment Services (PES). Starting from the content that emerges from regional operational strategies for the implementation of the Workers' Employability Guarantee Programme (GOL), this study focuses on three crucial areas of investment: a) strengthening information systems; b) user profiling; and c) forecasting employment needs. The expectations on the digitalisation of the Italian PES are seen not only as a means to make administrative processes more efficient, but also as a strategy to improve the effectiveness of services, with the aim of better orienting policies towards concrete training and employment results. However, the evolution of the debate on digitalisation raises critical questions about the management of data, as well as the issue of public-sector innovation.

*Keywords:* employment services, digitalisation, artificial intelligence, innovation.

## THE ROLE OF GENERATIVE ARTIFICIAL INTELLIGENCE PLATFORMS IN GUIDANCE ACTIVITIES

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Leonardo Evangelista, Simona Satta

Generative artificial intelligence (GAI) sites are revolutionising career guidance activities by providing detailed information and personalised counselling. Tools such as ChatGPT, Claude, and Perplexity enable users to access up-to-date labour market data, identify training pathways, and simulate job interviews. Additionally, they help career professionals optimise their work, enhancing service quality, and reducing processing time. GAI sites are particularly useful for career advisors' self-training, supervision of complex cases, and the creation of educational materials. The adoption of these tools may lead to a gradual disintermediation of career guidance services, easier access to free career counselling, and improved sector efficiency.

*Keywords:* generative artificial intelligence (GAI), career guidance, guidance counselling, chatbots and automation, disintermediation of guidance services.

## FROM ADAPTATION TO INNOVATION: THE SELF-ORGANISING MODEL OF AGENZIA PIEMONTE LAVORO

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Federica Deyme

This paper analyses the organisational evolution of Agenzia Piemonte Lavoro (APL) over the five-year period from 2020 to 2025, corresponding to the current leadership of APL, focusing on the choices made to address the expansion of the workforce, the enlargement of functions, and the increasing complexity of institutional relationships. The aim is to provide a contextualised reading of the organisational model adopted, starting from a concrete experience that is part of the broader process of strengthening the public employment services (PES) network.

The APL experience demonstrates how a public organisation can manage to achieve a significant increase in personnel without increasing hierarchical complexity, instead enhancing a distributed, networked model inspired by the learning organisation approach. The research analyses the key factors that enable this approach, including distributed leadership, organisational trust, decision-making simplification, and the capacity to adapt to complex contexts. The shortage of managerial figures, initially seen as a limitation, has proven to be an enabling factor, stimulating the development of the organisation.

*Keywords:* self-organising organisation, distributed leadership, hybrid system, learning organisation.

## LABOUR DEMAND IN EUROPE: THE ROLE OF ECONOMIC AND TECHNOLOGICAL SPECIALISATION

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Paolo Maranzano, Roberto Romano

In this study, we investigate the qualitative and quantitative changes in employment in Italy, France, Germany, and Spain, starting from Engel's Law: the demand for goods and services, as well as inputs, evolves over time. The article highlights how economic specialisation and technological innovation have gradually transformed the demand for labour. Using Eurostat data from the 1990s to the present, it is evident how technological advancements have reshaped the composition of the labour market. The data show a significant correlation between technical and technological progress, on the one hand, and the educational level of employed workers, on the other. We also note that temporary work is not associated with lower levels of education but rather with higher levels. Furthermore, innovation promotes female employment, although there remains a significant income gap between women and men.

*Keywords:* labour market dynamics, Italy, France, Germany and Spain, quality of the labour demand, techno-economic specialisation in Europe, labour market composition.

## THE TRANSITION TO THE CIRCULAR ECONOMY: WHAT PROSPECTS FOR SOCIAL JUSTICE? THE QUALITATIVE CONTRIBUTION OF LABOUR WITHIN THE FRAMEWORK OF JUST TRANSITION

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Emanuele Leonardi, Elena Musolino

In just a few years the circular economy has emerged as a key principle of industrial and environmental policies in Europe, China, Africa, and the USA. It has also been embraced by a growing number of corporations and local governments, promoting circular business models for cost reduction, revenue enhancement, and risk management. Also, for the financial sector, it has been proposed as a frontier for new investments, linked to the language of sustainability. However, an analysis of the circular economy issue reveals significant concerns about its theoretical foundations, practices, and social, economic, and environmental consequences – concerns that are increasingly at the centre of international debate. Starting from a comparison between the theoretical premises and the debate on its critiques, this essay aims to highlight the ambiguity embedded in this narrative, particularly in relation to the role of labour. The key concept addressed here is that of *just transition*, which introduces the issue of social justice into the technical discourse on ecological transition, and has recently become prominent in climate discussions. In particular, the analysis will focus on the inclusion of workers (and unions) into the transition process, as well as on the importance of ensuring an equitable approach that accounts for the intersectionality of power dimensions.

*Keywords:* circular economy, labour, just transition.