



MASP PROJECT
Master parenting in work and life

**FINAL REPORT
ON TRAINING ACTIVITIES**



This publication has received financial support from the European Union Programme for Employment and Social Innovation "EaSI" (2014- 2020).

The information, documentation and figures in this document are under the sole responsibility of the author and do not necessarily reflect the views of the European Commission. The European Commission is not liable for any use that may be made of the information contained herein.



MASP'S TRAINING ACTIVITIES IN THE PROVINCE OF TRENTO

Agenzia del Lavoro di Trento (Trento Employment Agency) has long been committed to women's employment policies since they are crucial to increase employment, improve the quality of contracts, enhance professionalism, promote inclusion and accordingly to improve society as a whole both from an economic and social point of view.

We believe the complexity of this issue must promote a paradigm shift, which from a work viewpoint needs to witness a cultural change within organisations, families and the service system.

It is especially important that the business system becomes more flexible in organising the work flow (new hourly systems) and that it pays more attention to the well-being of workers and to their conciliatory needs, but also that it adopts evaluation methods based on skills, on results and on the enhancement of skills workers acquire in extra-work areas (soft skills).

On the other hand, it is well known that the outcome of policies also depends to a large extent on family relations and that the choices for sharing care responsibilities between men and women affect the availability and possibility of working for women themselves. In this sense, the awareness of citizens on these issues and the knowledge, by both parents, of the existing legal arrangements aimed at work-life balance play an important role.

The choice to participate in the European MASP Project, with partners of excellence, public and private, on common themes and problems, but faced from different perspectives, developed from the belief that the complexity of the "female issues in the workplace" required a large-scale and an innovative approach.

The planning system tied to the training activities provided in the WP4 of the MASP project, funded under the European EaSI program for the Trentino area shows **a strong interconnection between the various training activities implemented and focuses on 4 key topics:**

- Organisational well-being and corporate welfare;
- Organisational change and smart working;
- Parenting and transversal skills;
- Gender equality and enhancement of differences.

- ***Organisational well-being and corporate welfare***

Happy, motivated and fulfilled employees contribute to the success of their company by improving its productivity, competitiveness and speed of change. The concept of organisational well-being is based on this assumption which influences the relationship quality between employees and the workplace and is aimed at promoting the development of a healthy, peaceful and participatory business environment. Well-being should not only be understood as protection of health and safety in the workplace, but has a broader meaning that also embraces the private life of employees. In fact, to meet the needs of its employees, inside and outside the workplace, the company can adopt corporate welfare measures and make services available to simplify the lives of employees and their families. Corporate welfare represents a paradigm shift and has a positive impact for the company both internally - better corporate climate, worker loyalty and containment of labour costs thanks to tax advantages granted by welfare legislation - and externally, for the positive results achieved in terms of productivity, image, attractiveness and reputation.

The most classic welfare areas, as well as those most regulated by law and contractually, are related to safety and prevention, supplementary health care and pensions. The most dynamic are those related to work-life balance and employee training, driven by more flexible work organisation models that satisfy employees in their private lives. The wide choice of welfare measures, on the one hand, ensures flexibility, meeting the most diverse needs, but, on the other, can risk wasting resources. Therefore, companies must focus on measures to maximise social impact, actively involving workers, and, from a territorial point of view, must systematise services otherwise not available, creating common services by joining forces with small companies, other public and private parties and with enterprises that offer welfare services. This territorial approach further strengthens the development of corporate welfare especially in small and medium-sized enterprises - which are the backbone of the Italian production system - and makes it possible to reach the entire territory and respond to family needs.

To measure the level of well-being and the effectiveness of the investments made in terms of corporate welfare, a series of indicators can be used, such as increase in staff satisfaction, increase in productivity, reduction of waste, people branding (through word of mouth), lower turnover, less absenteeism, decrease in the rate of accidents and occupational diseases and external acknowledgement. The main goal set by companies is to make their workers aware and meet their requirements in order to improve the company environment also by communicating the value of services offered, consequently consolidating the loyalty of workers themselves. A second goal is to improve business results in terms of increasing productivity, improving image and reputation, reducing labour costs and reducing absenteeism.

Organisational well-being is therefore a complex result, where individual, organisational and structural factors are crucial. Corporate welfare is a tool that is born in the company but can embrace a broader, community dimension, since it deals with the welfare and social security of workers and their families. In this sense, the company plays a social role, not only within its own business community, but also externally, making additional resources available to public and private social spending, contributing to dissemination

and facilitating access to additional services. This is how corporate welfare becomes a 'win win strategy' for the entire territorial system.

- **Organisational change and smart working**

Smart working requires rethinking the organisation of work in terms of hours and spaces, but also a new relationship of trust and responsibility between employer and worker.

The reconciliation between private and professional life goes through a new reorganisation of work in terms of greater flexibility, responsibility and autonomy of employees.

In particular, smart working - or 'agile work' - more than a measure represents a new organisational model applied in medium to large companies and, to a lesser extent, in small ones: it relaxes time and space constraints in favour of organisation in steps, cycles and goals established by agreement between employer and employee.

Rethinking the organisation in agile terms triggers complex changes in the company integrating goals, priorities, technological, cultural and managerial characteristics.

This new way of working promotes a better quality of life and greater personal productivity, as it enhances the skills of employees, but also ensures business results are achieved outside the traditional models by connecting people, work groups and business processes through an appropriate use of available technologies and innovative strategic approaches.

Technological evolution has enhanced the opportunities to change work by making it more flexible.

Lastly, smart working relaxes time and space constraints in favour of organisation by steps, cycles and goals through an agreement between employer and employee. It is a new organisational model that governs the relationship between the two parties and responds to the principles of personalisation, flexibility and virtuality.

Smart working has recently been regulated by Law no. 81/2017 which identifies some essential elements: the agreement between the parties, equal pay, the right to disconnect and the safety and protection of the worker. Another element introduced in 2019 is the priority for agile work requests granted to workers during the three years following the end of maternity leave or to workers with disabled children (pursuant to Article 18, par. 3-bis Law no. 81/2017).

Smart working brings benefits to employees, but also to the company.

On the one hand, they can customise their work schedules to meet family and personal needs, improving their situation from a conciliatory point of view, and reducing costs and travel times to reach the workplace, with a positive impact also on the environment.

On the other hand, the company can count on greater productivity and operational continuity with more satisfied employees, appear more attractive to new talents and reduce management costs (like those related to offices and physical spaces reserved for employees).

There are still some risk factors to keep in mind for the company that are tied to controlling and coordinating agile workers who, for their part, have the right to rest and accident insurance.

The change in organisational models hoped for with smart working must therefore be met and is in fact eased by a cultural change and greater sensitivity towards the needs of employees.

- **Parenting and transversal skills**

“Being a parent opens up the intellect, having more roles to play means having more games to play, we are complex beings and we are not in conflict. Our identities enrich each other: being a parent enriches the worker role and vice versa. Being parents makes us stronger, more capable of managing daily challenges and downsizing problems. It also leads us to develop and improve a series of soft skills, key competences in the work field such as delegating, the ability to communicate, manage time, make decisions, manage complex situations, have empathy... Parents are motivated to meet the needs of their children and put these skills into practice on a daily basis: being a parent is therefore a training ground for soft skills”. These are the words of Elisa Vimercati of Lifeed in the video pill dedicated to parenting skills made within the Masp project.

Parenting, therefore, leads to the development of new energies and transversal skills in women and men which in the professional field are an opportunity for growth both for the individual and the company. These transversal skills developed by a parent are now considered crucial in the work field. A parent is endowed with strong emotional and intellectual agility and problem solving skills: all transversal skills that make the difference in the private life but also at work. In addition to these skills there is also listening, ease in creating alliances, judgement, collaboration and creativity. Parenting skills also include: excellent time management and handling priorities to organise the family's daily routine and focal points to achieve important professional goals. Furthermore, the two identities, parent and worker, allow the person to better learn how to identify the projects to be delegated. Consequently, parenting improves the ability to manage risk, a fundamental component for facing work in an age of profound change. The experience of parenting favours a greater predisposition to be more flexible and agile. Being a parent represents an added value for a company as a bearer of different points of view.

The contribution of different experiences is a catalyst for innovation. Caring, strengthened with parenting, leads to a greater tendency to include all talents and to develop the ability to reason going beyond expertise, grasping the aspects tied to feelings and empathy.

It is crucial to capitalise on the parenting experience by highlighting its value, enrichment and growth for the person and for the company. If the company recognises parenting as a highly valuing training experience, it increases the well-being and involvement of workers and significantly decreases stress.

- ***Gender equality and appreciation of differences***

Actions and interventions must be outlined to guarantee a fairer gender citizenship in organisations by overcoming existing asymmetries that especially concern:

- *Access discrimination*
- *Horizontal segregation (sex-typing)*
- *Vertical segregation.*
- *Gender digital divide*
- *Greater risks of precariousness and insecurity*
- *Imbalances in the division of family roles.*

The importance of implementing policies from a gender perspective is an ethical, but also a strategic need. There are many positive effects:

- *More competitive economy (GDP) and reduction of social costs*
- *Increase in work well-being, reduction in turnover, absenteeism, pathologies and conflicts*
- *Increased productivity and quality*
- *Image and reputation improvement*
- *Gender as a training ground for other “diversities”.*

The goal of training is to encourage increase and enhance the presence of women in organisations and especially in leading management positions, highlighting the advantages for organisations that endorse the principles of female empowerment.

Actually, diversity must become a value and not a problem within the company. Because having women in a leadership position means being able to rely on comparison between different values and viewpoints. In terms of group dynamics, it means greater liveliness, creativity and innovation.

In concrete terms, among other measures, it is fundamental that companies also emphasise selection policies allowing women to increasingly express their potential in the work field: during the selection step, having a group of candidates/recruiters to represent both genders to monitor the presence of women in the various company levels, helping to bridge the pay gap and promoting the professional growth of collaborators even in top positions. Special attention should be paid to the management of maternity.

Valuing female talents should allow us to go beyond just good intentions and to focus on non-discrimination.

To enhance women's role, the innovation project must be designed based on the goals and initial situation of the company, diagnosing women's situation if the company has not already identified the most critical aspects.

The key elements that usually form part of women's talent enhancement program are incoming selection, personnel evaluation policies, training, maternity management, corporate welfare.

Changing the organisation of work and transforming the selection of personnel is crucial when the organisation of work is designed on traditional models. If employees are evaluated based on presence or absence, it is obvious that the contribution of women is never valued. If, on the other hand, different criteria are introduced, such as the achievement of objectives, the ability to innovate, the ability to create consensus in decisions, women's talent can be enhanced.

Organisations can undertake, for example, during the selection stage, to have a group of selection candidates representing both genders to monitor the presence of women in the various company levels, helping bridge the pay gap and favouring the professional growth of collaborators even in top positions.

Special attention can be paid to attracting and retaining the best talent.

Talents choose companies that inspire trust and arouse positive feelings, establishing good relationships with their employees. Research shows that 88% of Millennials agree on the importance of feeling part of a corporate culture that puts ethics, quality of life, well-being and respect for personal time at the forefront. A positive self-image is an excellent business card for the best candidates and reduces the turnover related to motherhood.

Crucial, to move on, will be when everyone considers diversity a value and not a problem. Because having women in a leadership position Because having women in a leadership position means being able to rely on comparison between different values and viewpoints. In terms of group dynamics, it means greater liveliness, creativity and innovation.

(Piano C) How the organisation is rethought with talent at the core: "In addition to the well-known ability to juggle multiple fronts simultaneously. And in terms of communication and listening skills, which are crucial for effective teamwork, women are gifted with great resourcefulness and creativity. Qualities, which, if fully exploited, are a priceless resource, a stimulus to dynamism and innovation. In this respect, even as a company, these are the main characteristics of the female role model that represent us and that we are proud to offer".

The training activities proposed in MASP have been designed in compliance with a **systemic approach and therefore are aimed at the different parties** who interact with each other, contributing to determine the equilibrium of the female labour market. Since the main goal was to accompany the territory towards a new paradigm and therefore towards a cultural change, initiatives aimed at:

- citizens,
- businesses,
- trade union/employer organisations,
- organisational and labour consultants,
- operators of the Employment Centres.

The following activities were organised in favour of the Trentino system:

1. Video pills (for everyone);
2. Training course for employers and social partners;
3. Action research-intervention for companies with the involvement of Family Audit consultants
4. Training course for organisational and labour consultants, Family Audit consultants and assessors and union officials;
5. Cycle of 4 seminars on new scenarios and tools for workers and companies;
6. Training course for the operators of the Employment Centres,
7. Training activity carried out in the Milan area.

1. Video pills

The video pills were designed as an additional illustrative tool to support the content of the training activities for greater dissemination of the MASP Project's topics, in addition to activities promoted in the territories of Milan and the province of Trento. They have a maximum duration of 5 minutes each and are divided into two parts. The first part introduces the topic and illustrates its practical advantages by telling the stories of those who have implemented and benefited from specific measures (storytelling technique) through different perspectives, those of employers and workers. Such testimonials involve industry-leading small and medium-sized enterprises (SMEs) who have adopted conciliatory measures and are aimed at stimulating debates and reflection both on the benefits in terms of organisation and company performance and on the advisability of introducing similar measures that are appropriate to the different company backgrounds.

The second part is theoretical and involves the intervention of an expert who covers the topic in a general way, identifying the essential elements. The video lessons have been designed for a diverse and vast audience, but also as a stimulus for further training with employers, social partners and other parties concerned. Also used to disseminate the topics covered in the MASP project through the website and the social pages dedicated to it, as well as through initiatives of trade associations and/or other parties who can contribute to spreading these contents. The video lessons were produced in two languages: Italian and English. Common to all videos - Video of 5 minutes divided into two parts: 1) about 3 minutes storytelling with company testimonials 2) theoretical framework presented by an expert.

- The story is the fundamental part of the video where the experience of the testimonials emerges. It begins with a catchphrase on the topic dealt with and follows the presentation of the person, his role in the company and his experiences based on our outline for the story. Type of footage: half-length of the person, a person on the move in the company when exercising his role and spaces of the company in question. - Testimonial: employer and employee of a testimonial company. - The expert's intervention is aimed at covering the topic dealt with in a general way and identifying its crucial elements. - Experts: representatives of the partners of the MASP Project. - Filming of interviewees: half-length with corporate background or in corporate spaces. Filming of the company: workspaces and other common spaces that characterise it - In the opening/closing of the videos, the graphics of the project were used for uniformity.

VIDEO PILLS - Testimonials to involve

VIDEO PILLS	TESTIMONIAL
--------------------	--------------------

<p>1) Organisational and corporate well-being</p> <p>How to obtain benefits in terms of organisation, productivity, attraction of talents and brand identity starting from the care and enhancement of staff https://bit.ly/34VcFMM</p>	<p>Amorim Cork Italia, a leading company in the production and sale of corks</p> <p>Martina Tombari, Group Development Area Manager - Cooperativo CGM (partner of the Masp project)</p>
<p>2) Skills developed with parenting.</p> <p>Parenting as a training ground for soft skills (time management, problem solving, stress management, delegation...), also fundamental in the professional field and therefore to be recognised and valued in the company https://bit.ly/3uXCdTX</p>	<p>Città Futura, Social Cooperative of educational services for children</p> <p>Elisa Vimercati - Research and Development Manager - LIFEED</p>
<p>3 Smart working and organisational change</p> <p>How smart working can bring benefits to employees and companies and allow a better synergy between life and work https://bit.ly/3cq0wTZ</p>	<p>Azienda per il Turismo Spa Madonna di Campiglio Pinzolo Val Rendena</p> <p>Flaviano Zandonai, Open Innovation Manager - Gruppo Cooperativo CGM (partner of the Masp project)</p>
<p>4) Enhancement of women's talent</p> <p>Measures to make the role of women in the company strategic and on the advantages that this change brings also at an organisational and economic level https://bit.ly/3inUhEc</p>	<p>Biogen, a leading company in the field of biotechnologies applied to neuroscience</p> <p>Mara Ghidorzi, Head of Gender Policies - AFOL Metropolitana, Milan (partner of the Masp project)</p>

2. Training course for employers and social partners.

The *must* that permeates all MASP actions is to support women's employment. Its decisive lever is the dialogue with the world of companies and the different cultural orientations that translate into different company policies and as many organisational choices.

To facilitate the transition to the new organisational paradigm based on a greater presence of women at work, on the enhancement of talents, including female talents, on the well-being of workers and on the

principles of work-life synergy, it was crucial to focus first of all on knowledge with special emphasis on the corporate world.

ADL's plan was designed to bring the corporate world closer to the principles of work-life balance and the enhancement of female talents, taking into account the strong asymmetry in companies. These differences depend on many factors and among these the size class, the sector and the location play an important role. Through MASP, we set out to reach companies, even the smallest and least structured ones, with seminar initiatives to disseminate and compare good practices.

The advertisement features a split background of yellow and blue. At the top, logos for 'AGENZIA DEL LAVORO' and the European Union are displayed. The central text asks 'Are you a company? Do you want to increase your productivity? Put your employees at the centre of business growth!' and includes the tagline 'Master parenting in work and life'. Below this is a group of seven diverse people smiling. A red banner at the bottom of the group says 'JOIN THE MASP PROJECT!'. The website 'www.agenzialavoro.tn.it' is listed at the bottom of the ad.



The training course for employers and social partners has developed into a research-intervention action for companies with the involvement of Family Audit consultants and two training modules, such as:

MODULE 1

When parenting and women's talent are a value for the company (LARES.2022b)

Friday 27 November 2020 | 9:00 am - 1:00 pm

- **Gender inequality and motherhood as a resource for the company** *Lucilla Tempesti*, Trainer - Piano C
- **Gender equality and appreciation of differences**

Marco Bolzoni, Winning Women Institute Consultant

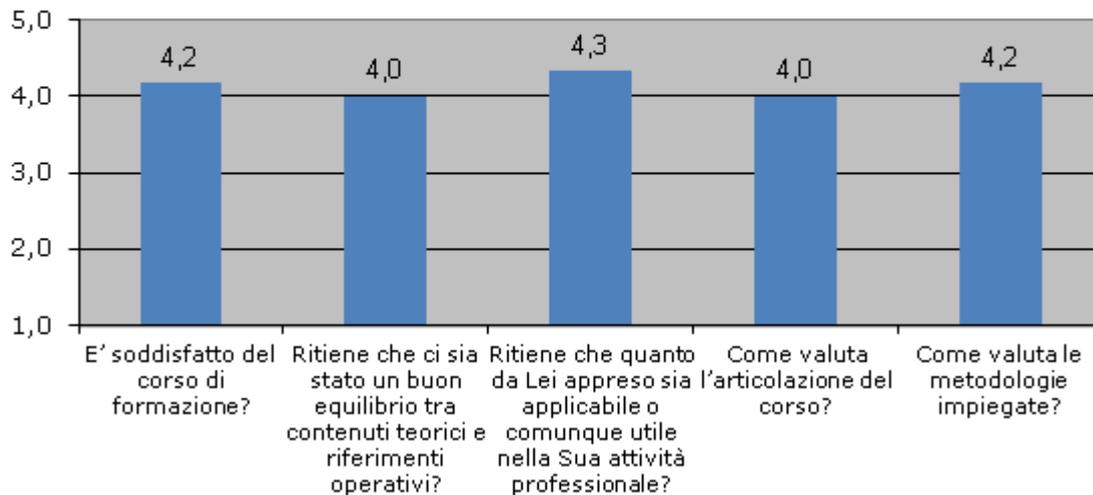
Participation:

- 30 overall attendances, including 2 speakers and 2 MASP Partners
- 23 formats reached 70% of attendance

The satisfaction questionnaires revealed a very positive overall evaluation of the module.

Quando la genitorialità e il talento femminile sono un valore per l'azienda

(Valori Medi)



MODULE 2

Welfare Management, organisational well-being and reconciliation of work and family life (LARES.2022a)

Friday 4 December 2020 | 9:00 am -1:00 pm

Corporate and territorial welfare. Networks and agreements for inclusive welfare

Valentino Santoni, Percorsi di Secondo Welfare

Corporate welfare. Tax and social security aspects

Carlo Benedetti, labour consultant

Organisational change and smart working: the issue of reconciliation

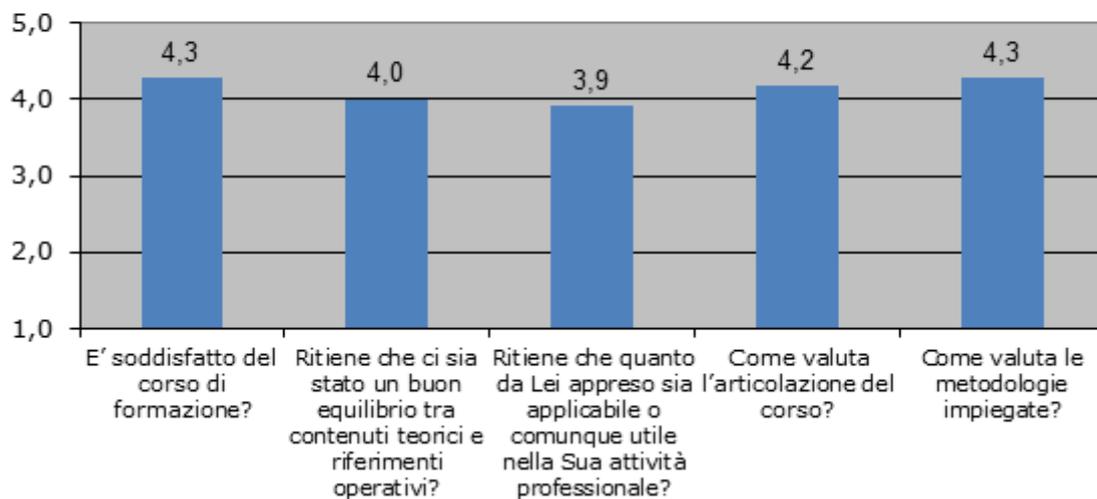
Adele Mapelli, Trainer and consultant in Human Resource Management, Diversity & Inclusion, Smart Working

Participation in the seminar:

- 39 overall attendance, including 3 speakers and 1 MASP Partner
- 35 formats reached 70% of attendance.

The satisfaction questionnaires revealed a very positive evaluation of the module.

Welfare management, benessere organizzativo e conciliazione (Valori Medi)



3. Action research-intervention for companies with the involvement of Family Audit consultants

In order to enhance the training courses provided and help companies develop awareness and gain advanced skills on the topics of the MASP project, research was carried out with companies through Family Audit consultants.

This action should originally have taken place after public seminar events aimed at a large audience of listeners. The restrictions related to the health emergency have however forced the cancellation of public events, which should have had a dissemination role, attracting companies in the MASP project proposal and imposed considerable restructuring of the project, providing training activities and services and accompaniment only from a distance. The crisis and uncertainties that hit the corporate world in 2020 due to the health emergency have limited and compromised the availability that some companies would have potentially had.

To carry out the research-intervention initiative, a specific tender was prepared and launched in August 2020: 7 companies joined. These are companies that operate in very different fields, ranging from the artisan manufacturing sector to that of digital services and are distributed throughout the province. They benefited from a learning journey where they were supported by highly experienced Family Audit consultants. They were accompanied by consultants to analyse the company situation in terms of work-life balance, enhancement of women's talent and well-being of male and female workers, also identifying

critical issues and possible solutions. Basically, it was a sort of virtual laboratory led by an expert, an opportunity for in-depth analysis and debate. The company situation was analysed in line with the 'Family Audit' and 'More Value' principles of certifications, proposing information related to conciliatory issues considering and comparing the company context.

After meetings with company representatives, consultants drafted the final research reports, where - among other important data - they collected information on corporate growth and development projects on some of the project's key topics.

Below are details of companies involved:

- Alysso - Trento
- Corazzolla - Tres (TN)
- Gourmet Italia (Dr. Schaer group) Borgo Valsugana (TN)
- Praim - Trento
- Panificio Sosi - Trento
- Tecnotek Complements Srl - Mezzolombardo (TN)
- Erica Vinante - Trento

Results of the reports drawn up following the meetings show satisfaction by participants with various indications of possible consequences that could offer space for expanding the action plan.

Here are some ideas that emerged from the company reports:

Several companies expressed their desire to be involved in training/information sessions to acquire suggestions and best practices and to also take inspiration from other companies. The intention was therefore to consolidate a mixed management model where women could emerge and complete the male presence also (but not only) at the top level.

Hope was also expressed that "projects like this could help focus attention even on small local realities, which have chosen to relocate to small mountain areas, favouring some principles centred on the person and on the territory over others more oriented to production".

It was also emphasised that while realising the corporate vision that places the person at the centre, the involvement of workers in identifying, planning and implementing how to respond to their needs is crucial. The path with the consultant highlighted the importance of formalising already existing practices and of acquiring greater knowledge of some opportunities in the area such as the Family Districts and the Family Audit Districts, as well as of boosting the potential of certification mechanisms.

And still: another company, which is going through a development and organisational change, would consider it interesting to upgrade the training offers, also by sensitising the management to online courses on the enhancement of reconciliation and parenting as a value element able to generate skills. The areas of solicitation proposed in the Masp project are already considered an excellent introduction that could favour spaces for in-depth study and adherence to certification tools.

Finally, another company, very active in terms of organisational innovation, stated that it was important to boost the active participation of employees on the assumption that organisational and technological innovation is more effective if implemented through the widespread involvement of employees. Research on these issues and case studies confirm a close link between technological innovation, organisational innovation and forms of worker participation. The combination of these elements has positive impacts on

performance and productivity, as well as on the well-being of the workers themselves. This reality is ready to develop a project where workers can express themselves and in-depth and articulated organisational remodelling is implemented and could be shared in discussion and dialogue tables, also in terms of good practices.

4. Training course for organisational and labour consultants, Family Audit consultants and assessors and trade union officials

AGENZIA DEL LAVORO

The project is co-funded by the European Union

MASP
Master Parenting in Work and Life

Achieving work-life balance with the MASP Project

Master parenting in work and life

DISCOVER MORE

www.agenzialavoro.tn.it



For organisational and labour consultants, Family Audit consultants and assessors and trade union officials, online training activities were organised on the main organisational and personnel enhancement innovations with a view to greater corporate productivity and efficiency. Also during this training course lasting 16 hours, the four key themes of the MASP project were covered. Emphasis was placed on: The course, lasting a total of 16 hours, ran between 2020 and 2021 and was structured in different modules

- methods and tools for a consistent application of smart working
- smart working, flexibility and conciliation: the challenges of contemporary organisations
- Reconciliation of family and work life: tools and best practices
- corporate welfare and productivity: culture and tools for monitoring the impact of welfare plans
- parenting as a useful skill for the working world, gender disparity and motherhood as a resource for the company
- female talent for the growth of organisations

The training program for **organisational consultants and labour, consultants and evaluators Family Audit officials and trade unionists** was centred on the main organisational and personnel enhancement innovations with a view to greater productivity and corporate efficiency. It is a training proposal designed with a high technical and innovative level, aimed at qualified figures specialised on the topics.

The course, lasting a total of 16 hours, ran between 2020 and 2021 and was structured in different modules.

MODULE 1

Innovative flexible work tools: perspectives and good flexibility practices to conciliate work schedules (LARES.2021b)

Thursday 10 December 2020 | 9:00 am - 11:00 am

Methods and tools for a consistent application of smart working

Arianna Visentini, Founder and partner of Variazioni Srl - Smart Working expert

Thursday 17 December 2020 | 9:00 am - 11:00 am

Smart working, flexibility and conciliation: the challenges of contemporary organisations

Domenico de Masi, Emeritus Professor of Employment Sociology at “La Sapienza” University of Rome

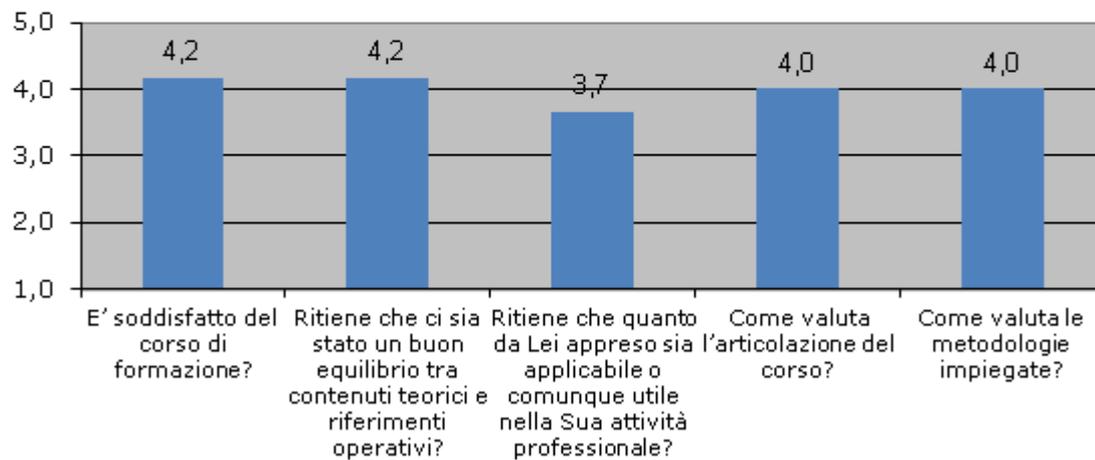
Participation in the seminar:

- 21 overall attendances, including 2 speakers and 2 MASP Partners
- 15 formats reached 70% of attendance.

The satisfaction questionnaires gave a very positive evaluation of the module.

Strumenti innovativi di lavoro flessibile: prospettive e buone pratiche di flessibilità per la conciliazione dei tempi

(Valori Medi)



Monday 18 January 2021 | 11:00 am - 1:00 pm

Reconciliation of family and work life in organisations: tools and best practices

Valentino Santoni, percorsi di Secondo Welfare

Participation in the seminar:

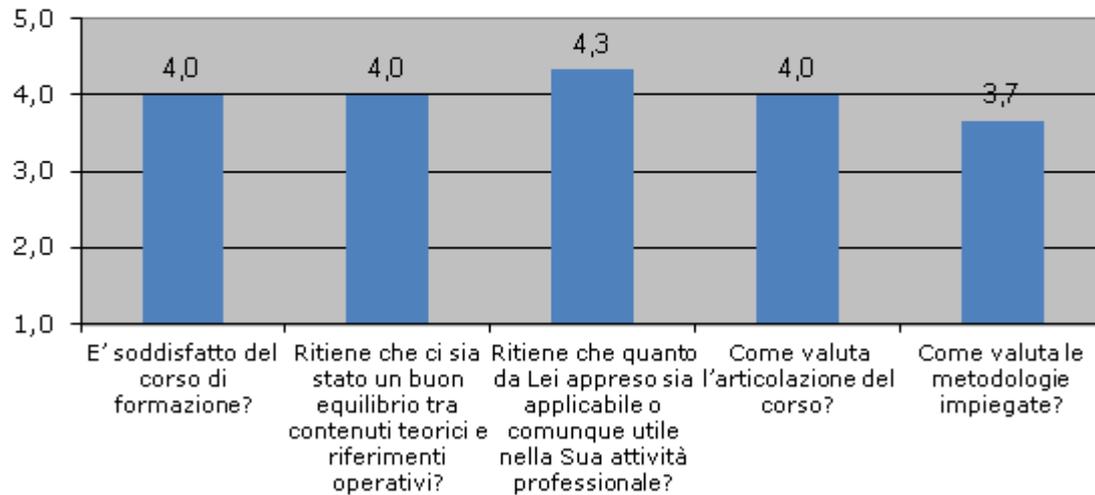
-14 overall attendances (4 males and 10 females), of which 1 speaker and 2 MAS partners

- 12 formats reached 70% of attendance

The satisfaction questionnaires have shown an extremely positive evaluation.

La conciliazione nelle organizzazioni: strumenti e best practices

(Valori Medi)



MODULE 2

Corporate welfare and productivity: Culture and tools to monitor the impact of welfare plans (LARES.2021 °)

Thursday 10 December 2020 | 11:00 am - 1:00 pm

Friday 11 December 2020 | 11:00 am - 1:00 pm

Giovanni Scansani, Cofounder & Advisor Welfare of Valore Welfare

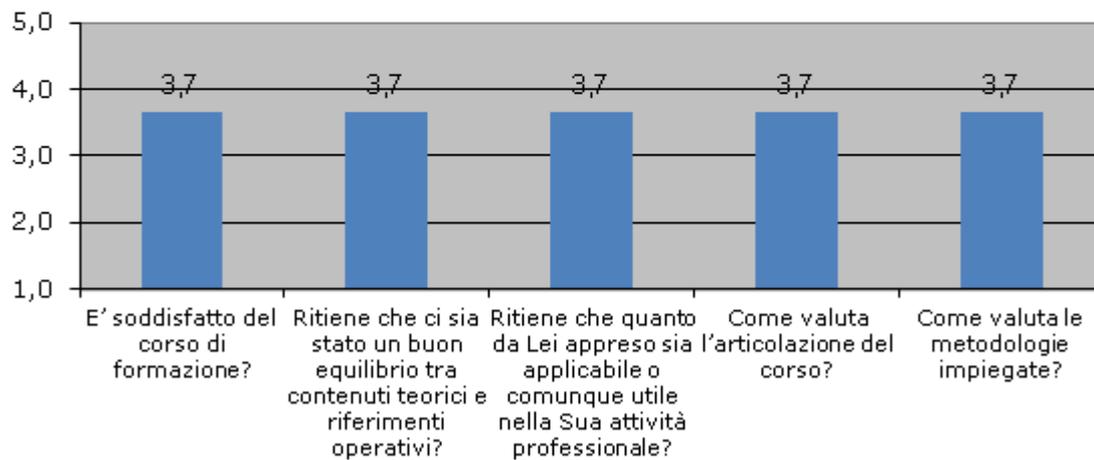
Participation in the seminar:

- 17 attendees overall, including 1 speaker and 2 MASP Partners
- 9 formats reached 70% of attendance

The satisfaction questionnaires showed a positive evaluation of the module.

Welfare aziendale e produttività: Cultura e strumenti per monitorare l'impatto dei piani di welfare

(Valori Medi)



MODULE 3

Parenting as a useful skill for the working world, gender disparity and motherhood as a resource for the company (LARES.2021c)

Thursday 17 December 2020 | 11:00 am - 1:00 pm

Friday 18 December 2020 | 9:00 am - 11:00 am

Cristina Coppellotti, Trainer, Piano C

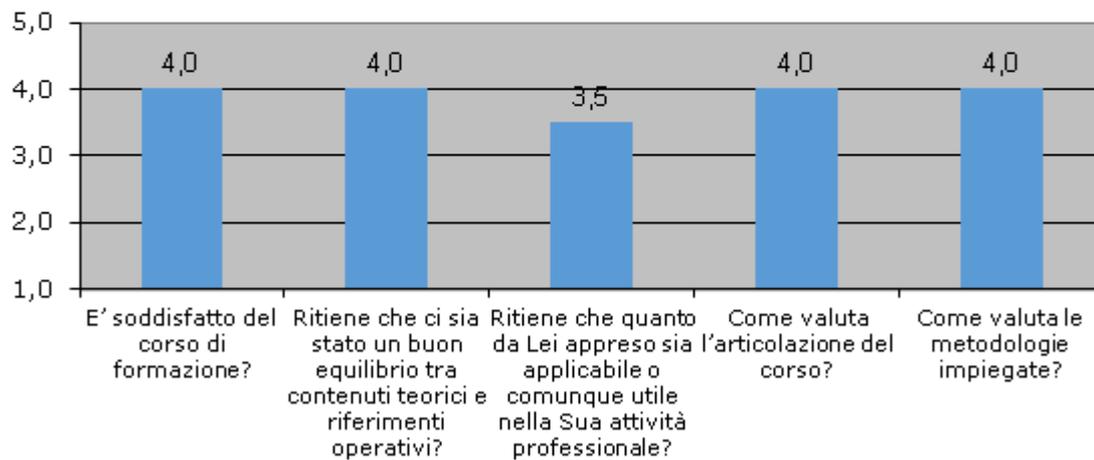
Participation in the seminar

- 19 attendees overall, including 1 speaker and 2 MASP Partners
- 6 formats reached 70% of attendance.

Despite the limited number of participants, the satisfaction questionnaires revealed a very positive evaluation of the module.

La genitorialità come competenza utile per il mondo del lavoro, la disparità di genere e la maternità come risorsa per l'azienda

(Valori Medi)



MODULE 4:

The female talent for the growth of organisations

Wednesday 27 January 2021 | 11:00 am - 1:00 pm

The female talent for the growth of organisations

Marco Bolzoni, Winning Women Institute Consultant

Participation in the seminar:

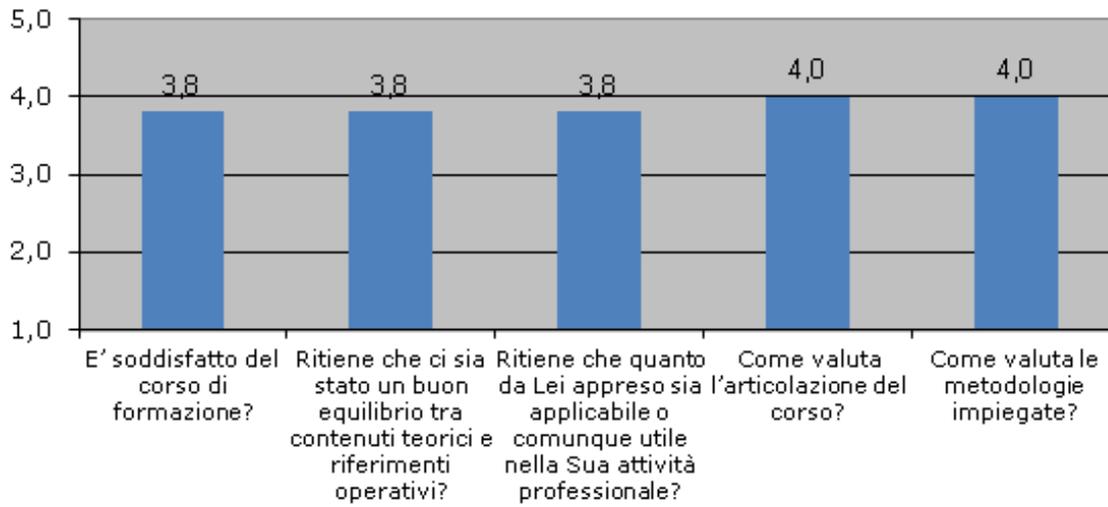
- 11 attendees overall, including 1 speaker and 2 MASP Partners
- 10 formats reached 70% of attendance

The satisfaction questionnaire showed a good evaluation of the module.

The experts who participated developed this content carefully, stimulating the interest and participation of the audience also thanks to the important bibliographical data proposed.

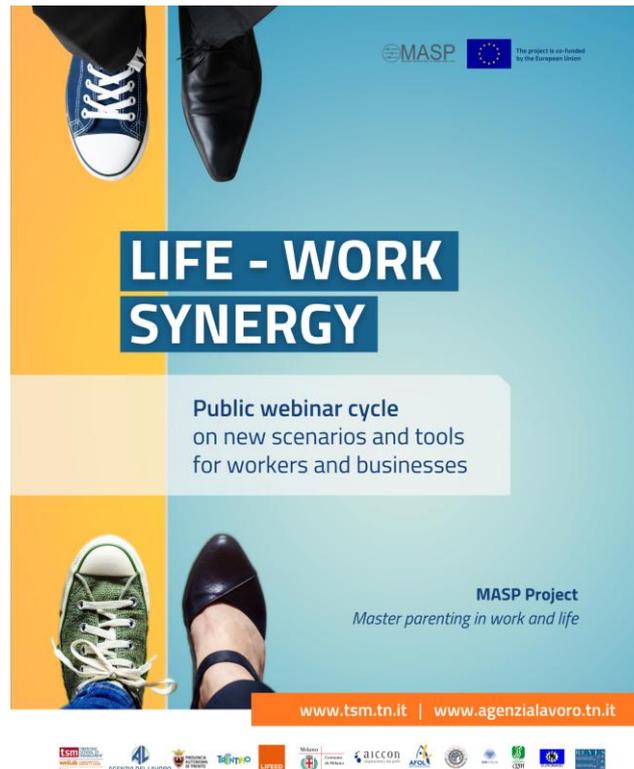
Il talento femminile per la crescita delle organizzazioni

(Valori Medi)



The final evaluation of participants revealed real interest in these issues and a need to further study the issues addressed.

5. Cycle of 4 seminars on new scenarios and tools for workers and companies



At the end of the entire training offer provided by the MASP project, four public seminars were organised aimed at a wider audience: companies, consultants, trade unionists, interested citizens. Initially conceived as moments for meeting, discussion and conviviality addressed to the entire Trentino community, they were then realised and produced as online webinars due to the Covid19 health emergency. The cycle of four seminar webinars, lasting two hours each, examines the key themes of the MASP project aiming to involve all participants through the scientific contribution and studies of well-known researchers and stories of company daily practices narrated by important enterprise testimonials. The experts who attended offered interesting food for thought and new interpretations on the subject, proposing an extremely current and stimulating viewpoint. We therefore wish to continue this seminar offer addressed to a wide and varied audience with the intent of triggering a virtuous circle capable of generating a gradual and effective change in people and society over time.

The topics covered are detailed below.

Work and smart working: changes and innovations

Friday 29 January 2021 | 9:00 am - 11:00 am

Interventions:

How to prepare a more climate-conscious future of work through smart working

Luca Mercalli, Società Meteorologica Subalpina

Technology at work

Luca De Biase, Il Sole 24 ore

Smart Working: social and organisational aspects

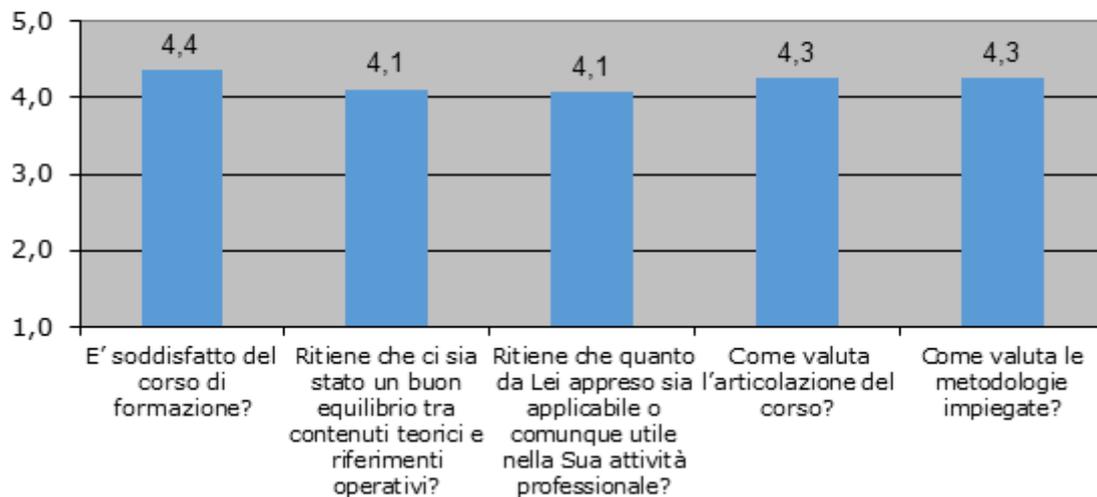
Domenico De Masi, La Sapienza University

There were 51 participants, including 3 speakers and 4 partners. 48 formats reached 70% of attendance.

The satisfaction questionnaire also highlighted an excellent evaluation of the seminar.

Lavoro e smart working: cambiamenti e innovazioni

(Valori Medi)



Corporate welfare as an advantage for companies and workers

Friday 5 February 2021 | 9:00 am - 11:00 am

Interventions:

Corporate welfare within the framework of the second welfare

Valentino Santoni, Percorsi di Secondo Welfare

Corporate welfare in the work transformation

Giovanni Scansani, Valore Welfare

Testimonial companies:

Maria Elena Manzini, Social and Welfare Area Manager - CIRFOOD s.c. (Reggio Emilia)

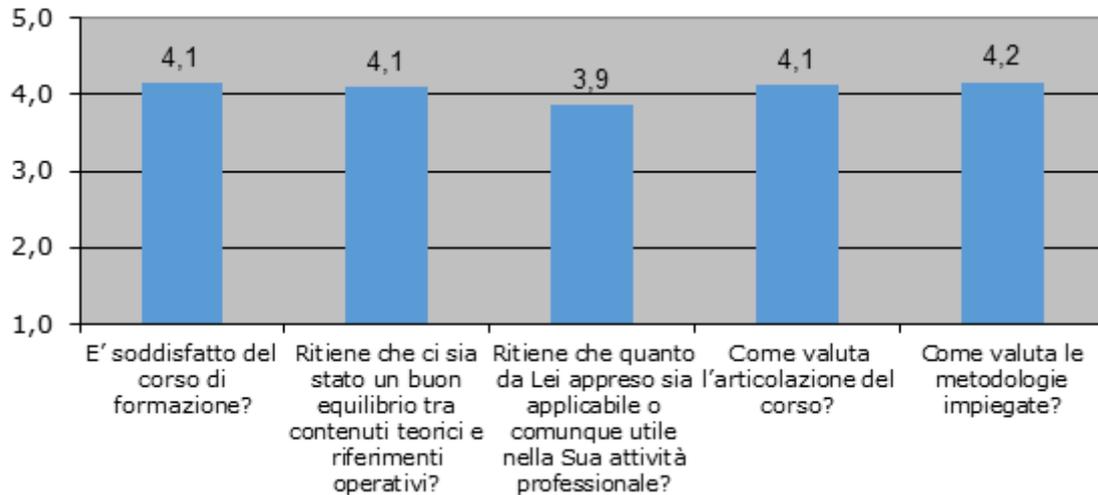
Tiziano Merlini, People and Organisation Development Director and Elisabeth Cellie, Customer Offer Development Director - Gruppo Assimoco

There were 95 participants, including 5 speakers and 2 partners. 90 formats reached 70% of attendance.

The satisfaction questionnaire also highlighted an extremely positive evaluation.

Welfare aziendale come vantaggio per azienda e lavoratore

(Valori Medi)



Valuing women at work pays off

Wednesday 24 February 2021 | 9:00 am - 11:00 am

Interventions:

Barbara De Micheli, Fondazione Brodolini

Barbara Poggio, University of Trento

Testimonial companies:

Decathlon: *Patrizia Brognoli*, Diversity and Inclusion Manager

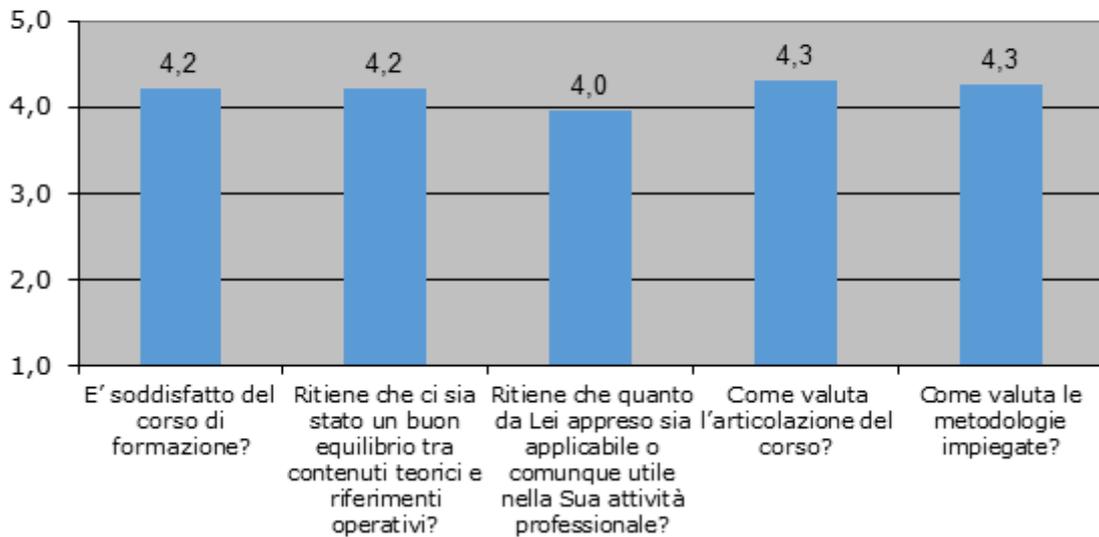
Valore D: *Laura Fedeli*, Training Manager

There were 62 participants, including 4 speakers and 3 partners. 58 formats reached 70% of attendance.

The satisfaction questionnaire showed a very satisfactory evaluation of the webinar.

Valorizzare le donne nel lavoro conviene

(Valori Medi)



Becoming a parent and growing up as a worker

Friday 26 February 2021 | 9:00 am - 11:00 am

Lucilla Tempesti, PIANO C

Testimonial companies:

Amazon Logistics: *Veronica Maria Bisci*, Marketing and Events Manager

Sephora: *Alessandra Andè*, Talent & Development manager and *Chiara D'Urso*, Instore Trainer Store of Duomo

There were 52 participants, including 4 speakers and 2 partners. 48 formats reached 70% of attendance.

The satisfaction questionnaire also highlighted an extremely positive evaluation.

6. Training course for operators of the Employment Centres

As part of the different action involved, the project provided special training for workers in the employment services aimed at introducing a gender perspective in the allocation of activities. The goals were: - to reflect on the concept of gender and on the changes taking place in male and female roles and models - to grasp and recognise the dynamics and transformations of gender in the current scenario of the labour market - to define new training courses and methodologies that enhance the difference in gender - knowing and being able to use gender tools and methodologies. The training for the Trentino area, lasting 12 hours, was carried out between December 2020 and January 2021.

The training course explored the following topics:

- the Masp platform in taking care of unemployed women
- stereotypes and gender discrimination

- the importance of soft skills in the job market
- enhancing Life: the Life Based Learning (MAAM) method - Lifeed

It is important to underline that the labour legislation of the Autonomous Province of Trento has accepted this perspective in a timely manner, already introducing in January 2020 the intervention 2.2.3 *Development of the consultancy role of the Employment Centres on conciliatory problems towards companies and citizens*. Actually, there was a close synergy between the development of the province employment policy and the first incentives offered by the Masp project.

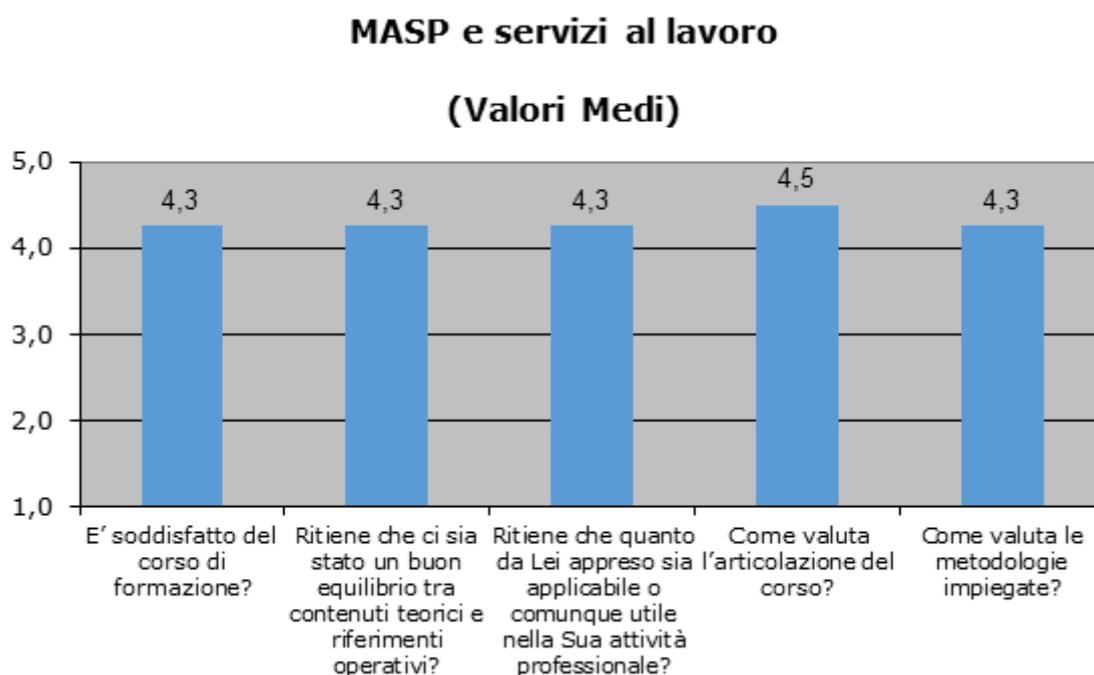
TRAINING CARRIED OUT IN THE AUTONOMOUS PROVINCE OF TRENTO (on the proposal of Afolmet)

Wednesday 9 December 2020 | 10:00 am - 1:00 pm

MASP and services at work: the MASP platform in taking care of unemployed women

Nicola Lombardelli, E-learning expert

Bruna Maria Nava, Occupational psychologist



There were 15 participants, including 2 speakers and 1 MASP Partner. There were 13 formats. The satisfaction questionnaire also highlighted a very positive evaluation of the module.

Tuesday 12 January 2021 | 9:00 am - 1:00 pm

Stereotypes and gender discrimination

Cristina Crippa, Guidance and training consultant, pedagogist

Tuesday 19 January 2021 | 9:00 am - 12:00 pm

The importance of soft skills in the job market

Bruna Maria Nava, Occupational psychologist

Enhancing Life: the LIFE BASED LEARNING (MAAM) method to enhance the resources of the people we accompany

Elisa Vimercati, Trainer expert in digitisation paths

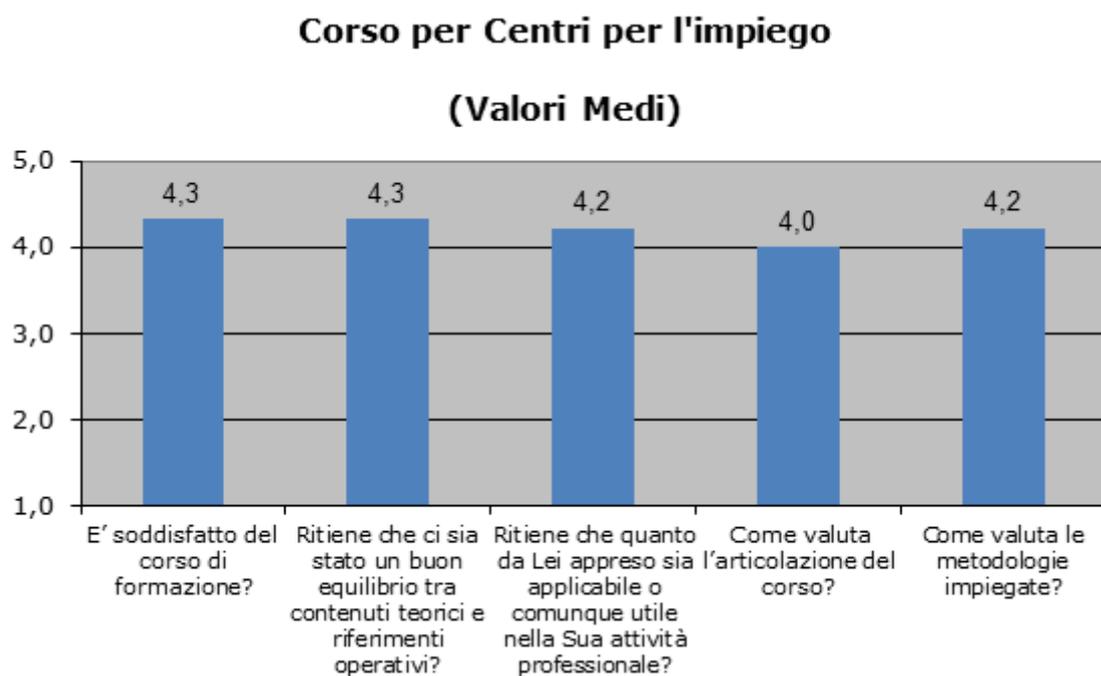
Tuesday 26 January 2021 | 11:00 am - 1:00 pm

Conclusions and end-of-course evaluations

Cristina Crippa, Guidance and training consultant, pedagogist

There were 19 participants in the 3 modules, including 3 speakers and 2 Partners. 12 formats reached 70% of attendance hours.

The satisfaction questionnaires also highlighted an excellent evaluation of the proposed training path.



7.Wp4 - Training activity in the Trentino area: final notes

All training activities were evaluated by participants through the appropriate satisfaction questionnaire which evaluated: the general appreciation of the training and the quality of teachers. The satisfaction was especially high for each training activity. Below you can see the distribution by gender and the number of total companies involved in the Trentino area:

Gender	Total
M	77
W	369
Total	446

Event title	Gender	Total
Course for organisational and labour consultants, Family Audit consultants and assessors and trade union officials: Reconciliation of family and work life in organisations: tools and best practices	M	4
	W	10
Total		14
Course for organisational and labour consultants, Family Audit consultants and assessors and trade union officials: Gender difference and women's talent for the growth of organisations	M	2
	W	9
Total		11
Cycle of public webinars on new	M	18

scenarios and tools for workers and companies: 2. Corporate welfare as an advantage for companies and workers	W	77
Total		95
Cycle of public webinars on new scenarios and tools for workers and companies: 3. Valuing women at work pays off	M	5
	W	57
Total		62
Cycle of public webinars on new scenarios and tools for workers and companies: 4. Becoming parents and growing up as workers	M	4
	W	48
Total		52
Course for operators of employment centres	M	3
	W	16
Total		19
Cycle of public webinars on new scenarios and tools for workers and companies: 1. Work and smart working: changes and innovations	M	8
	W	43
Total		51
Course for operators of Employment Centres: MASP AND SERVICES AT WORK	M	3
	W	12
Total		15

COURSE FOR ENTREPRENEURS: When parenting and female talent are a value for the company.	M	4
	W	26
Total		30
Course for organisational and labour consultants, Family Audit consultants and assessors and trade union officials: When parenting is a value for the company	M	4
	W	15
Total		19
Course for organisational and labour consultants, Family Audit consultants and assessors and trade union officials: Innovative flexible work tools: perspectives and good flexibility practices to conciliate work schedules	M	6
	W	15
Total		21
Course for organisational and labour consultants, Family Audit consultants and assessors and trade union officials: CORPORATE WELFARE AND PRODUCTIVITY: CULTURE AND TOOLS FOR MONITORING THE IMPACT OF WELFARE PLANS	M	6
	W	12
Total		18
COURSE FOR ENTREPRENEURS:	M	10

Welfare management, organisational well-being and work-life balance	W	29
Total		39
Total		446

Organisation	Total
AGENZIA DEL LAVORO (EMPLOYMENT AGENCY)	57
Provincia Autonoma di Trento (Autonomous Province of Trento)	31
ARCESE	6
Foresweb	5
GPI Trento	5
Praim	5
TELEPERFORMANCE	5
Cooperativa sociale ALDIA	5
Comunità Murialdo Trentino Alto Adige	4
PROGES TRENTO	4
Rarinantes	4
Fondazione De Marchi	4
Cooperativa di solidarietà sociale Villa Sant'Ignazio	4

COOPERATIVA L'OVILE	4
RISTO3	4
Cooperativa sociale Samuele Trento	4
Unione del Trentino	4
Cooperativa Sociale Società Nuova	4
FIDIA TRENTO	4
Unpli Trentino	3
STUDIO CARDONE - BARI	3
CE.SE.CO. - CENTRO SERVIZI SOCIETA' COOPERATIVA Forlì	3
PATRIMONIO DEL TRENTO	3
Corazzolla	3
PERCORSI SECONDO WELFARE	3
Cooperativa Kaleidoscopio Trento	3
Piano C	3
Winning Women Institute	2
FONDAZIONE FAMIGLIA MATERNA	2
Fondazione Bruno Kessler	2
FOR.ES Trento	2
SEPHORA	2

Cooperativa casa Padre Angelo	2
CGIL	2
Artigiani del Trentino	2
UIIPA	2
La Cooperativa di Cortina	2
Afolmet	2
DB Formazione Trento	2
Simki S.r.l. Trento	2
EURO RISTORAZIONE	2
Studio DE MASI	2
CTS-CENTRO TRENINO SOLIDARIETA'	2
UIL	2
EXPRIVIA	2
AREADERMA	2
ASSIMOCO	2
VALORE WELFARE	2
ASSOCIAZIONE ARTIGIANI DEL TRENINO	2
COOPERATIVA SOCIALE GRUPPO 78	2
Federazione Trentina della Cooperazione Soc. Coop.	2

Sosi – Trento	1
Vecomp - Verona	1
Enrica Vinante – Trento	1
APSP Cles	1
Corazzolla - Tres (TN)	1
Alyso – Trento	1
studio Visintin	1
Associazione Ubalda Bettini Girella - Rovereto	1
FARMACIE COMUNALI TRENTO	1
Fondazione Giacomo Brodolini Srl SB	1
Cooperativa Sociale Punto d'Approdo	1
AT WORK - CONSULENTI DEL LAVORO TRENTO	1
Società solidale CSV Cuneo	1
COOPERATIVA PROGETTO 92	1
Compagnia di San Paolo	1
Gourmet Italia (Gruppo Dr. Schär), Borgo Valsugana (TN)	1
Telecom Italia	1
BAUER	1
Università degli Studi di Trento	1

GRUPPO SERENISSIMA	1
ASIS Trento	1
HR COFFEE	1
Consorzio per Valutazioni Biologiche e Farmacologiche (CVBF)	1
ITINERIS SRL	1
CIA Agricoltori Italiani Trento	1
cooperativa sociale Consorzio Veneto Insieme	1
CIRFOOD	1
Lifeed	1
SOLIDARIETACOOOP	1
Nimbus	1
CVBF	1
NOVOTIC SRL	1
Studio Decaminada Trento	1
Camping Zoo	1
Tecnotek Complements Srl - Mezzolombardo (TN)	1
cooperativa sociale Punto d'Approdo	1
DECATHLON	1
AMAZON LOGISTICS	1

Comune di Pergine	1
apsp cesare benedetti	1
Comunità della Val di Fiemme	1
Praim – Trento	1
Valore D	1
PROFESSIONE CONSULENTI	1
Variazioni	1
COOPERATIVA SOCIALE VALES	1
Federcasse Trento	1
cooperativa Solidarietà	1
RARI NANTES	1
Total	284

It should be noted that the Excel file contains the total number of participants in the training initiatives, meaning also those who have not achieved 70% of the total hours provided for each proposed module. The latter are instead indicated separately for each activity within this report.

It should be noted that the MASP project has gained increasing attention with the development of the various training activities. The cycle of seminars was very successful in terms of participation, as both the topics, the speakers and the companies involved were of special importance.

Overall, the MASP project represented an extraordinary formative moment for the Trentino and national territory, involving an important number of speakers, companies and participants. The attention and interest in the project's key topics have already led to various training proposals also by bodies external to tsm (Trentino School of Management), which have especially appreciated the content, the teachers, the companies and the organisation of the training proposed.

7. WP4: THE TRAINING ACTIVITY CARRIED OUT IN THE MILAN AREA

7.1 Training course for operators of the AFOLMET employment centres

Also in the Milan area, the project provided special training for workers in employment services aimed at introducing a gender perspective for the supply of activities. As already reported for the province of Trento, the goals were: - to stimulate awareness on the concept of gender and on the changes taking place in male and female roles and models - to grasp and recognise the dynamics and gender changes in the current scenario of the labour market - to define new training courses and methodologies that enhance the difference in gender - learning and knowing how to use gender tools and methodologies. In the Milan area, the 12-hour training was held between May and June 2020.

The training course explored the following topics:

- the Masp platform in taking care of unemployed women
- stereotypes and gender discrimination
- the importance of soft skills in the job market
- enhancing Life: the Life Based Learning (MAAM) method - Lifeed

MODULE 1: Friday 15 May 2020 | 9:00 am - 1:00 pm

Cristina Crippa - guidance and training consultant, pedagogist

Stereotypes and gender discrimination

- Theoretical framework: gender, training and work
- Gender stereotypes: skills, care responsibilities, training and employment choices
- Distortions due to stereotypes in taking charge of users
- Good practices and gender-sensitive care models

There were 17 participants, including 1 speaker and 2 MASP Partners.

MODULE 2: Tuesday 26 May 2020 | 2:00 pm - 6:00 pm

Bruna Nava - Occupational psychologist

Elisa Vimercati - MAAM project - Lifeed

The importance of soft skills in the job market

- The most important transversal skills, how they are acquired and why they are important for finding and improving work in the company
- The enhancement of skills developed in informal work, social commitment, voluntary work, care
- The tools to better govern the possible transition period between domestic and professional work: the MAAM model (case history)

There were 16 participants, including 2 speakers and 2 partners.

MODULE 3: Thursday 4 June 2020 | 9:00 am - 1:00 pm

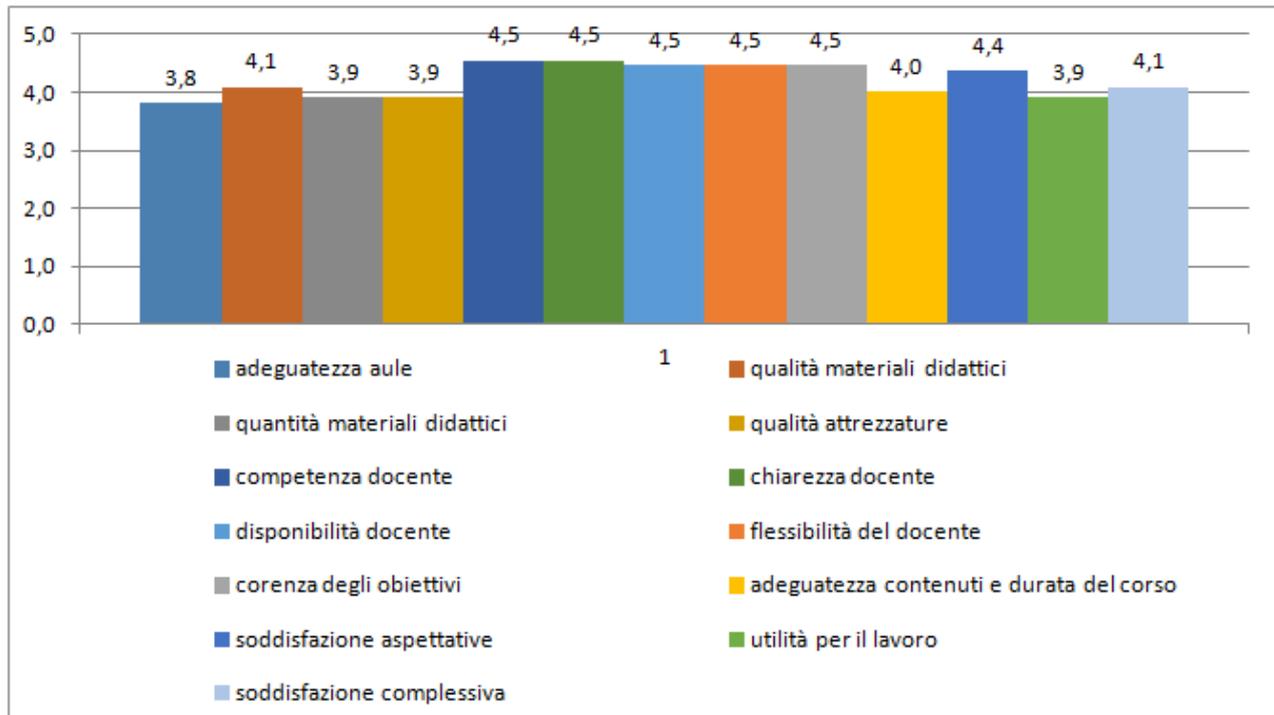
Nicola Lombardelli - E-learning specialist

The use of the MASP platform in taking care of unemployed women

- The MASP project: objectives, actions and results. What impact on services at work.
- The MASP platform to support the process of taking charge: technical information and simulations
- Guidelines for the certification of transversal skills

There were 21 participants, including 3 speakers and 5 partners.

Diagram: “Details about the satisfaction of the course for the operators at Afolmet”



Overall, a good level of overall satisfaction was recorded, with peaks of particular satisfaction regarding the adequacy of the proposed contents as well as the clarity of presentation and the preparation of the teachers. Compared to the latter, satisfaction is at very high thresholds (4.5).

7.2 Training activities for companies carried out in the Milan area by A.P.I. (Association of Small and Medium-sized Enterprises)

A.P.I. works at the service of small and medium-sized enterprises. Founded in 1946, today it has almost 2,000 associated industries with over 38,000 employees, distributed in all production areas from engineering to construction, from chemicals to plastics, from textiles to graphics and the paper-transformation industry.

A crucial support offered by A.P.I. to companies is also to guide them in the development of new organisational models that can boost the growth of the company.

A.P.I. is the only employer association present as a Partner in the MASP Project. The decision to actively participate derives from the Association's wish to make member companies understand the key topics of the MASP Project to help people balance their private lives with work. The MASP Project and the A.P.I. activities wish to raise the awareness of companies on these policies to facilitate their formalisation, to tailor the work-life balance issue to the specific company conditions and make it a tool for all companies beyond the personal appreciation of each entrepreneur. Furthermore, the MASP Project and the experiences gained and presented made it possible to clarify that these are policies that can be initiated not only in large companies, but also in SMEs starting with small steps; they allow, in fact, a change of the cultural paradigm at the base of the working life of the manufacturing sector. The crucial point is to become aware

that some precautions, perhaps already adopted by entrepreneurs in their SMEs informally, represent best practices on work-life balance that can be structured for the benefit of all.

MASP's goal was to help identify a large-scale method, easy to use by SMEs who wish to experiment or implement these measures, to allow workers to flexibly manage their own time, in line with company goals.

To achieve the goal of the MASP Project, an information and training proposal was created which, in addition to the contribution of experts, also allowed the contamination between companies part of the two territories of Milan and Trento. Many Trentino companies accepted the invitation to report on their experience and on the advantages tied to the Family Audit certification.

Module 1: The new HR role: acquiring and retaining talents, the value of MASP.

27 May 2020, 11:00 a.m. – 1:00 p.m. WEBINAR

Framework and opportunity

Giuseppina Corvino, Labour Market Unit, Work and Training Area, Urban Economy and Labour Department of the Municipality of Milan

Alessandra Digianni, Headhunter of the Tempi Moderni employment agency

Elisa Vimercati, Trainer and Head of Research and Development in Life Based Value

Moderator: *Alessandra Pilia*, Head of A.P.I. Communication Service

46 registered; of which 33 registered and attending; of which 16 males and 17 females; including 5 MASP partners and 3 speakers

In addition, there were: 1 A.P.I. moderator/partner body; 2 A.P.I. officers/partner body;

- *overall: 36 overall participants, of which: 17 M and 19 W*

June 4, 2020, 11:00 a.m. - 1:00 p.m. WEBINAR

Comparing experiences

Elena Pellerito, Organisational Development Consultant - Anima Talent Development

Lucia Claus, Deputy Director of the Province Agency for the family, birth rate and youth policies of the Autonomous Province of Trento

Ilaria Fasson, Focus of the A.P.I. Industrial Relations Service

Conclusions: Giuseppina Corvino, Labour Market Unit, Work and Training Area, Urban Economy and Labour Department of the Municipality of Milan

Moderator: Alessandra Pilia, Head of A.P.I. Communication Service

Participation:

51 registered, of which 31 registered and attending; of which 11 males and 20 females; including 3 speakers and 4 partners. In addition, there were: 1 A.P.I. moderator/partner body; 1 speaker from A.P.I./partner body; 1 A.P.I. Officer/Partner Body;

- *34 overall participants, of which M 12 and W 22*

The results on the satisfaction of the participants in the 2 A.P.I. seminars "The new HR role: acquiring and retaining talents, the value of MASP" express a satisfaction equally distributed between good and excellent.

Module 2: Corporate bargaining for organisational well-being, the Masp.

25 June 2020, 11:00 a.m. - 1:00 p.m. WEBINAR

The importance of collective and individual bargaining for the business organisation. Business bargaining in Family Audit: direct testimony of certified companies. A.P.I.'s experience in business support

- Giuseppina Corvino, Labour Market Unit, Labour and Training Area, Urban Economy and Labour Department of the Municipality of Milan

- Francesco Fulgoni, Lawyer of the Raffaelli-Segreti law firm

- Testimonials from Family Audit certified companies with:

- *Claudia Gasperetti, Elettronord Srl*
- *Elena Andreatta, Areaderma Srl*
- *Alessandro Frizzo, Areaderma Srl*

- Enrico Romano, A.P.I. Industrial Relations Officer

Moderator: Alessandra Pilia, Head of A.P.I. Communication Service

Participation: 51 registered, of which 21 registered and attending; of which 4 males and 18 females; 5 partners; 1 speaker

In addition, there were: 1 A.P.I. moderator/partner body; 1 speaker from A.P.I. partner body; 1 A.P.I. Officer/Partner body; 4 non-partner speakers

- *28 overall participants, of which M 6 and W 22*

02 July 2020, 11:00 a.m. - 1:00 p.m. WEBINAR

Corporate bargaining for organisational well-being, the MASP Welfare and bonuses: tax and contribution treatment - Business bargaining in Family Audit: direct testimony of certified companies - Work life-balance tools: the experience of the Life Based Learning method

- *Michele Castellana, Head of the A.P.I. Corporate Tax Service*

- *Testimonials of Family Audit certified companies:*

- *Carlos Velos Dos Santos, CEO of AMORIM CORK ITALIA Spa*
- *Immacolata Califano, company contact person for the WEBPERFORMANCE Srl Audit*
- *Sofia Cipriani, internal contact person of the CTE Spa Audit*

- *Elisa Vimercati, Lifeed research and development manager*

- *Loris Mazzante, Officer of the A.P.I. Industrial Relations Service*

Giuseppina Corvino, Labour Market Unit, Work and Training Area, Urban Economy and Labour Department of the Municipality of Milan

Moderator: Alessandra Pilia, Head of A.P.I. Communication Service

Participation:

59 registered, of which 36 registered and attending; of which 8 males and 28 females; including 4 speakers and 5 partners.

In addition, there were: 1 A.P.I. moderator/partner body; 2 rapporteur A.P.I./partner body; 1 A.P.I. Officer/Partner Body; 1 partner / lead speaker

- *41 overall participants, of which M 10 and W 31*

*The results on the satisfaction of the participants in the 2 A.P.I. seminars **The company bargaining for the organisational well-being of the Masp** is mostly good.*

Module 3: SMEs and the future of work-life balance policies Best Practices and opportunities, the MASP project

21 October 2020, 9:30 am - 1:30 pm WEBINAR

The work-life balance. Opportunity and the MASP project

Roberto Munarin, Director of the Work and Training Area of the Urban Economy and Labour Department - Municipality of Milan

Luciano Malfer, General Manager of the Provincial Agency for the family, birth rate and youth policies of the Autonomous Province of Trento

Luisa Mao, Family Audit Consultant

Ilaria Fasson, A.P.I. Industrial Relations Officer

Elisa Vimercati, Lifed trainer and Research and Development Manager

Giuseppina Corvino, Labour Market Unit, Work and Training Area, Urban Economy and Labour Department of the Municipality of Milan

Stefano Valvason, General Manager of A.P.I., Association of Small and Medium-sized Enterprises

The Testimonials

- *Silvia Maestri, Culture Manager/HR of Stantec S.p.A.*
- *Dario Peroni, HR Employee Life Cycle Management Coordinator of Bayer S.p.A.*
- *Fabrizio Motta, Owner of Motta Impianti S.r.l. A.P.I. associated company*
- *Maria Rita Colombo, Municipality of Marnate (Varese)*
- *Barbara De Boni, Trentino Sviluppo S.p.A.*
- *Corrado Bridi, ITAS Assicurazioni*
- *Camilla Santagiuliana Busellato, President of Risto*

Moderator: Alessandra Pilia, Head of A.P.I. Communication Service

Participation:

76 registered, of which 52 registered and attending, of which 13 males and 39 females; including 12 speakers and 13 partners

In addition, there were: 1 A.P.I. moderator/partner body; 1 speaker from A.P.I./partner body; 1 A.P.I. Officer/Partner Body;

- *55 overall participants, of which M 14 and W 41*

23 OCTOBER 2020, 9:30 am - 1:30 pm WEBINAR

New management models and skills enhancement: MASP research results and best practices

Luciana Ciceri, Vice President of A.P.I.

Daniele Guerzoni, Member of the A.P.I. Board of Directors

Giuseppina Corvino, Labour Market Unit, Work and Training Area, Urban Economy and Labour Department of the Municipality of Milan

Emanuela Donetti, partner of Kopernicana

Alda Fiordelli, Afol Metropolitana

Cristina Morini, BIN Italia Network

Serena Miccolis, Research and Evaluation Officer - AICCON

Flaviano Zandonai, Open innovation manager - CGM Cooperative Group

Stefano Valvason, General Manager of A.P.I.

Loris Mazzante, A.P.I. Industrial Relations Officer

Roberto Munarin, Director of the Work and Training Area of the Urban Economy and Labour Department - Municipality of Milan

Testimonials:

- Giammarco Modi, Consultants

- Ivo Povinelli Trentino Federation of the Pro Locos and their Unpli Trentino Committee Consortia

- Sabrina Frizzi, Madonna di Campiglio Pinzolo Val Rendena Tourist Office

Moderator: Alessandra Pilia, Head of A.P.I. Communication Service

Participation:

80 registered, of which 55 registered and attending, of which 17 males and 38 females; including 10 speakers and 18 partners

In addition, there were: 1 A.P.I. moderator/partner body; 1 speaker from A.P.I. partner institution; 1 A.P.I. Officer/Partner body; 1 non-partner speaker; 1 speaker/leader

- *60 overall participants, of which M 20 and W 40*

*The outcome on the satisfaction level of participants in the 2 seminars organised by A.P.I. **PMI and the future of work-life balance policies Best Practices and opportunities, the MASP project** is basically extremely satisfied.*

The results of the satisfaction questionnaires given during 2020 to participants are summarised below. It should be noted that not all participants replied to the questionnaire.

 **API WEBINAR**

Il nuovo ruolo HR: acquisire e trattenere talenti, il valore di MASP.

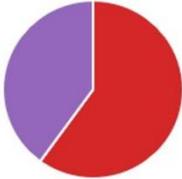
27 MAGGIO e 04 GIUGNO 2020 (dalle 11.00 alle 13.00)
organizzato attraverso la piattaforma MICROSOFT TEAMS

Risposte al questionario: n. 05
Si riportano le domande/risposte più significative

Come valuta il Webinar rispetto alla chiarezza degli argomenti trattati?

[Altri dettagli](#)

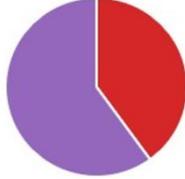
1 - Insufficiente	0
2 - Sufficiente	0
3 - Discreto	0
4 - Buono	3
5 - Ottimo	2



Sono state soddisfatte le sue aspettative?

[Altri dettagli](#)

1 - Insufficiente	0
2 - Sufficiente	0
3 - Discreto	0
4 - Buono	2
5 - Ottimo	3



La contrattazione aziendale per il benessere organizzativo, il MASP.

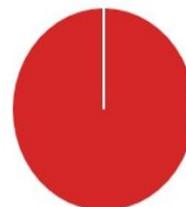
25 GIUGNO e 02 LUGLIO 2020 (dalle 11.00 alle 13.00)
organizzato attraverso la piattaforma MICROSOFT TEAMS

Risposte al questionario: n. 05
Si riportano le domande/risposte più significative

Come valuta il Webinar rispetto alla chiarezza degli argomenti trattati?

[Altri dettagli](#)

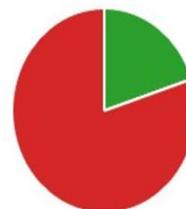
 1 - Insufficiente	0
 2 - Sufficiente	0
 3 - Discreto	0
 4 - Buono	5
 5 - Ottimo	0



Sono state soddisfatte le sue aspettative?

[Altri dettagli](#)

 1 - Insufficiente	0
 2 - Sufficiente	0
 3 - Discreto	1
 4 - Buono	4
 5 - Ottimo	0



PMI e il futuro delle politiche di conciliazione vita- lavoro Best Practices e opportunità, il progetto MASP

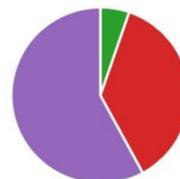
**21 e 23 OTTOBRE 2020 (alle 09.30 alle 13.30)
organizzato attraverso la piattaforma MICROSOFT TEAMS**

**Risposte al questionario: n. 19
Si riportano le domande/risposte più significative**

Come valuta il Webinar rispetto alla chiarezza degli argomenti trattati?

[Altri dettagli](#)

1 - Insufficiente	0
2- Sufficiente	0
3 - Discreto	1
4 - Buono	7
5- Ottimo	11



Sono state soddisfatte le sue aspettative?

[Altri dettagli](#)

1 - Insufficiente	0
2- Sufficiente	0
3 - Discreto	2
4 - Buono	5
5- Ottimo	12

