



OFFICINE
ITALIA

OFFICINA

**Young professionals for the public sector:
a lab for innovation**

SEPTEMBER 2022

WHO WE ARE



OFFICINE
ITALIA

/of·fi·cì·na/

A place where people create and build. A place where people, moved by the same passion of an artisan, craft solutions.

Officine Italia is an **association of young professionals who share** the ambition to **build a more far-sighted country**, guided by the principles of:

- **Social sustainability**, everyone's right to live in a social, economical, and environmental context allowing everyone to express their own individuality in order to generate positive outcomes for the entire collectivity.
- **Talent recognition**, through solutions enabling high-level education opportunities and oriented towards a fair recognition of competencies.
- **Rights and opportunities equality**, protecting the fundamental rights and promoting inclusivity and equal access to opportunities, especially by ensuring access to high-level education to everyone.
- **Civic participation and public entrepreneurship**, holding citizens accountable while developing awareness of their rights and duties, making them public entrepreneurs directly responsible for the well-being of the society.

Our *mission* is to **influence the political debate** and allow **younger generations** to be involved in **the decision-making process** by providing **spaces**, channels, tools and **opportunities** to meet and debate with **today** and **tomorrow's decision-makers**.

WE WANT TO CHANGE THE OUTLOOK OF OUR COUNTRY. WE WANT TO BE A LAB WHERE YOUNG PEOPLE CAN CRAFT TOGETHER CONCRETE PROPOSALS FOR THE FUTURE OF ITALY AND CURRENT YOUNGER GENERATIONS.

MISSION AND APPROACH



Our *mission* is to **transform our country by developing a laboratory for ideas and proposals** for its future, by activating and training today's and tomorrow's decision makers in order to catalyze a positive change of Italy's trajectory as a community and country.



YOU CAN ONLY HAVE IMPACT BY DOING (AND DREAMING)

We are optimistic and dream about a better future, yet we are impact-oriented and bring ideas into action as quickly as possible, test our tools and knowledge and improve them.

We create **transformative experiences**, opportunities to foster **responsibility and agency** in youth and create the conditions to dream and challenge the status quo together.



ACCELERATE AND INTEGRATE COLLABORATION

We leverage collaboration as an operating principle in the design of our methodologies and projects. We are building a **network of people and institutions to develop skills and perspectives** through **processes of collaboration and co-creation** with companies, associations and institutions.



COMMUNITY IS THE ASSET

We have chosen to commit ourselves in creating training and civic participation experiences based on collaboration. The existing contexts, starting from training programmes, are focused on individuals. We believe in the transformative power of a community sharing common values and attitudes, a **transversal community at the service of the country**.

WHAT WE HAVE BEEN WORKING ON

PIANO GIOVANI and STATI GENERAZIONALI

Piano Giovani 2021, a collection of **proposals realized by 90+ associations** in the view of the Italian 2021 Budget Law

STATI
GENERAZIONALI

GREEN & BLUE

Hackathon in collaboration with **Cisco Italy** and Codemotion aiming at finding **technically innovative and sustainable solutions**



YOUNG IS FUTURE

Event powered by **Lombardia Region** to **involve youth** in the definition of a new Manifesto with values and principles linked to the new Regional Youth Law



2020

2021

2022



OFFICINE ITALIA 1.0

3-days **online event** involving more than 1200 young people to identify concrete proposals for **the future of the country**

UNO
NON
BASTA

UNO NON BASTA

Media-driven campaign and petition with 100k+ signatures to raise awareness among political decision-makers about the importance of investing on the future and allocate 10% of the Italian NRRP's financial resources to younger generations



ITALY GOES GREEN

Pre-COP26 event organized in collaboration with Vodafone Italy and Politecnico di Milano to **raise awareness on climate change and to allow young people to formulate transformative questions related to the ecologic transition**

OFFICINA

We designed a more **scalable, effective, and innovative project...**

WHAT NOW

We want to put young people like us in the position to be able to **change the outlook of our country.**

We want them to be able to give their contribution and **have a tangible impact on their present and future.**

We want to develop **new tools** and **skills**, a **big network** of “**dreamers and doers**” with the same vision and **common values.**

We want to build **new channels** and **initiatives** enabling young people to **learn, act and bond** around a **change** that starts **today.**



A FIRST STEP TO START A TRANSFORMATIVE CHANGE FOR OUR COUNTRY.

OUR STARTING POINT

Today, **Public Administration (PA)** is one of the key enablers to change the outlook of our country.

Around us, we see a lot of our **peers aspiring** to a job and a **career** that could bring **a positive impact** on the **country** and their communities.

Despite this, **nobody** among us considered the idea to **start a career** in the **PA** once completed our studies.

Considering the new initiatives and policies launched by the Italian Minister and the Department for the Public Administration, **we are on the right track.**

LET'S START FROM THE PUBLIC ADMINISTRATION.



THE PUBLIC ADMINISTRATION IN ITALY



IT IS NOT ATTRACTIVE

- **Long hiring processes, not competitive salaries, and a stagnant working environment** are the main causes
- **Young people** (under 30) that work in the PA **are less than the 5%** of the total workforce whose average age is 50 years¹



IT IS HARDLY ACCESSIBLE AND NOT FLEXIBLE

- Absence of programs offering a **valuable working experience** or a career development program within the PA with more easily accessible entry channels compared to public tenders
- Absence of the inbound or outbound **flexibility** which is required to cope with new trends in the work environment



IT DOES NOT DEVELOP AND NURTURE TALENTS

- **Unappealing development plans.** The currently poor **digital and project management skills** are the main gap to fill
- Need for a **better and continuous learning program paired with development plans.** Currently training days account for only 1,2 days per year²

**YOUNGER GENERATIONS WANT TO ACTIVELY CONTRIBUTE TO THE CHALLENGES OF THE COUNTRY
BUT 70% OF THEM DOES NOT WANT TO WORK IN THE PA³**



HOW CAN WE BRING **ENERGY AND INNOVATION** WITHIN THE ITALIAN PA?

HOW CAN WE **ATTRACT YOUNGER PEOPLE** IN THE **PUBLIC SECTOR** AND ENABLE THEM TO HAVE A **TANGIBLE IMPACT**?

We devised the **OFFICINA** a, which is at the same time:



innovation lab



hands-on working experience



learning program

Allowing young talents to experience a professional and personal development opportunity within 3 key Ministries acting for the recovery of Italy and the implementation of the National Resilience and Recovery Plan (NRRP).

OFFICINA

OUR FIRST STEP TO START A TRANSFORMATIVE CHANGE FOR OUR COUNTRY.

OVERVIEW

THE OFFICINA: THE KEY ELEMENTS

A **training program** and a **hands-on working experience** to tackle strategic **challenges co-created by the Ministries, Officine Italia** and other key partners

15 young talents with complementary backgrounds (e.g. political sciences, economics, and engineering)

4 months, from October 2022 to January 2023

In a **physical space within Ministries** (Mims, Mite, Mur)

WHAT

WHO

WHEN

WHERE

SELECTION CRITERIA

For all applications received, a set of **minimum requirements** will be evaluated and integrated by any **additional requirement**. Candidates will also be evaluated on the basis of their **motivation** and **abilities**, with a particular emphasis given to their interest in being part of a program innovating the PA and their desire to have a **concrete impact on the country**.



MINIMUM REQUIREMENT REQUIRED

- Italian citizenship
- Italian fluency (C2)
- English proficiency (B2)
- Maximum age: 30 years old
- Bachelor degree or equivalents
- Good knowledge of Excel, Power Point, Word



ADDITIONAL REQUIREMENTS

- Higher education diploma (Master degree, PhD, etc.)
- Previous work experiences
- Any additional language
- Voluntary activities, extra-curricular activities (e.g. community service)
- Experiences abroad



MOTIVATION AND VALUES

- Motivation and desire to innovate the PA
- Proactiveness and willingness to test themselves
- Civic responsibility and desire to concretely impact the country
- Team spirit
- Analytical acumen

WE ARE LOOKING FOR YOUNG TALENTS, ITALIAN FUTURE LEADERS.

SELECTION PROCESS

GROUP ASSESSMENT

Selected candidates will be splitted in teams and evaluated (online) on how they interact among each other while attempting to solve a group challenge (1 hour max).

Candidate invited must submit an essay (600 words max) on public policy and innovation (in italian) no later than 24h before the group assessment.

2ND STEP



1ST STEP

CANDIDATES SCREENING

All candidates affirm to respect the minimum eligible requirements by filling out a form available at Officine Italia website and provide the following:

- Presentation and motivational video (1 min max)
- A slide to present the outcomes of a qualitative/quantitative analysis (in english)

3RD STEP

INDIVIDUAL INTERVIEW

To the selected candidates will be requested to send their CV and they will be invited to an interview based on their experiences (40 min max)

WHAT'S NEW?

1



**TRAINING AND
HANDS-ON WORK
TO TACKLE THE
CHALLENGES THE
COUNTRY IS
FACING**

2



**CHALLENGES
FACED BY
ADOPTING
PROJECT-DESIGN
AND CO-
CREATIONS
PROCESSES**

3



**INVOLVEMENT OF
HETEROGENEOUS
AND
COMPLEMENTARY
TALENTS**

4



**INTENSE AND
TRANSFORMATIVE
EXPERIENCE FOR
FUTURE DECISION-
MAKERS**

5



**THE ITALIAN
NRRP AND "GREAT
RESIGNATION": A
UNIQUE CONTEXT**

WHAT'S NEW? - FOCUS

1



TRAINING AND ON-FIELD WORK TO TACKLE THE CHALLENGES THE COUNTRY IS FACING

We will combine the traditional training with the **on-the-job experience**, with the objective of concretely solving the challenges identified by the ministries and Officine Italia

2



CHALLENGES FACED BY ADOPTING PROJECT-DESIGN AND CO-CREATIONS PROCESSES

We will offer a new way of working based on **design thinking** and **co-creation**, ensuring that any proposed solution is **linked with the concrete needs of the ministries**

3



INVOLVEMENT OF HETEROGENEOUS AND COMPLEMENTARY TALENTS

We will search for young talents with **complementary but specialized management competencies** to **maximize the value added provided** to the professionals already working in the ministries

4



INTENSE AND TRANSFORMATIVE EXPERIENCE FOR ALL FUTURE DECISION-MAKERS

We will draft a program that will allow fellows to develop a **tri-sector athletes mindset** and be able to work in the **private sector** as well as in the **public one** and in a **no-profit context**

5



PNRR E "GREAT RESIGNATION": A PECULIAR CONTEXT

The resources of the **Recovery Fund**, paired with a restored interest of younger generations towards **socially impactful jobs**, contribute to make this a **unique time for change**, also in the PA

MAIN BENEFICIARIES AND VALUE PROPOSITION



MINISTRIES AND GOVERNMENT

Enhance the **disruptive characteristics proper to this government**, launch an innovative and transformative project which will become part of the legacy left to future generations.



MINISTRIES AND PA

Improve the **reputation** of a professional experience in the PA, starting from the training that will be potentially **enriched by the collaboration with the DFP and the SNA**. Give our contribution in **refreshing and innovating the PA** by adding **young talents** who will be able to introduce **innovative solutions to complex problems**.



YOUNG PEOPLE

The chance to **leave a tangible mark on the country**. To take part of a training program where to face the **unique challenges and dynamics of the public sector**, paired with the perspective to participate to public tenders, such as the *SNA corso-concorso*. **Be part of a community** with common and shared values.



THIRD SECTOR AND COMPANIES

To launch a CSR project by participating to a **socially highly impactful program**. Participate in **helping the young fellows** in finding **sustainable solutions** to the country main challenges by putting their own competencies, resources and know-how at their service.

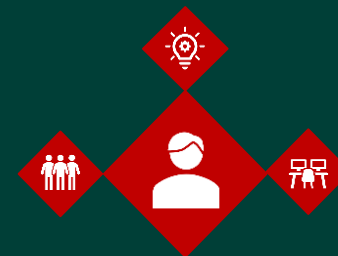
THE TRAINING PROGRAM

THE PROFESSIONALS WE WANT TO DEVELOP

During the first edition of the Officina we want to train **Policy Innovation Analysts**, professionals able to leverage on a strong base of shared values and a toolbox made of hard skills, soft skills, methodologies and attitudes, enabling them to create value not only in the public or private sector, but also in the academic and non-profit world.

We want to train the future Italian leaders, people able to bring the transformative change that our country needs and to improve **individual and collective well-being** through collaboration and co-creation processes.

The Policy Innovation Analysts will be equipped with a **civic entrepreneurship attitude** to create value in the public sector through new ideas and a creative, dynamic and enterprising approach. Likewise, they will be able to **stay at the forefront of new innovations**, to design ground-breaking solutions that can improve the processes and the services in the public sector and beyond, while adopting an **analytical approach** to assess the effectiveness of public policies and solve complex problems through qualitative and quantitative analysis.



POLICY INNOVATION ANALYST

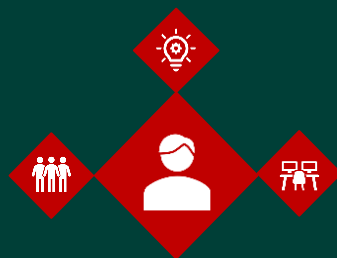
Public Entrepreneurship

Innovation Management

Policy Analysis

OUR GOAL IS TO TRAIN THE FUTURE ITALIAN LEADERS.

THE PROFESSIONAL PROFILE WE WANT TO DEVELOP



POLICY INNOVATION ANALYST



PUBLIC ENTREPRENEURSHIP

To create value in the public sector through new ideas and a creative, dynamic and enterprising approach

+



INNOVATION MANAGEMENT

To manage innovation processes and design new solutions that can improve processes and services in the public sector and beyond

+



POLICY ANALYSIS

To assess the effectiveness of public policies and solve complex problems in the public sector through qualitative and quantitative analyses

THE MODULES OF OUR TRAINING PROGRAMME

HARD SKILLS

- Public Management
- Analysis and evaluation of public policies
- Change management
- Digital transformation and green transition
- Open Innovation in the PA
- Ministry-specific modules

ATTITUDES

- Social sustainability
- Civic entrepreneurship
- Inclusivity
- Creativity
- Curiosity and open-minded
- Empathy
- Teamwork and confidence in others
- Integrity and transparency
- Proactivity and sense of responsibility
- Civic spirit

METHODOLOGIES

- Design thinking
- Systems thinking
- Agile methodologies
- Impact evaluation
- Platform Thinking
- Stakeholder engagement
- System mapping
- Foresight e backcasting

SOFT SKILLS

- Communication and networking
- Transformative, empathic and collaborative leadership
- Public speaking and storytelling
- Team building e conflict management
- Flexibility
- Out-of-the-box approach
- Collaboration and engagement
- Critical and creative thinking

TRAINING BEFORE AND DURING THE PROGRAM

Launch event

Results showcase and closing of the first edition



September

October

December

HARD SKILLS

(common to all fellows + ministry-specific dedicated sessions)

INNOVATION PILLS

(ministry-specific dedicated sessions)

METHODOLOGY

(common to all fellows)

SOFT SKILLS

(common to all fellows)

ATTITUDES

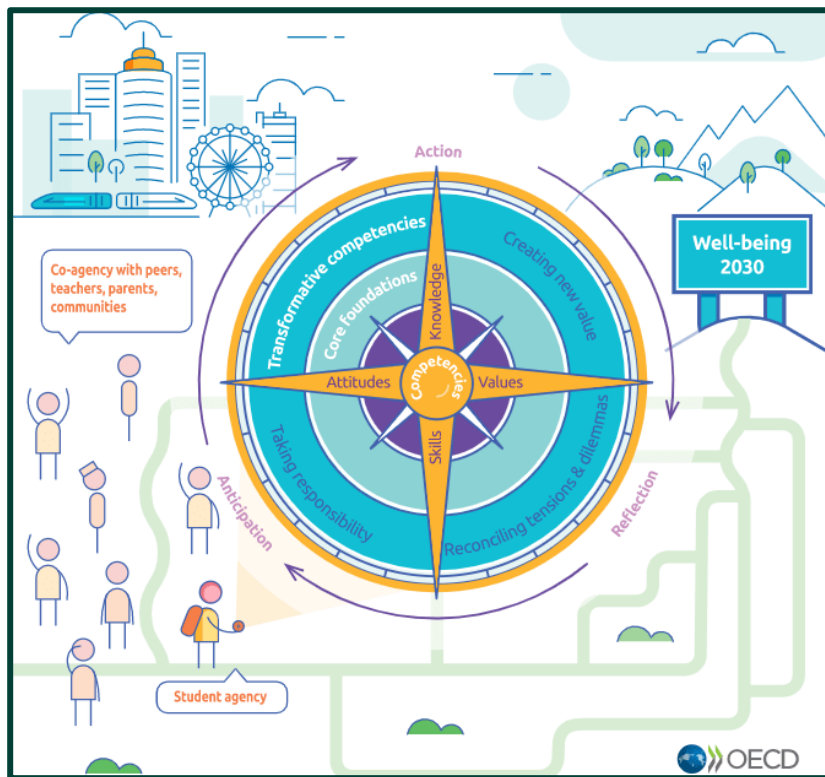
(common to all fellows)



Our training programme is inspired by the **OECD Learning Compass 2030** framework, a cutting-edge learning plan developed within the context of the OECD project **Future of Education and Skills 2030**. The **OECD Learning Compass 2030** aims at defining a learning journey able to train young talents and allow them to reach their individual and collective well-being by embracing the multi-dimensional definition of sustainable well-being based on the integrated framework of the Sustainable Development Goals of the UN 2030 Agenda.



THE OECD LEARNING COMPASS 2030



The OECD Learning Compass 2030 is a learning scheme that has been developed within the scope of the OECD project **Future of Education and Skills 2030**. The aim was to reflect on the new **educational challenges and needs** of such a rapidly-evolving world in order to develop flexible analytical-based curriculum, where technical know-how, horizontal skills and solid values can all contribute to **guide and prepare young talents to become future leaders**.

Therefore, the **OECD Learning Compass 2030** can be considered as a compass to steer the future of education and to provide younger generations with the right learning tools to move towards a future where **personal accomplishment is paired with the pursuit of a collective well-being**.

THE OECD LEARNING COMPASS 2030

WHY OUR LEARNING FRAMEWORK IS INSPIRED BY THE OECD LEARNING COMPASS 2030



ALIGNMENT ON OBJECTIVES AND VALUES

The final objective of the OECD Learning Compass 2030 scheme and methodology is the **achievement of individual and collective well-being**. This is particularly **aligned with** the **values of Officine Italia: social sustainability, civic participation and public entrepreneurship** are the values that will inspire our training programme, as we want to transform the young participants into the leaders of tomorrow, transformative change makers able to use their skills for the common good and the well-being of the community.



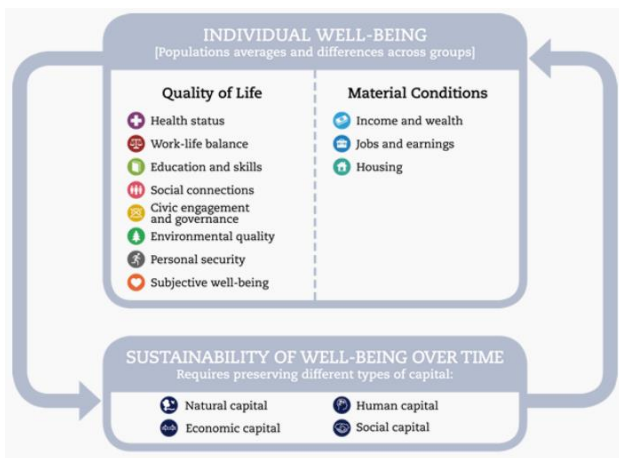
PROVEN METHODOLOGIES AND STRONG REPUTATION

The adoption of a «learning framework» inspired by the OECD Learning Compass 2030 guarantees a **sounded reliability to the training program**, and it would allow us to have a **precise reference scheme to define objectives and training modules**. Through the potential partnership with the OECD, Officine Italia would have the possibility to define some elements of the training program together with OECD analysts and experts. The OECD has published several position papers, materials and information videos to explain the objectives and elements of the OECD Learning Compass 2030: this would allow us to adopt an approach that starts from **timely analysis and reflections on future educational challenges**, already defined and presented exhaustively in all its elements, recognizable and globally well-known.

THE OECD LEARNING COMPASS 2030

ALIGNMENT WITH OBJECTIVES AND VALUES: INDIVIDUAL AND COLLECTIVE WELL-BEING

Our training programme is inspired by the OECD Learning Compass 2030 framework, whose aim is defining a learning journey able to train young talents and allow them to reach their **individual and collective well-being** by embracing the multi-dimensional and **integrated framework of the Sustainable Development Goals of the UN 2030 Agenda**.

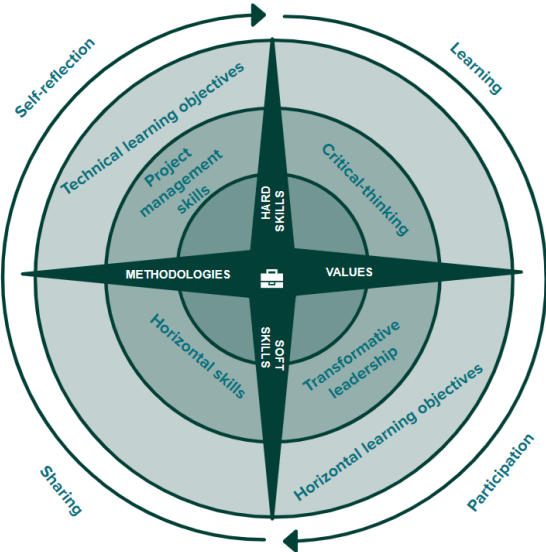
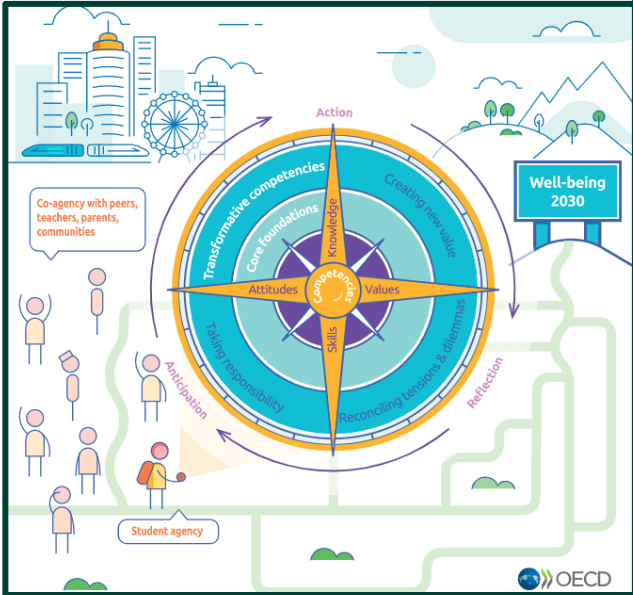


OECD framework for measuring well-being and progress



Sustainable Development Goals of the United Nations 2030 Agenda

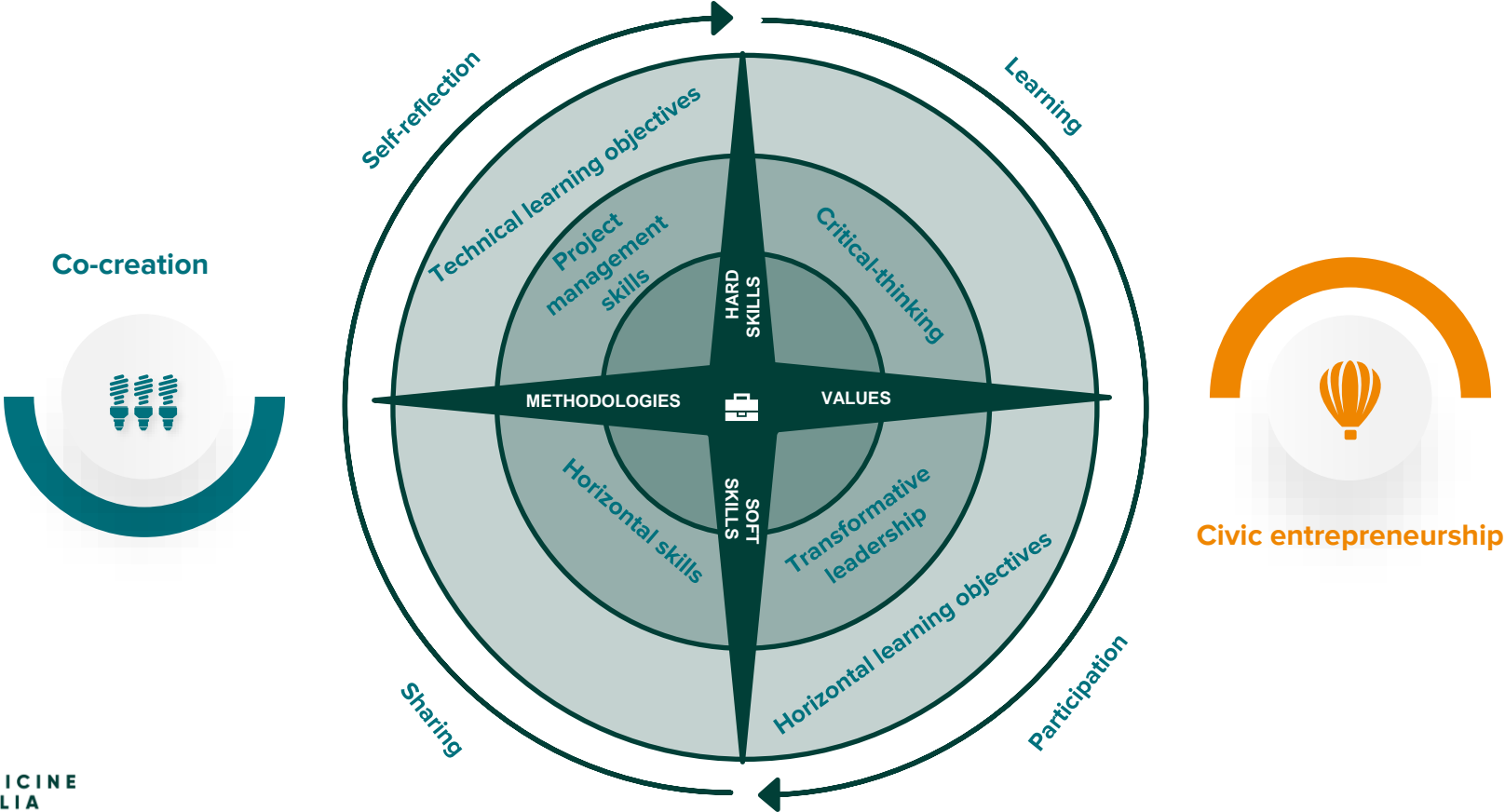
OFFICINA LEARNING FRAMEWORK *inspired by the OECD learning compass*



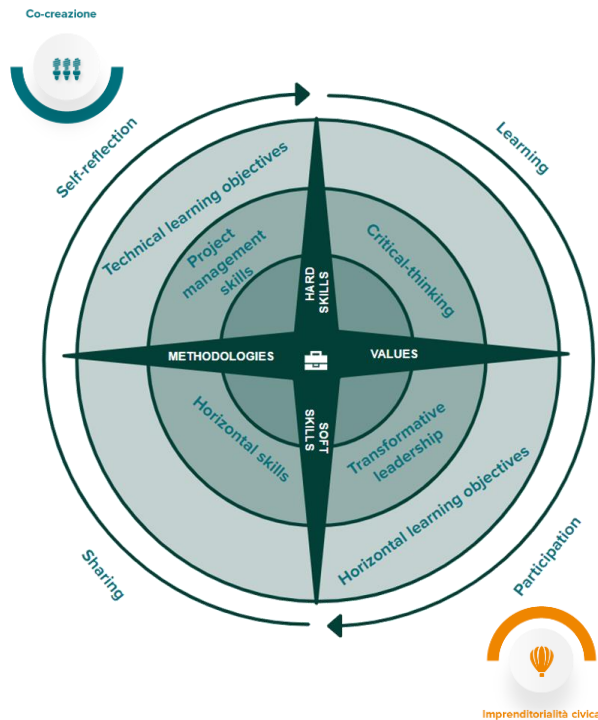
Civic entrepreneurship

OFFICINA LEARNING FRAMEWORK
A compass for young talents and future leaders

OFFICINA LEARNING FRAMEWORK *inspired by the OECD learning compass*







TRAINING: THE OVERALL FRAMEWORK

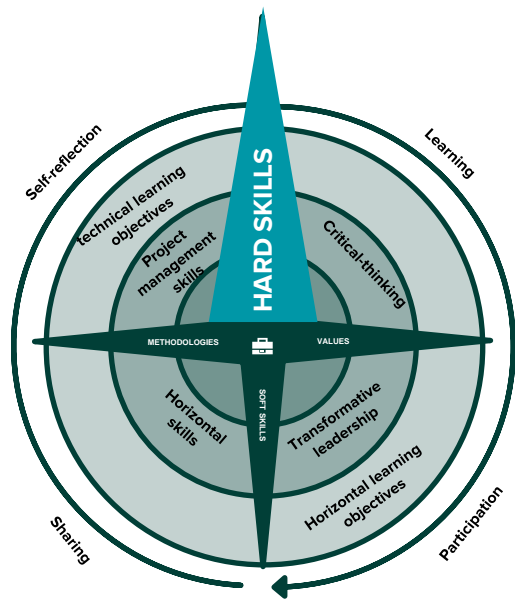


POLICY INNOVATION ANALYST

Public Entrepreneurship
Innovation Management
Policy Analysis

-  **Academia**
-  **Private**
-  **Public**
-  **No-profit**

THE MODULES OF OUR TRAINING PROGRAMME



HARD SKILLS

- Public Management
- Analysis and evaluation of public policies
- Change management
- Digital transformation and green transition
- Open Innovation in the PA
- Ministry-specific modules (see Appendix)

INNOVATION PILLS

- Brief presentations on the projects and the innovations implemented within the ministries, involving not only the Policy Innovation Analyst, but also young employees of the ministry staff.



TRAINING METHODS AND ACTIVITIES

IN-CLASS LECTURES

LECTIO MAGISTRALIS

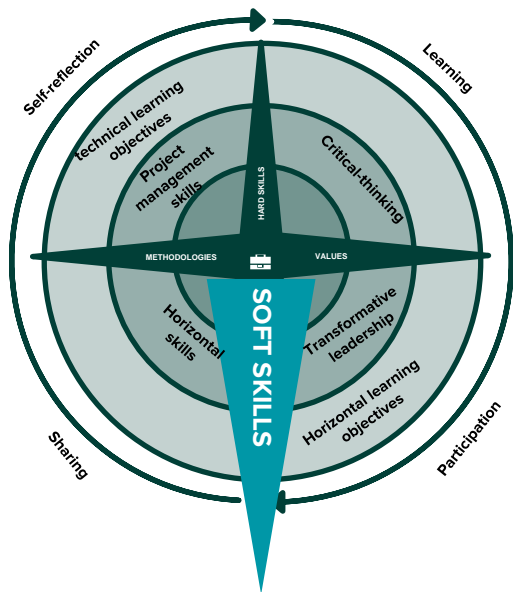
TALK / PANEL

CONVENTIONS/CONFERENCES

CASE STUDY



THE MODULES OF OUR TRAINING PROGRAMME



SOFT SKILLS

- Communication and networking
- Transformative, empathic and collaborative leadership
- Public speaking and storytelling
- Team building e conflict management
- Flexibility
- Out-of-the-box approach
- Collaboration and engagement
- Critical and creative thinking



TRAINING METHODS AND ACTIVITIES

ROLE PLAYING

OUTDOOR TRAINING

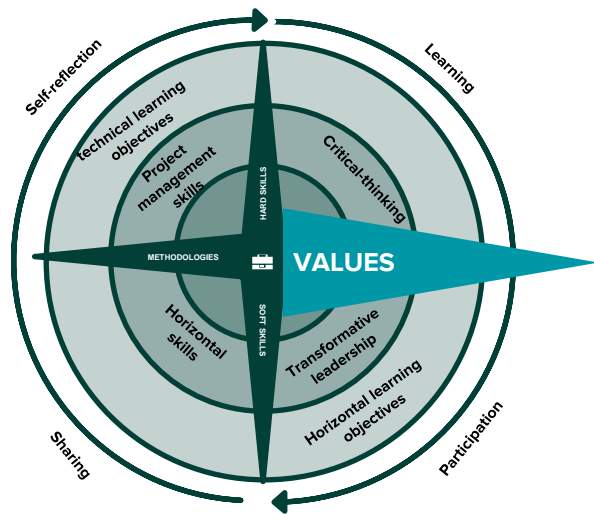
TALK / PANEL

TEAM BUILDING SESSIONS

CASE STUDY



THE MODULES OF OUR TRAINING PROGRAMME



ATTITUDES

- Social sustainability
- Civic entrepreneurship
- Inclusivity
- Creativity
- Curiosity and open-minded approach
- Empathy
- Talent valorization
- Teamwork and confidence in others
- Integrity and transparency
- Proactivity and sense of responsibility
- Civic spirit



TRAINING METHODS AND ACTIVITIES

ROLE PLAYING

OUTDOOR TRAINING

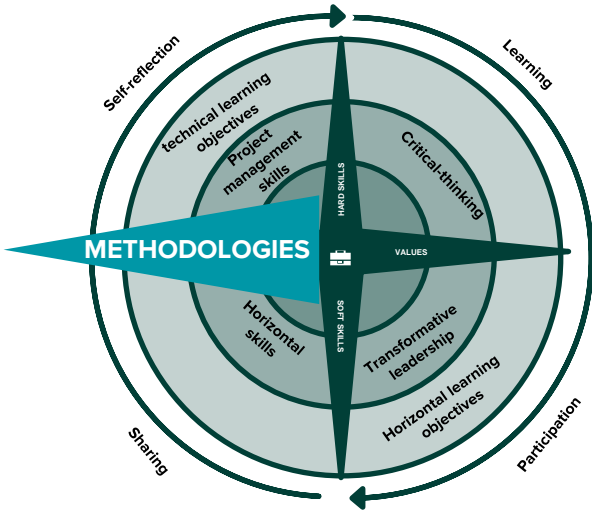
SHARED EXPERIENCES

TEAM BUILDING SESSIONS

VISITS



THE MODULES OF OUR TRAINING PROGRAMME



METHODOLOGIES

- Design thinking
- Systems thinking
- Agile methodologies
- Impact evaluation
- Platform Thinking
- Stakeholder engagement
- System mapping
- Foresight e backcasting



TRAINING METHODS AND ACTIVITIES

IN-CLASS LECTURES

CASE STUDY



IMPACT ASSESSMENT

Through l'Officina, we want to **value and invest in the human capital represented by younger generations**, bringing new resources within the PA which we recognize as a key driving force for the recovery of the country. We are working to launch a pilot that will be easily scalable in the future but that is at the same time able to guarantee a concrete and measurable impact on the cultural, economic and social development of the country already from its first edition.

EVALUATION MODEL

- In order to monitor the achievement of our objectives, we built an evaluation model based on our main **Key Performance Indicators (KPI)**
- The evaluation model includes KPIs related to the three different areas of the project, whose outputs will be mutually influenced: **the fellows, the PA** and **the Society/Country**



AREAS OF KPIs MEASUREMENT

WHEN AND HOW KPIs WILL BE MEASURED:

- Survey ex ante (for the fellows and the mentors in the PA)
- Qualitative midway focus group (with the fellows and the mentors in the PA)
- Survey ex post (for the fellows and the mentors in the PA)
- Survey ex post one year later (for fellows)

WE ARE LOOKING FOR A CONCRETE, MEASURABLE AND SCALABLE IMPACT

IMPACT ASSESSMENT

IMPACT ASSESSMENT

Non-exhaustive overview



Fellows

General KPIs

- # application received
- # selected candidates
- Demographic data (age, sex, background, etc.)
- Background (academic and work experiences, hobbies, interests, etc.)
- Parents level of education

Ex-ante and ex-post surveys

- Perceived attractiveness and awareness of the PA
- Auto-evaluation on skills learned, values experienced and degree of empowerment and impact on the country, cultural experiences
- Occupation (country, sector, position, contract type, salary, etc.)
- Post-program plans (work-related, academic)
- Network perceived value

Mid-term survey (1 year later)

- Occupation (country, sector, position, contract type, salary, etc.)
- Perceived attractiveness of the PA
- Post-program academic and work experiences with a concrete impact on the country
- Auto-evaluation of the degree of empowerment and impact on the country
- Network perceived value



Ministries / Public Administration

General KPIs

- # Ministries
- # mentors within the PA
- # projects and assignment
- Public expenditure allocated to l'Officina

Ex-ante and ex-post surveys

- Value and repeatability of the project
- Employability of the participants
- Relevancy of l'Officina for new young hirings in the PA
- Spill-over and employment of fellows in other public structures

Mid-term survey (1 year later)

- Fellows employability after 1 year
- Relevancy of l'Officina for new young hirings in the PA after 1 year
- Value of the solutions provided by the fellows and relevancy compared to the initial challenge/task



Society/Country

KPIs based on the Sustainable and Development Goals within the UN Agenda for 2030

Main



Quality education



Decent work and economic growth

Ministry-specific
(explanatory)



Industry, innovation and infrastructure

Secondary



Gender equality



Reduced inequalities



Sustainable cities and communities



Partnerships for the goals



Peace, justice and strong institutions



Affordable and clean energy

WHY NOW



The country is now slowly **recovering** after the **sanitary emergency**



We are now tackling the **economic** and **social challenges** worsened by the pandemic



We now have a unique **opportunity for change** leveraging the **Recovering Plan** (PNRR)



**WE ARE LIVING
A CRUCIAL
MOMENT**

THIS IS THE TIME TO ACT. IF NOT NOW, WHEN?



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