



C.L.A.I.M.

Artificial Intelligence for Competences and Learning

Project Code: 2023-1-IT01-KA220-VET-000156965



DRAFT ANALYSIS MODEL



Co-funded by
the European Union

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INTRODUCTION TO THE CLAIM PROJECT

The CLAIM project was born as a concrete and structured response to the growing need of European Small and Medium Enterprises (SMEs) to address the profound transformations imposed by the digital and green transitions. These changes today represent a strategic priority to ensure the economic, social and environmental sustainability of companies, especially in a context characterized by rapid technological evolution, new regulations and increasingly fierce international competition.

According to projections by the World Economic Forum (Future of Jobs Report 2023), by 2027, over 23% of current jobs will undergo substantial changes, with the creation of 69 million new positions and the disappearance of 83 million traditional roles, resulting in an estimated net loss of 14 million jobs. These data underline the urgency of a radical change in the organizational, production and training models of SMEs, which will have to respond to unprecedented challenges.

SMEs are the backbone of the European economy and represent over 99% of businesses in strategic countries such as Italy, Spain, Poland, Greece, Bulgaria and Slovenia.

However, their inherent structural and organizational fragility (Lim et al., 2020; Psychogios et al., 2019) exacerbates the risks associated with delays in transformation processes, threatening the ability of these firms to survive and thrive in an ever-changing economic context.

The need for adaptation is not only technological, but also involves a profound cultural and methodological change, aimed at promoting new forms of organizational learning, change management and integration of digital and sustainable skills.

The dual digital and green transition requires not only an update of technological infrastructures and a reconfiguration of operational processes, but also a profound rethinking of the skills needed to face an increasingly dynamic, interconnected and sustainable global market.

Many SMEs suffer from structural deficiencies in terms of digital and management skills.

The World Economic Forum highlights that by 2025, 44% of the global workforce will require significant training to adapt to technological changes.

SMEs can exploit the digital and green transition as an opportunity for growth and innovation.

Investing in digital technologies and eco-friendly solutions allows them to improve resource management and optimize productivity, while reducing operating costs.

Internet of Things (IoT) and artificial intelligence (AI)-based systems can automate processes, reduce waste, and increase the quality of products and services.

Companies capable of innovating and adopting sustainable models can attract new market segments and respond to the needs of consumers and stakeholders who are increasingly sensitive to sustainability issues. Furthermore, by investing in sustainability and digitalization, SMEs see their ability to attract qualified talents grow, creating modern and stimulating work environments.

The CLAIM project is structured as a strategic tool to support SMEs in adapting to the new needs of the global market.

Thanks to an integrated and innovative approach, the project aims to:

- Facilitate the adoption of advanced digital technologies that improve the efficiency and sustainability of business processes.
- Promote the development of digital, sustainable and entrepreneurial skills among workers, ensuring that SMEs have the necessary know-how to face future challenges.
- Support the creation of new organizational and production models that integrate principles of sustainability and digitalization.
- Providing tools to improve operational flexibility and increase the resilience of SMEs.
- Promote the sharing of best practices and accelerate innovation.

The CLAIM project is not only a response to current challenges, but also a strategic vision for the future of European SMEs. With a focus on innovation, training and sustainability, CLAIM aims to turn challenges into opportunities, strengthening competitiveness and ensuring resilient and sustainable economic growth.

THE METHODOLOGICAL CONTEXT AND THE APPROACH OF CLAIM

To address these challenges, CLAIM has taken as a methodological reference the “Conf4People” model of CONFORM Scarl, one of the project partners, together with the related “TaiLENT” platform, also provided by CONFORM Scarl to allow partners to use the related tools, once linguistically adapted, to test and apply the solutions developed by the CLAIM project, which aims to promote an approach based on the synergy between professional training, technological innovation and continuous learning strategies.

Embracing the founding principles of the “Conf4People” model, the methodological approach adopted by the CLAIM project is based on the following three fundamental pillars:

1. Bridging the skills gap

The project intends to address the challenge of misalignment between the skills required by new technologies and those offered by traditional training systems, promoting the adoption of personalized training paths, with the adoption of an approach based on the analysis of the specific needs of SMEs, in order to identify the key skills needed to address the digital, green and entrepreneurial transition. Through the design and delivery of flexible training solutions, enriched by continuous assessment practices and tools, SMEs will be able to constantly adapt to market changes and allow their employees to acquire skills that can be immediately used in their production contexts.

2. Promote experiential learning

The CLAIM project places experiential learning at the heart of its training strategy, based on pedagogical principles that favor the direct involvement of participants, transforming them from passive subjects to active protagonists of the training process.

This approach:

- It is based on an active and participatory teaching model, which adopts innovative methodologies such as:
 - Problem-Based Learning (PBL):
 - student-centered, who learns by solving complex and challenging problems.
 - able to stimulate autonomy, critical thinking and the ability to research, analyse and decide.
 - with practical applications that include business project management, strategic business planning and case study resolution related to digital and green transformation.
 - Project-Based Learning, which allows you to:
 - have participants collaborate in multidisciplinary teams to develop practical solutions.
 - prepare participants to manage real projects, improving leadership and time management skills.
 - Learning by Doing, which through:
 - hands-on experiences and interactive simulations allow participants to learn by doing, consolidating theoretical knowledge through concrete application.
- It is supported by interactive digital tools, collaborative platforms and virtual environments that simulate complex operating conditions, allowing to reproduce business dynamics, test strategic decisions and evaluate future scenarios, creating a training ecosystem that favors the direct experimentation of solutions.

In particular, encouraging the adoption of experiential learning means:

- develop practical and transversal skills through:
 - solving real-world problems, to enable participants to learn how to apply their knowledge in complex and realistic situations;
 - improving critical analysis, problem-solving and decision-making skills;
 - the simulation of corporate crisis management or environmental sustainability projects, to safely test decision-making and organizational skills.
- promote collaboration and teamwork through:
 - group activities and collaborative simulations to encourage the exchange of ideas, negotiation and conflict management, essential for teamwork.

- the use of digital platforms to encourage co-creation and sharing of solutions, developing communication skills and coordination capacity.
- the simulation of planning and management of digital marketing campaigns or circular economy models
- stimulate innovation and adaptability through:
 - the use of dynamic and challenging scenarios, capable of stimulating creativity and innovative thinking, encouraging participants to experiment with new ideas and strategies.
 - simulation-based learning to test different hypotheses and adapt quickly to changes, developing a flexible and continuous improvement-oriented mindset.
 - the use of immersive technologies, such as virtual reality (VR) and augmented reality (AR), which allow the exploration of complex and multidimensional scenarios.

3. Supporting digital and green transformation and promoting entrepreneurship

The CLAIM project aims to both support digital and green transformation and promote the consolidation of knowledge, skills and entrepreneurial attitudes.

This process aims to translate ideas and opportunities into tangible value, both social and cultural, as well as economic and financial. This approach is aligned with the key principles of the European frameworks DigComp, GreenComp and EntreComp, which provide strategic guidelines for the development of skills required in a rapidly changing economy.

In particular:

- The DigComp framework defines a reference model for essential digital skills, to foster innovation in business and organizational processes, enabling SMEs to use tools capable of:
 - identify, evaluate, organize and share digital information to monitor market trends and improve your sales strategies.
 - improve internal and external communication.
 - develop multimedia content to promote products and services
 - take measures to protect sensitive data and ensure cybersecurity
 - address critical issues through the use of advanced digital software and tools, such as ERP or CRM.

The application of the DigComp framework enables SMEs to increase productivity, improve operational efficiency and adapt to technological innovations, promoting sustainable and resilient growth.

- The GreenComp framework focuses on skills for environmental sustainability and the promotion of green practices, enabling SMEs to know how to:
 - understand global ecological challenges, such as climate change, and recognize the impact of manufacturing activities on the environment.
 - understand the interconnections between natural and economic ecosystems to develop integrated sustainable solutions that reduce waste and promote recycling.
 - promote proactive attitudes towards sustainability, such as the use of renewable energy.
 - promote the development of environmentally friendly products and services, encouraging the design of innovative solutions that have a positive impact on the environment, such as the use of biodegradable materials.

The application of the GreenComp framework enables SMEs to contribute to the creation of the circular economy and to the protection of the environment.

- The EntreComp framework supports the development of entrepreneurial skills, which are essential to transform ideas into concrete actions and create economic and social value.

Applying the framework allows you to:

- identify market needs and trends to develop innovative ideas, with the adoption of eco-sustainable solutions and the launch of new sustainable products.
- plan and manage tangible and intangible resources, with the creation of lean business models to optimize costs and processes.
- demonstrate leadership and adaptability, taking calculated risks and making strategic decisions

based on data and market analysis.

The application of the EntreComp framework helps SMEs develop resilience and agility, enabling them to navigate complex and competitive environments and transform challenges into growth opportunities.

The main objective of the project is therefore:

1. **create a dynamic and adaptable training ecosystem**, capable of responding rapidly to market needs and supporting SMEs in managing change, in line with what is indicated by the OECD (2017) and the EU Competitiveness Report 2020 to ensure that the skills provided are relevant and up to date, through:
 - the development of modular and adaptable training programs, customizable according to the specific needs of SMEs and different industrial sectors.
 - implementing continuous monitoring systems to rapidly identify new skills requirements, integrating updated content and emerging methodologies.
2. **promote the adoption of innovative training methodologies for the upskilling and reskilling of workers' skills**, capable of:
 - support SMEs in adopting advanced technologies, such as artificial intelligence, robotics and automation.
 - orient training courses towards sustainable resource management, the circular economy and ecological transition.
 - strengthen transversal skills, such as critical thinking, digital communication and problem solving skills, which are essential for dealing with complex and changing contexts.
3. **encourage transnational collaboration**, promoting:
 - the creation of international cooperation networks with training bodies, universities and institutions to promote the sharing of experiences, methodologies and innovations.
 - the implementation of pilot projects in different cultural and productive contexts to test and validate training methodologies.
 - the development of knowledge sharing platforms to facilitate the exchange of ideas and solutions among European SMEs.
4. **create monitoring and evaluation tools based on:**
 - Key Performance Indicators (KPIs), with the definition of quantitative and qualitative metrics to evaluate the effectiveness of training activities and their impact on SMEs.
 - Data collection and predictive analytics tools to measure progress and identify areas for improvement.
 - Feedback mechanisms that can continuously adapt training programs to emerging needs.

THE “CONF4PEOPLE” MODEL AND THE “TAILENT” PLATFORM

As previously described, the “CLAIM” model is based on the “Conf4People” methodological model of CONFORM Scarl, one of the project partners, which also made available to the partnership some tools from its “TaiLENT” platform, an advanced AI-based People Management system for competitiveness and organizational growth.

The “Conf4People” model and some tools of the related “TaiLENT” platform were shared with the partners during the first transnational meeting to kick off the work, to understand and share the transferability and applicability of the methodological logics and the related operating methods of the platform to support the achievement of the objectives of the CLAIM project.

The first phase of the project, dedicated to the development of the CLAIM model, its areas of application and the operational tools to be developed and/or adopted, was characterized by the activity carried out by CONFORM to transfer its methodological model to the partners, taken as a point of reference for the project, in order to evaluate and share its applicability to the different national contexts of reference of the partnership, taking into account the common objective defined in the design and presentation phase of the project proposal to offer HR function operators of small and medium-sized enterprises, as well as

analysts/designers of the Agencies for professional training and/or employment services, the possibility of monitoring the possession and exercise of the desired skills for both new hires and for existing staff, providing targeted and personalized training responses in relation to the skills gaps identified, in response to future developments in the business context and the related reference market.

But what does the CONFORM Scarl “Conf4People” methodological model consist of?

It is an advanced People Management system, based on cutting-edge Artificial Intelligence solutions, capable of accurately analyzing the needs, expectations and potential, both manifest and latent, of individuals and organizations, offering personalized support that can not only improve the competitiveness of workers on the labor market, but also guarantee companies easier access to highly qualified and constantly updated profiles.

The primary objective is to provide personalized and targeted training responses, supported by recommendation systems, capable of adapting to the specific needs of the work context, no longer and not only limited to today's learning priorities and urgencies, but above all prospectively oriented to future evolutions of the business and market context.

Main features of the CONFORM People Management system

To understand how some of the founding aspects of the “Conf4People” model have been received and adapted to the specific needs of the CLAIM partnership, the main characteristics of the CONFORM People Management system are illustrated below, namely:

- **Artificial intelligence programming skills.**

The “Conf4People” model uses artificial intelligence solutions to classify workers’ skills in a format that is easily interpretable both by companies, which need to update their employees’ skills and select new resources with knowledge and skills suited to their organizational needs, and by individuals who can thus constantly update their professional profile, guided by the system that provides advice on how to improve skills already acquired and/or how to develop new ones.

- **Interactive conversational avatar.**

One of the innovative elements of the “Conf4People” model is the integration with an interactive conversational avatar, based on LLM artificial intelligence systems, which acts as a virtual expert on skills and the labor market, supporting a wide range of activities, from active job search to skills implementation, up to their validation and certification. The avatar is able to interact with users in a natural and intuitive way, in compliance with the GDPR, adopting advanced security policies for data protection.

The Avatar also offers the user the ability to independently book, modify or cancel their appointments. This service, especially valid for employment services, is based on a booking system that constantly monitors the progress of customer requests, automatically sending an email to the labor market operator and the user every time an appointment is scheduled, modified or cancelled.

- **Integration with national, regional and European descriptor systems**

The methodological model is based on the connection with the main national, regional and European descriptive systems, a condition that allows to guarantee that the experiences gained by each worker can be capitalized and valorized, thus ensuring, on the one hand, greater transparency and recognizability of skills in the labor market and, on the other, also facilitating any processes of relocation or professional transition.

- **Profile transparency for the job market**

CONFORM's People Management system, thanks to the use of advanced artificial intelligence solutions, assists workers in making their professional profile perfectly consistent with the operational structures and expected results defined in Italy by INAPP.

The developed methodology, based on skills, is used to guide the worker in defining a clear and structured profile, capable of responding to the specific needs of the labor market. This allows to capitalize on the skills possessed, highlighting the strengths and identifying any areas for improvement.

Thanks to the developed tools, an integral part of the “Conf4People” model, users will be able to prepare an evidence dossier, preparing the documentation necessary for the validation and certification process, thus facilitating the work of accredited Italian bodies, with a significant reduction in time and an increase in precision in the assessment of skills.

▪ **Transfer and change of sector**

Through its tools, the model allows you to analyze complex data sets, including existing skill profiles, personal characteristics and career aspirations, to identify opportunities for relocation into new sectors or job profiles. This functionality provides a picture of the worker's capabilities and recommends possible training or retraining paths to fill any skills gaps.

CONFORM's AI-Based “TaiLENT” platform

The founding element of the “Conf4People” methodological model for the management of an advanced People Management system is the connected AI-Based “TaiLENT” platform.

Using an innovative mix of technologies, the “TaiLENT” platform by CONFORM Scarl allows the processing of information collected through Self-Assessment, interviews and discussions to provide an assessment of the level of possession of the skills being analyzed, generating one or more personalized recommendations, both profile and training, to help users fill any gaps identified and promote their professional development.

The platform and the adopted artificial intelligence solutions allow the implementation of the model, ensuring effective and efficient management of human resources, being able to support HR managers of an organization (companies, especially small and medium-sized ones, public bodies, universities, training agencies, employment agencies, consulting firms, etc.) in the activities of:

- **recruitment**, allowing you to attract, identify, engage and retain talent, to generate and maintain a competitive advantage over time. The platform facilitates advanced matching between candidate requirements and qualifications through a detailed analysis of CVs, to identify those who best meet the technical needs of the role and who best align culturally and motivationally with the organization's vision.
- **onboarding**, promoting the provision of specific and personalized development training courses, to be delivered to newly hired resources in line with their expectations, potential and ambitions, designed to accelerate cultural and organizational integration, thus increasing their productivity and initial commitment
- **upskilling/reskilling**, to address obsolescence and the risk of exit from the labor market of employees in the workforce, consolidating/developing their skills, proposing customized training solutions, which also adapt to new market needs and technological changes.

In particular, the “TaiLENT” Platform allows you to:

1. **Evaluating a CV:** This service allows the user to better understand the aspirations and professional objectives that he/she wishes to achieve in relation to the elements characterising a specific professional profile (such as those described for Italy by the INAPP professions portal), or personalised based on the specific needs expressed by an organisation or foreseen by a project approved and financed within the framework of a Community, national, regional and/or local Programme/Notice/Call. Once the person has uploaded the PDF file of their CV, in non-scanned Europass format, and has chosen the professional profile of their interest, the system starts analysis, supported by generative AI, extracting all the key information about the user's skills to compare them with those required by the reference professional profile. Generative AI will use a weighting system to calculate the final score, which will represent the percentage of correspondence with the desired profile. The system will generate a detailed evaluation report, which will provide a summary of the overall score achieved and detailed comments on strengths and areas for improvement.
2. **Collect and process data through:**
 - **Self Assessment:** the data collected through the Self-Assessments created to self-evaluate one or more skills under investigation, using the credits acquired by the organization to which the user

belongs or made available for the implementation of the activities envisaged by regional, national or community projects, are processed by the ML algorithm to calculate the score to be attributed on the basis of the results that emerge at the end of the test carried out;

- **Interview/interview:** the data collected through video analysis, for the evaluation of sentiment and emotion, and the transcription of speech into text, are processed by both the ML algorithm and generative artificial intelligence to define the level of control (low, intermediate, advanced, highly specialized) of the individual behavioral skills analyzed.

The analysis of the texts transcribed from the user's speech for each answer provided during the interview/conversation, carried out through the advanced use of generative artificial intelligence, allows to provide a personalized recommendation tailored to the user's needs.

3. Evaluate skills

Based on the data collected during the interactions, an in-depth assessment is performed of the individual elements of the skill, as demonstrated by the user, both in terms of technical knowledge and soft skills. The results are then aggregated to provide a complete view of the skill, facilitating informed and targeted decisions.

4. Provide reports and feedback to the user

At the end of the assessment process, the user is provided with a detailed report via the web interface. This report includes a complete analysis of the level of possession of each skill and related personalized training recommendations with a view to consolidating and/or further professional development of the individual.

5. Generate training recommendations

After the analysis, personalized training recommendations are generated.

TaiLENT's recommendation system helps to fill the identified gaps:

a) recommending the use of:

- both self-learning content provided in e-learning mode in various formats, including video clips, branching narrative scenarios, simulations, edu-games, podcasts, educational web series, documentary films, short films and animated films. This content is available on CONFIRM or third-party e-learning platforms, both free of charge and for a fee made available in e-learning mode in various formats, including video clips, branching narrative scenarios, simulations, edu-games, podcasts, educational web series, documentary films, short films and animated films. This content is available on CONFIRM or third-party e-learning platforms, both free of charge and for a fee.
- both in-depth materials researched online, such as MOOCs, blogs, videos and scientific readings, catalogued and distinguished by thematic areas, to improve and/or increase people's skills in relation to the identified gap.

b) allow expert personnel of a company or public body to evaluate the possibility of promoting and delivering ad hoc training courses, with the possible support of training agencies and/or consultancy firms, delivered in the classroom and/or in experiential ways, as well as coaching activities, project work and any other solution based on innovative teaching methodologies.

6. Track progress over time

The system allows the user to repeat assessments at regular intervals to monitor progress over time. Each new iteration allows you to identify the development of skills and, therefore, the effectiveness of training recommendations. This continuous updating feature allows you to align training solutions with the user's personal or professional goals, while also allowing for personalized changes to ensure that the user is constantly progressing in the learning process.

7. Making skills transparent

The "Skills Transparency" service is based on an avatar-guided interview, designed to codify and make transparent the user's professional skills.

The aim is to identify and analyse the knowledge and skills that constitute the skills required in the

labour market, providing a clear and structured picture of the worker's capabilities. This process is particularly useful for those who intend to undertake a skills certification path or plan personal or corporate professional development.

8. Supporting Organizations

TaiLENT provides each organization (companies, especially SMEs, public bodies, universities, training agencies, employment agencies, consulting firms, etc.) with a series of modules and services that support organizations in every phase of human resources management.

In addition to the dedicated "CV Evaluation" tool, described above, which is particularly useful for an organization that needs to analyze different CVs to better understand the aspirations and professional objectives of candidates, cross-referencing them with their organizational needs, the platform provides the following additional tools:

- **Interview Modules.** Organizations can choose from a variety of interview modules, each designed to explore key aspects as briefly described below.

In particular:

- **Module on the professional sphere:** through targeted questions asked by the Avatar it is possible to evaluate in detail the technical and operational capabilities of the candidate, verifying that they comply with company expectations and the standards required by the sector.
- **Module on the motivational sphere:** This module allows you to explore candidates' motivations, their soft skills and the strategies they adopt to face work challenges.
- **Module on the curricular sphere:** through an interactive interview conducted by the Avatar, the module allows you to verify the consistency between what the candidates declare and their real experiences.
- **Module on the sphere of organizational behaviors:** This module allows you to evaluate how candidates interact with the company and its environment.
- **Module on the sphere of personal qualities:** Through 10 structured questionnaires, the module brings out the salient personality traits of the candidates, providing a clear vision of their qualities and aptitudes.

At the end of each interview session, the organization receives a detailed report with valuable information to make informed decisions.

- **Climate Rating:** The service allows you to identify and evaluate people's perceptions of what happens in the reference organization thanks to a specific cognitive investigation tool. This tool allows you to collect valuable feedback on workers' experiences and perceptions, identify areas of well-being or discomfort and develop targeted strategies to improve the organizational climate. The results are analyzed to identify significant patterns in employee responses. Based on the results, the organization can decide whether to administer additional targeted questionnaires to delve deeper into the critical areas that have emerged. This service involves the creation of ad hoc questionnaires at the company's request, essential for identifying the causes of any problems and for developing concrete action plans to improve the corporate climate.

- **Company Surveys:** The "Corporate Surveys" creation, management and analysis service is designed on demand to support the organization in collecting specific feedback from employees, customers and other stakeholders.

To create the survey, the organization must provide the functional data necessary to:

- identify the specific objectives of the investigation
- Customize questions to gather detailed information
- identify the target groups to send the survey to

Once the survey has been created and distributed, according to the methods provided by the platform for collecting responses, a report is produced that includes:

- a summary of the survey results;
- an analysis of the responses;
- identifying areas of strength and areas for improvement.

- **Social Balance Sheet and Risk Check-up:**The service helps the organization create and maintain a detailed and transparent social report, which documents the impact of its activity on the community, environment and stakeholders. Using the AI-Based conversational avatar, the organization can collect relevant data, analyze it and compile a social report following a predefined format.

The data collected concern aspects inherent to:

- Environmental impacts
- Social impacts
- Corporate governance
- Stakeholder Relations

The answers provided through numerical data and textual descriptions are processed and collected in the draft of the organization's Social Balance Sheet, a document that can be modified by the organization's experts, making the adjustments they deem necessary until reaching the final version.

- **Hetero-evaluation:**While for all the services described above, the organization (company, public body, university, training agency, employment agency, consulting firm, etc.) will have to request their activation from CONFORM, based on the specific needs identified, agreeing on the cost based on both the number of services requested and the number of employees who will be able to use them by accessing the platform, with the "Hetero-Evaluation" service the organization will be able to directly create questionnaires to detect the level of coverage by its employees of professional, digital, green, entrepreneurial skills and those related to specific soft and hard skills, contextualized to the organizational, production and distribution characteristics of the reference structure.

The organization, once requested and obtained from CONFORM the activation of its own dedicated area, can create one or more questionnaires, using two distinct methods:

- one dedicated to the creation of "quizzes" in the traditional way, creating one or more questions and, for each question, one or more alternative answers, inserting the weight to be attributed to each question and the maximum time available to the user to answer.
- one dedicated to the creation of questionnaires with the support of the AI Quiz generator, using text taken from specific documentation (for example circulars, job descriptions, product sheets, work procedures, etc.) and taking into account the maximum limit of characters that can be used in relation to the purchased credit package. The system will be given as a further indication the number of questions that the AI will have to create and the number of answers to generate for each question created.

In addition to creating the questionnaire in the two ways described above, the organization can also use the specific function of the recommendation system, by inserting:

- the title of the "recommended" documentation,
- a description of the material that is recommended, providing every detail useful to the user to understand its usefulness in filling any gaps identified with the administration of the hetero-evaluation questionnaire
- the link to the store containing the recommended resource
- the percentage of correct answers provided by the user, which represents the reference point for activating the recommendation of the suggested material.

FIELDS OF APPLICATION OF THE CLAIM MODEL BEING DEFINED

In line with the objectives of the CLAIM project to provide SMEs and vocational education and training institutions with a kit of innovative technical-methodological tools to proactively and predictively analyse and address training and professional needs, also exploiting artificial intelligence (AI) solutions, to:

1. **design a proactive analysis model of training and professional needs** For help SMEs identify

emerging and business-critical skills, to reach full digital, ecological and entrepreneurial maturity, with attention to the internationalization process, ensuring that their workforce is prepared for the challenges of the future

2. **align vocational training methodologies and technologies with the needs of SMEs**, enabling real-time analysis of skills gaps and the provision of customized training solutions.
3. **to conceive, design and implement a range of open educational resources(OER)**, including micro-learning modules, video tutorials and narrative branching scenarios, to be used free of charge through the e-learning platform “ERUDIRE”, made available by the partner CONFORM, to promote lifelong learning in SMEs and VET systems.
4. **map out learning materials to search for online**, available on partner or third-party e-learning platforms, and in open source environments, to feed the recommendation system, in order to acquire and/or consolidate and/or develop skills in response to the gaps identified with the Self-Assessment tools prepared by the partnership and available through the "TaiLENT" platform made available by CONFORM Scarl
5. **promote the growth of digital and green skills and sustainable international growth**, in line with:
 - the DESI report (2022), which highlights how only 62% of the EU workforce has basic digital skills, with critical gaps in countries such as Greece, Italy, Poland and Bulgaria.
 - key EU priorities, including the European Green Deal, the Osnabrück Declaration (2020) on vocational training and the Skills Agenda for sustainable competitiveness and resilience (COM2020).
6. **Promote the creation of an open and transnational network** to ensure collaboration and innovation even beyond the project life cycle.

the partners, taking into account the founding principles of the “Conf4People” model, on which the CLAIM project is based, and also taking into account the documentation provided by CONFORM, the information available on the “TaiLENT” website (<https://tailent.it/en/>), presentation videos of the model, the platform and some of the main services offered, available in Italian and English, as well as the digital book “TaiLENT” (<https://view.genially.com/66d97697145c0882a4e67ec6/guide-tailent-it>), have agreed to focus the scope of the “CLAIM” model on the analysis of skills and the identification of gaps to be filled through targeted and personalized training responses, relating to:

- **Digital skills**, with the adaptation of the “TaiLENT” Self-Assessment tool developed by CONFORM, based on the 21 digital skills contained in the European framework “DigComp 2.2”, to allow users to self-assess their level of possession and exercise of digital skills and, therefore, to receive suggestions for personalized learning, with contents available both free of charge and for a fee;
- **Green skills**, with the adaptation of the “TaiLENT” Self-Assessment tool developed by CONFORM, based on the 12 green skills contained in the European “GreenComp” framework, in order to allow users to self-assess their level of possession and exercise of these skills and, therefore, receive suggestions for personalized learning, with contents available both free of charge and for a fee;
- **Entrepreneurial skills**, with the adaptation of the “TaiLENT” Self-Assessment tool developed by CONFORM, based on the 15 entrepreneurial skills contained in the European framework “EntreComp”, in order to allow users to self-assess their level of possession and exercise of these skills and, therefore, receive suggestions for personalized learning, with contents accessible both free of charge and for a fee.
- **following soft skills**, with the adaptation of the related “TaiLENT” Self-Assessment tools developed by CONFORM, based on the characteristic elements of the protection of the skills of:
 - “Negotiation”
 - "Communication"
 - “Goal Orientation”
 - "Collaboration"

- "Project Management"
- "Time Management"

The Tools adopted for the definition of the CLAIM Model

Based on the choices made by the partnership, CONFORM provided the partners with the Self-Assessment Tool relating to the skills listed above, as present in the "TaiLENT" platform, extracts in Excel format, to allow partners to adapt them to the different national contexts of reference. The tools were reviewed by the partners to obtain, after discussion and collaboration, a shared and common final version, to allow the University of Naples - Department of Mathematics, to adapt the algorithms of the "TaiLENT" platform to the new tools of the CLAIM model.

This algorithm revision process is necessary to allow the analysis, in the different languages of the partnership (IT, ES, SL, EL, PL, EN), of the data that will be collected with the self-assessments administered to the staff of the SMEs that will be selected in the territorial contexts of the partnership, to identify the level of possession and exercise (basic, intermediate, advanced, highly specialized) of each of the skills that will be self-assessed by the users involved in the experimentation.

The effort put into the initial phase of defining the CLAIM Model by CONFORM, in agreement with the University of Naples – Department of Mathematics, It was aimed at creating a dialogue interface with the "TaiLENT" platform, using for this purpose Excel sheets, so you can:

- on the one hand, automatically transform them into the Self-Assessment structure that the "TaiLENT" platform manages for data collection, through their administration to target users for the self-assessment of digital, green and entrepreneurial skills and of the six skills linked to the specific soft skills chosen by the partnership;
- on the other hand, to allow the algorithms, once adapted by the UNINA Department of Mathematics, to fully perform their function, analyzing the data transmitted by the platform to detect the level of possession and exercise of the skills investigated and according to the same (basic, intermediate, advanced, highly specialized), activate the "recommendation system" form available for each user a targeted training response, aimed at promoting the acquisition or consolidation or development of the same.

The self-assessment system of the CLAIM Model, thanks to the administration of Self-Assessments adapted and linguistically adequate to the different national contexts of the partnership, structured in a defined panel of multiple choice questions, will allow:

- detect with the support of the ML algorithm, once adapted by the UNINA partner, the level perceived by the user of the competence being self-assessed, divided into "basic", "intermediate", "advanced", and "highly specialized".
- support continuous training, automating the process of identifying any skills gaps detected, to be filled with a targeted training response, both in relation to digital, green and entrepreneurial skills, and to the six specific soft/hard skills, in order to promote their development or consolidation, as a necessary condition to allow the user to carry out the tasks related to the current organizational position or to that of possible professional growth or reconversion more effectively and efficiently.
- ensure an automatic recommendation system, providing suggestions regarding:
 - to teaching materials, such as training video pills, narrative branching scenarios, podcasts, episodes of interactive training web series, interactive docu-films and docu-fiction, short films and animated films, created specifically for the project, with free access to the e-learning platform "Erudire" and/or made available to the partnership with access to other platforms, both owned by the partners and third parties
 - other in-depth materials to be consulted to improve and/or increase the user's skills in relation to any gaps identified, researched by online partners among those available in the form of websites, blogs, MOOCs, games, videos, scientific publications, documents and/or books, all catalogued and distinguished by thematic areas.

The report produced by the recommendation system, relating to each of the areas of expertise analyzed, in addition to providing an immediate initial response, with the provision of teaching and/or

in-depth materials, will allow human resources managers of SMEs and/or designers/experts of professional training to have useful information to be able to evaluate the opportunity to promote and provide ad hoc classroom or experiential training courses, coaching, support, project work activities, as well as any other solution based on innovative teaching methodologies.

The work carried out by the partnership was also aimed at creating a common operational process at the basis of the “CLAIM” model in order to be able to subsequently expand the areas of application of the same and the related operational support of the “TaiLENT” platform.

In this regard, with the contribution of the Department of Mathematics of the University of Naples and CONFORM, some rules have been defined to be applied in the process of creating, adapting, modifying and/or integrating Excel sheets.

In particular, it was established that:

- the structure of the excel files must not be modified. Each sheet must be kept as it was created, without making any changes to the column headers, their sequence, the numeric codes used to identify the correlation with the skill and their sequence to connect one or more questions to each skill to allow the user to self-assess the level of possession of the same, answering one of the four options provided.
- in each Excel file, only the questions and related answers can be added/modified/integrated, which will constitute the Self-Assessment to be used to collect the data needed to evaluate the level of mastery of the skill(s) being analyzed. The creation/modification of each question must strictly respect the created model, to avoid that the algorithms may not function correctly.
- the construction of the application must respect some rules:
 - the text of the question should be no longer than 100 characters;
 - the text must be written in a direct and simple manner, to make it as easy as possible for the user to understand;
 - the text of each question should begin using preferably, depending on the specific needs, one of the following words: "Do you know", or "Are you able to", or "How much can you", or "How much do you succeed", or "How do you overcome", or "How did you manage", or "How do you deal with", or "Do you know how to use", or "Do you know how to establish", or "How much do you foresee", or "How much do you adapt", etc...
- the construction of the four answers for each question must be aimed at allowing the user, on the one hand, to orient his choice towards the option with which he best identifies, and on the other hand to the algorithm to determine the level of possession and exercise of each skill (basic, intermediate, advanced, highly specialized), with the attribution of the following scores to the answer provided:
 - basic level = 1
 - intermediate level = 2
 - advanced level = 3
 - highly specialized level = 4

The partners also shared the methodological approach adopted by CONFORM for the creation of the tool of Self-Assessment relating to skills linked to specific soft and hard skills.

In agreement with the Department of Mathematics of the University of Naples, it was agreed that Excel files structured to allow the analysis of specific skills related to the 6 soft/hard skills chosen by the partnership, must provide for a number of questions equal to 25.

Each Excel file used to create and/or modify the Self-Assessments of the skills related to specific soft and hard skills, must contain a specific section of the file that must not be modified and/or deleted to allow the algorithm to operate correctly and return:

- a description consistent with the detected level of possession and exercise of the competence,
- the training recommendations and/or those relating to the most relevant aspects and/or thematic areas that the user must explore in order to improve the implementation of the competence. These recommendations may be of significant use and relevance both for the HR function of the company, especially if small and medium-sized, and for training designers/experts, to promote, organize and deliver ad hoc training courses, in the classroom and/or experiential, coaching, support, project work

activities, as well as any other solution based on innovative teaching methodologies.

- links to learning resources in different formats that have been mapped in response to the training gaps to be filled through learning objects, videos, podcasts, websites/blogs, etc.

as provided by the expert, distinguished according to the following ranges:

- 0-25: Basic level
- 26-50: Intermediate level
- 51-75: Advanced level
- 76-100: Highly specialized level

The choice made by the partnership in modeling this Self-Assessment tool was made based on the shared assessment of allowing an expert to define both the text of the description and the recommendation that the algorithm must manage based on the different levels of possession of the competence detected, avoiding that the algorithm can autonomously use ChatGPT to obtain the same indications and recommendations, without however that what is returned by the generative AI and subsequently used by the algorithm has been previously evaluated and validated by an expert.

In order to support the dissemination of the “CLAIM” model, the tools provided and the use of the functions of the “TaiLENT” platform, for sharing it in workshops and in all subsequent activities involving the HR functions of SMEs and/or professional training operators, the partners have translated the video tutorials prepared by CONFIRM, present on the various pages of the “TaiLENT” website, into all national languages, in the English version (<https://tailent.it/en/>), and in the English-language section of the digital book:

<https://view.genially.com/66d97697145c0882a4e67ec6/guide-tailent-it>