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**REFRAME Regional Framework for work based learning**  
**Agreement n.2017 – 1616/001 – 001 585162 – EPP– 1 – 2017 – 1 – IT – EPPKA3 – VET – APPREN**

# **INTERNATIONAL CONFERENCE**

## **WORK BASED LEARNING: MIND THE GAP!**

**Innovating WBL paths: challenges and barriers, policies and strategies**

Bologna, 28<sup>th</sup> January 2020

**Alfonso Balsamo**  
Confindustria – Employment, Welfare and Human Capital Department

**The role of Regional and European School-Industry Partnerships  
to overcome the Skills Gap**

with the collaboration





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# THE QUESTION: SETTING THE PROBLEM OF SKILLS GAP (NEW DEMAND, TURN-OVER)



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# PREDICTION

## SETTING THE PROBLEM OF SKILLS GAP



# CONNECTION



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1903

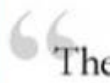


**PREDICTION**

“The horse is here to stay, but the automobile is only a novelty, a fad.”

The president of the Michigan Savings Bank, advising Henry Ford's lawyer not to invest in the Ford Motor Company

1977



**PREDICTION**

“There is no reason for any individual to have a computer in his home.”

Ken Olson, president, chairman and founder of Digital Equipment Corporation

1946



**PREDICTION**

“Television won't last because people will soon get tired of staring at a plywood box every night.”

Darryl Zanuck, movie producer, 20th Century Fox



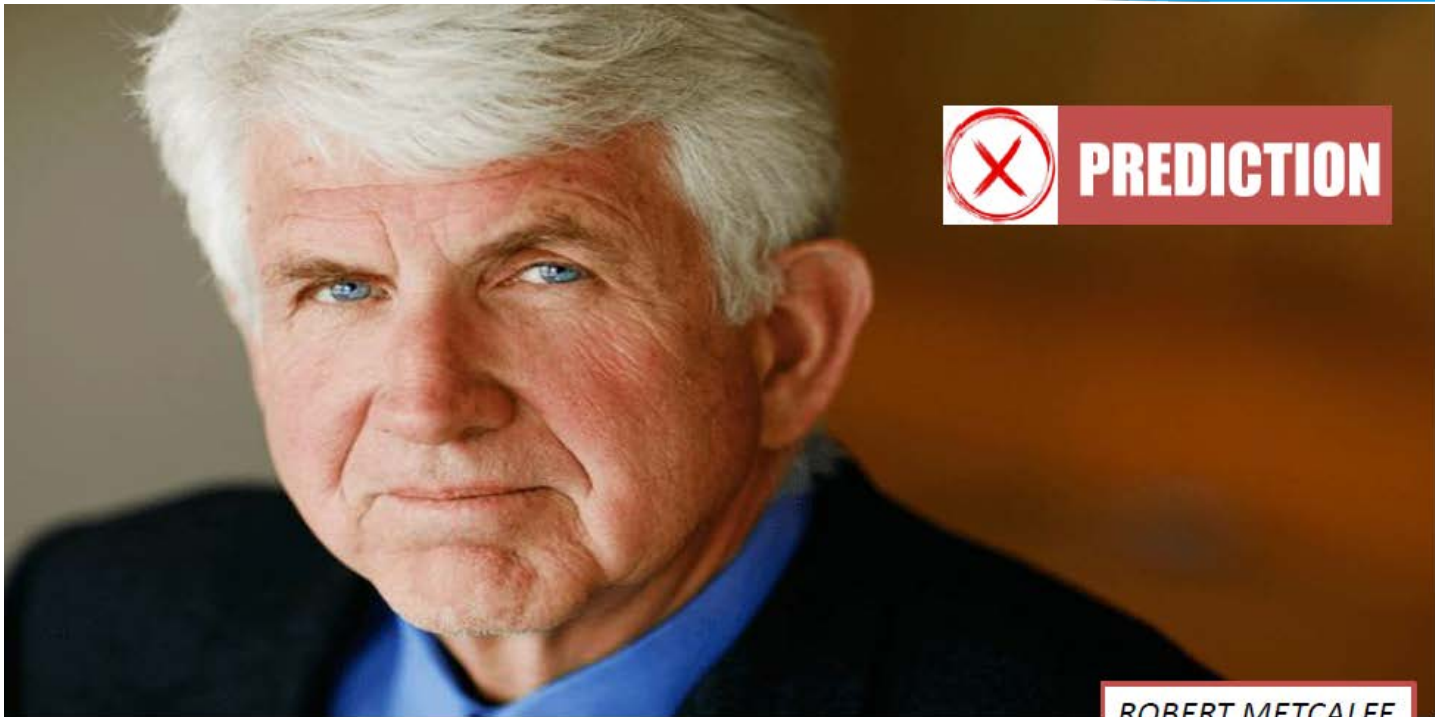
**PREDICTION**

*Infographic.city, 2018*





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**PREDICTION**

ROBERT METCALFE

**“I predict that Internet will soon go  
spectacularly supernova and in the 1996  
will collapse”**

*Infoworld dated December 4, 1995*



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Departament d'Ensenyament



Jan van Brabant College\*

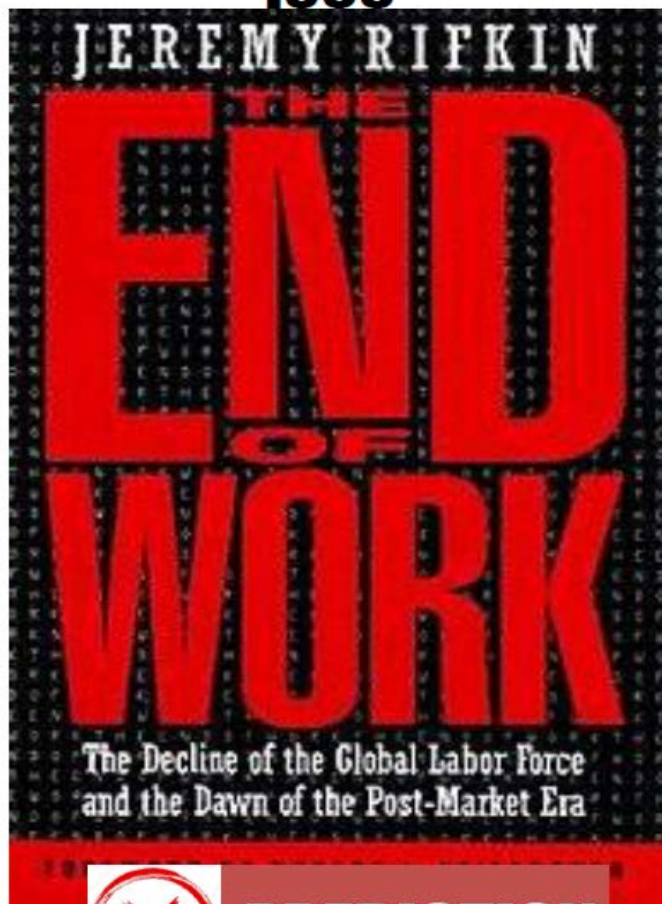






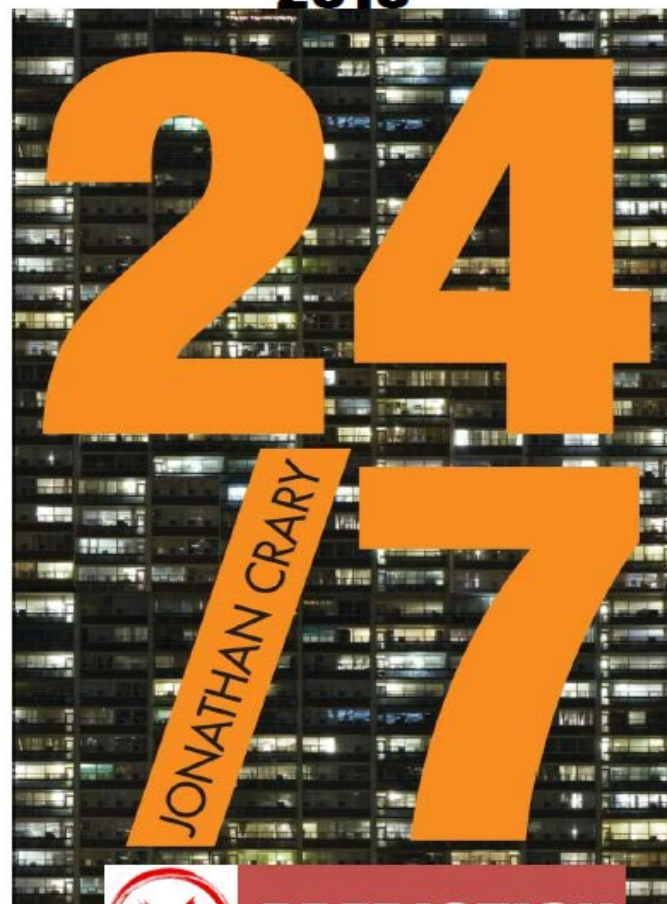
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1995



**PREDICTION**

2013



**PREDICTION**



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## GOPRO



Predicted:  
1994

Came True:  
2004



**PREDICTION**

## FACETIME



Predicted:  
1995

Came True:  
2010



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# THE REAL CRYSTAL BALL FOR THE FUTURE OF WORK?

# ENTERPRISES





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# THE MAIN PROBLEMS FOR ITALIAN HUMAN CAPITAL


the technical culture, and in general education-on-job is considered  
“inferior” than the literature and humanistic culture

wrong choices by students, above all tertiary students (Italy is the  
first OECD country for humanistic degrees)

35% of the demand for technical skills of companies will not be met.  
Over half of the Italian workforce is not ready for industry 4.0.  
**The 40% of IT professionals need to be upskilled**



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The lack of an  
adequately trained  
human capital is one  
of the main concerns  
for Italian  
entrepreneurs

**WE HAVE 4.0  
TECHNOLOGIES BUT WE  
MISS PEOPLE 4.0**



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# STRANGE BUT...

# 70%

Students from Italian secondary schools  
don't know that Italy is the second  
manufacturing country in Europe



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...TRUE

70%

Students actually in Italian secondary  
school will be hired by Italian manufacturing  
enterprises

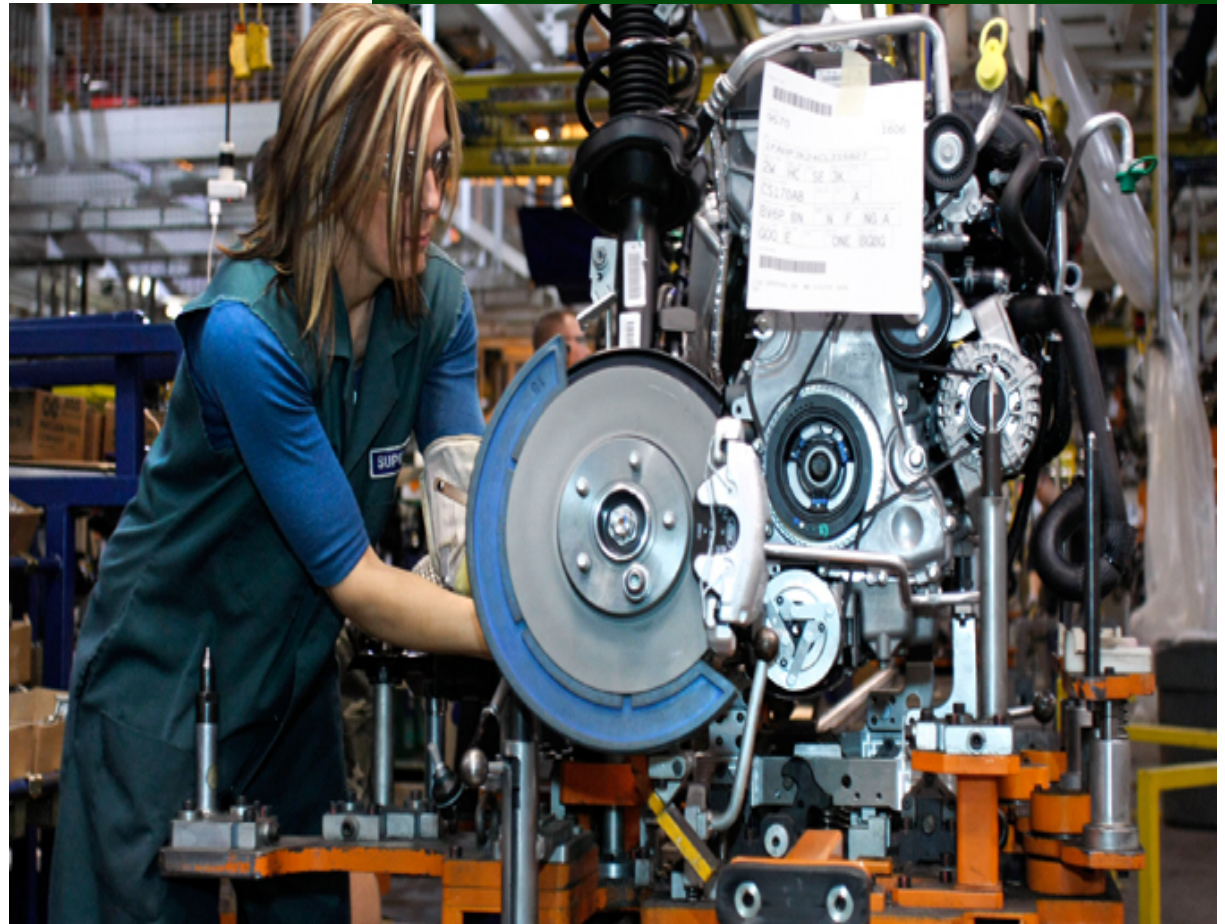




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## *Italian Industrial Excellences*

chemistry  
pharmaceutical  
robotic  
food  
mechanics  
textile  
wood-furniture  
taps and valves  
metallurgic  
energy  
aerospace



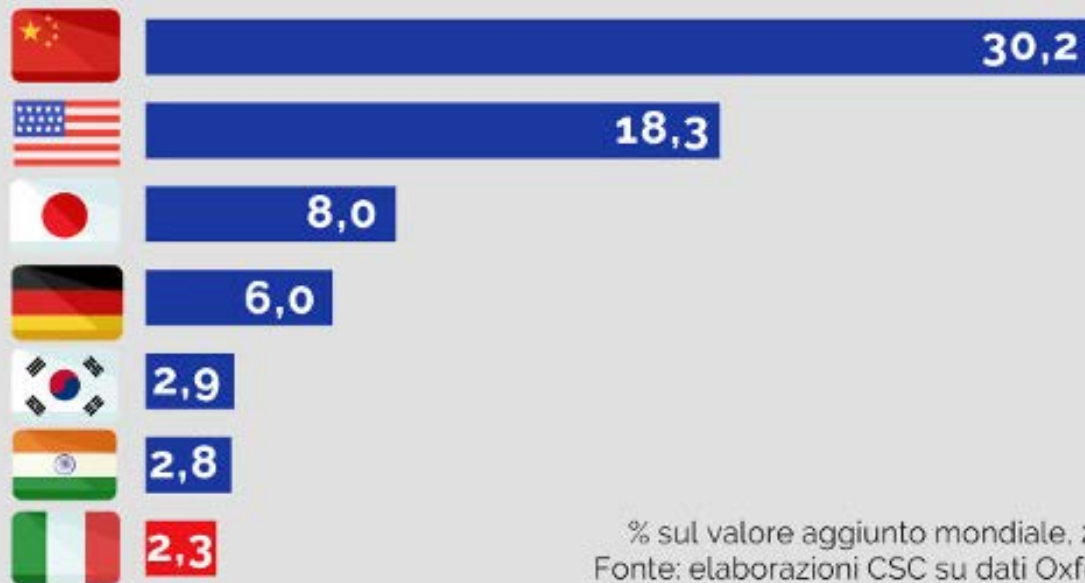




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7<sup>a</sup>

## MANUFACTURING COUNTRY IN THE WORLD (added value)



% sul valore aggiunto mondiale, 2017, \$ correnti.  
Fonte: elaborazioni CSC su dati Oxford Economics.

**5°** for exports in the world. **Always** on the podium  
for competitiveness in **935** sectors



# SKILLS SHORTAGE

The OECD report *Getting Skills Right: Italy* highlights the following as areas where Italy is currently suffering a critical shortage of knowledge, skills and abilities:

- clerical
- computers and electronics
- education and training
- Business lawyers and marketing specialists
- engineering, mechanics and technology
- mathematical knowledge



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Manufacturing Needs of skills in 6 Made in Italy sectors:  
Mechanics, ICT, Food, Chemistry, Wood and Furnitures, Fashion,  
(2020-2022)

205.000

DIFFICULT TO FIND

37%



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Manufacturing Needs of skills Mechanics sector:  
(2020-2022)

67.000

DIFFICULT TO FIND

31%



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3.000

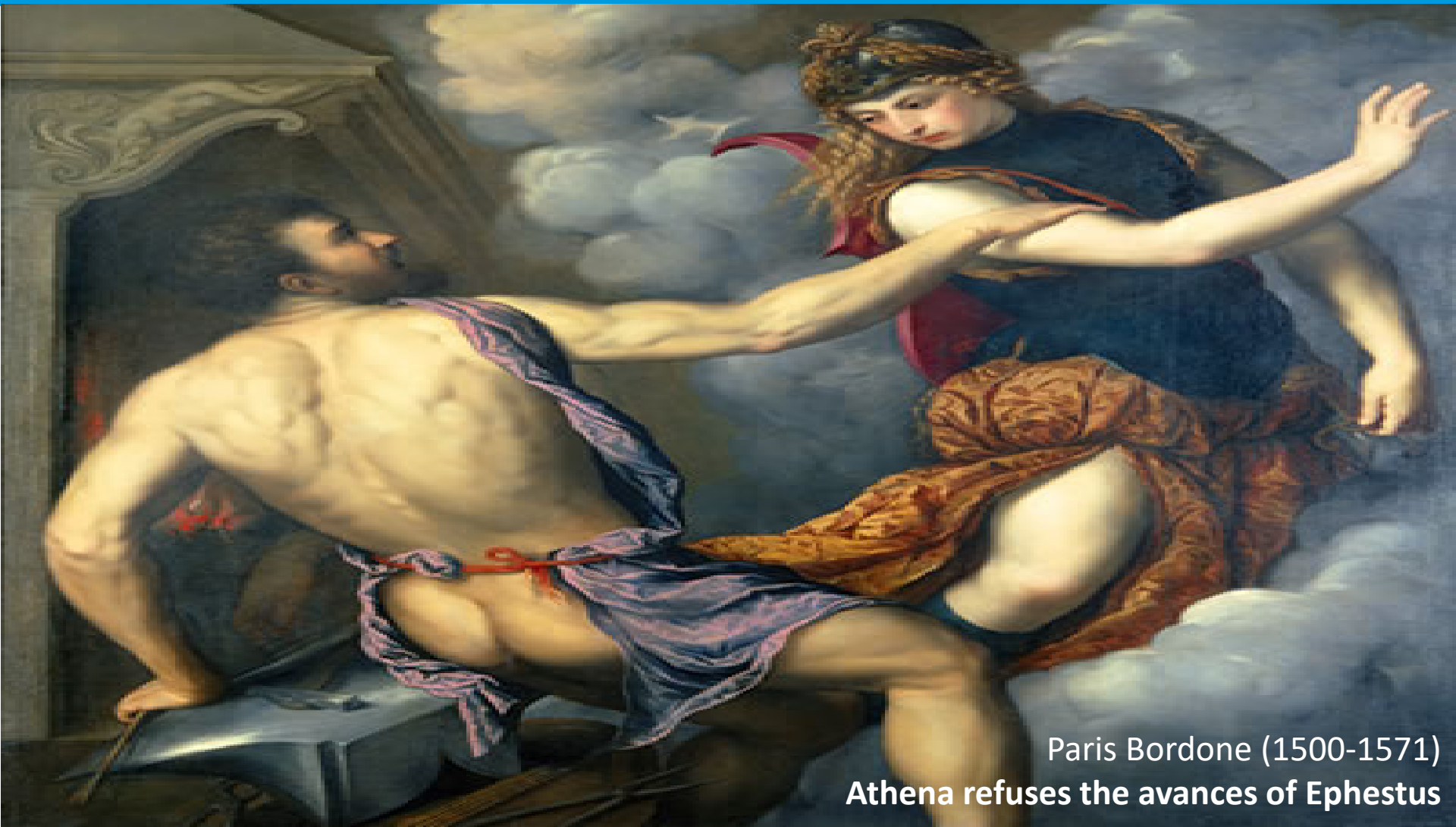
HIGHER EDUCATION (ISCED 5): OFFER and DEMAND

20.000





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Paris Bordone (1500-1571)  
**Athena refuses the avances of Ephestus**



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Generalitat de Catalunya  
Departament d'Ensenyament



Ministero dell'Istruzione  
Università e Ricerca



U.S. NOBILI

Jan van Brabant College\*





# Ephestus



- Efficiency
- Technique
- Manuality
- Adaptability
- Sense of Entrepreneurship
- Practicality



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# Athena



- Knowledge
- Creativity
- Art
- Thinking
- Theoretical
- Discernment



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# THE ANSWER: HOW TO SOLVE THE SKILL GAP (AND WHY *REFRAME* CAN HELP?)





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*"Whoever watches the wind will not plant;  
whoever looks at the clouds will not reap [...]  
Sow your seed in the morning, and at evening  
let your hands not be idle, for you do not  
know which will succeed, whether this or that,  
or whether both will do equally well."*

**KOHELET** 11, 4-6

## SOLVING THE SKILLS GAP

1. NETWORKING
2. CULTURAL "SOWING"
3. TRAINING ON JOB



**Antonio Ligabue,**  
Sow with crazy horses, 1953





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More than **20K CV**

in **90** shows:

**2K** jobs offered **400** hired

## Il Post in Fabbrica

RTL 102.5 - Unimpiego Confindustria

ogni mercoledì  
7.45 - 8.15



INVIATE I VOSTRI CURRICULUM A  
[www.unimpiego.it/ilpostinfabbrica](http://www.unimpiego.it/ilpostinfabbrica)



# Confindustria Training Network

- ✓ 2 universities (LUISS, LIUC)
- ✓ Governance membership in more than 30 public universities
- ✓ Governance membership in 55 Italian ITS
- ✓ Bilateral Training Funds (Fondirigenti, Fondimpresa, 4.manager)
- ✓ Training Agency for Managers, Entrepreneurs, Startupper (Sistemi Formativi Confindustria-SFC)
- ✓ More than 60 training local organizations in industrial associations





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# Training Partnerships

- ✓ Industrial Phd
- ✓ Apprenticeships (in Schools and Universities)
- ✓ ITS
- ✓ Internal Academies
- ✓ VET (IeFP)
- ✓ School-work “alternation”
- ✓ Career guidance
- ✓ Entrepreneurship courses





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# ORIENTAGIOVANI



**90** italian cities  
**20K** students from  
secondary school

A big final ceremony with  
**1k** students, teachers and  
parents in the head  
quarter of Confindustria

# THE X FACTORY





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# TEACHER TRAINING JOB



- ✓ More than **2k** teachers involved in activities inside the factories
- ✓ A special master for **250“orientators”** is starting at Luiss Business School



## CONNECTION

TRAINING ON JOB IN ITALY





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# APPRENTICESHIPS (for SMEs)



**CONNECTION**  
*TRAINING ON JOB IN ITALY*

**European Alliance  
for  
Apprenticeships**

*Good for youth,  
good for business*



 #ApprenEU



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# The Regional school-industry partnerships can realize:

- A recognition of business needs and education and training offer
- New coherent training courses with the productive vocations of the territory (i.e. mechanics in Emilia Romagna)
- the sowing of a strong industrial culture
- the promotion of corporate social responsibility
- a recognized role of schools in terms of employability



# The European school-industry partnerships can realize:

- the improvement of language skills of students and teachers
- the contamination of good teaching practices between schools in different Member States
- the strengthening of collaborations between companies and industrial associations from different countries
- a good model for a true European apprenticeship system
- a European map of skills gap (connection not prediction)



# The importance of being Reframe...

- **Networking** (new partnerships)
- **Cultural “sowing”**  
(a model for Italy)
- **Training on Job**  
(tools, guidance, co-working)





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The importance of being Reframe...

GRAZIE

THANK YOU