

NET PES – Local labour markets in transitions

Baseline situation and needs

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| Short description | This document provides the main information collected by all the partners of the NET PES project with the goal to identify the different needs: Labour market characteristics, the Organization and structure of services for jobseekers, the Networks and relations with main stakeholders, PES in twin transition, Communication tools and (digital) organisational practice by each organisation. For the realisation of this report VL provided a common template where each partner was able to collect the information regarding the identified Needs. |
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SUMMARY

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Introduction

The COVID-19 pandemic has accelerated the digitalization of processes and services in many areas across Europe, including the labour market. This means that most European public employment services will need to redesign a range of services previously delivered face-to-face and implement new digital tools to deliver these services. These efforts highlight the need for labour market operators to possess adequate digital and communication skills. At the same time, it highlights differences in end-user digital and communication skills, creating new challenges for service accessibility. This is closely related to the parallel adaptation of the green transition, with PES and its ecosystem coaching and training workers to improve green skills and supporting companies in their transition to a green economy (with the right workforce for this purpose). These two shifts fundamentally changed the way PES itself delivered services and content. NET PES therefore addresses the need to enhance operator capabilities and capabilities through lateral filtering associated with these two intersections. Some structural labour market weaknesses remain in all affected regions, as evidenced by multi-level statistics and analysis. Even in 2023, structural youth unemployment (especially long-term unemployment) remains one of the fundamental issues shaping the labour market, with severe gender gaps and employment polarisation.

Youth unemployment remains a significant challenge in Europe, with several countries facing high rates. Long-term unemployment among the youth population can have lasting impacts on their future prospects. Governments and organisations are implementing various initiatives to address this issue, such as training programs, apprenticeships, and support for entrepreneurship. The partnership represents the major economies of participating countries, which are home to more than 1 million job seekers. Youth unemployment, or underemployment, is at least two or three times the regional average in question, rising from 5,7% to more than 26,8%, according to a recent EU report.

PES continues to provide universal services and address specific needs to assist those facing multiple risks and disadvantages through the implementation of tailor-made programs in France, Belgium, Finland, Sweden, Italy and Spain, the Active Policy Program and other intensive programmes (e.g. in Finland, third national countries). Cooperation in local ecosystems remains a challenge. Sometimes this happens due to a lack of overall services (lack of specific support for work-life balance), and sometimes due to a lack of common language, culture and tools across services. In this regard, better governance and clear collaboration and communication between schools, local authorities and social services remain challenges to be addressed by the project.

Another relevant dimension is the gender issue and the continuing disparity in the employment rate: recent male graduates in the EU were more likely to find work than their female counterparts. It is interesting to note that Italy is the country in which there is a greater employment gap (about 20%), followed by Spain at 10%, then France, Sweden and Finland, the latter with a Gap of a few percentage points with a substantially stable situation after a five-year period. In addition, there remains a significant pay gap especially in countries with high female employment rates (e.g. France, Finland and Sweden). Persistent substantial differences in levels of employability are also recorded when linked to a good level of education.

This gap is influenced by various factors, including gender stereotypes, caregiving responsibilities, and unequal opportunities in the labour market. Efforts at the EU level and within member states focus on promoting gender equality in the workforce, implementing policies to support work-life balance, and addressing barriers that prevent women from fully participating in the labour market. Closing the gender employment gap in Europe requires continued commitment to gender equality and the implementation of targeted measures to support women's employment.





NET Pes partners underline that in their countries, there is a growing concern about labour shortages, particularly in sectors requiring digital skills. This mismatch is largely due to the rapid pace of technological advancement and the lack of qualified professionals to fill these roles. Governments and businesses are increasingly investing in upskilling and reskilling programs to bridge this gap (for Example the GOL programme in Italy). Efforts to promote STEM education, vocational training, and digital literacy are being prioritised to address the shortage of digital skills in the workforce. Collaboration between educational institutions, policymakers, and industry stakeholders is crucial to ensure a sustainable solution to this issue. In this regard, better governance and clear collaboration and communication between schools, local authorities and social services remain challenges to be addressed by the project. Sweden's labour market is knowledge-intensive, with a lack of jobs for people with little or no education; therefore, despite growing demand for labour, unemployment is also high, especially among young people and those born outside the EU. NET PES addresses this need, including by increasing the attractiveness of PES in local labour markets, as well as visibility and communication with local partners involved in the governance and functioning of competitive labour markets.



France Travail Auvergne-Rhône-Alpes (France)

1. Main characteristics of the labour market in your area (employment, unemployment, sectors etc., in particular structural youth unemployment) and main challenges or priorities to address.

- **Insights on the region** (Newsletter “Views of the labour market in Auvergne-Rhône-Alpes, November 2023):
 - **Population:** 8.1 million inhabitants or 12% of the total national population.
 - **2nd French economic region**, Auvergne-Rhône-Alpes is a territory where a **strong industrial identity, local sectoral specialisations, diversified agricultural production and a dense network of small, medium and large companies** coexist.
 - **50% of the region's inhabitants have a Baccalaureate (high school diploma) or higher education diploma** (49% nationally)
 - **A high activity rate:** With an active population of 3.8 million people, the share of active workers stands at **75.8% of the population aged 15 to 64 in Auvergne-Rhône-Alpes** (compared to 74.5% at national level and 72.4% on average among the Member States of the European Union).
 - **The region also has many assets to succeed in the energy transition and the decarbonization of industry:** the **first French region for the production of carbon-free energy** (thanks to nuclear and hydraulic power), **centres of excellence in nuclear and solar, central positioning and numerous investments to structure an ecosystem around decarbonized hydrogen.**
 - **An internationally oriented region**
 - **4 key sectors in the region:** 1.industry, 2.transport and logistics, 3.health and 4.tourism and agriculture.
 - **Unemployment rate 6,1% (7,1% in France) end of 2023;**
 - **596.380 registered job seekers (end of 2023).**
- **The sectors that hire the most** (Labour Needs survey, 2023):
 - 15% - Accommodation and catering (52% of projects are linked to a seasonal activity) / 13% - Business support / 12% - Commerce / 11% - Health and social action / 10% - Agriculture and agri-food industries (67% of projects are linked to seasonal activity) / 9% - Construction / 8% - Industry / 6% - Associations and other personal services / 6% - Public administration, teaching / 5% - Transport and warehousing / 5% - Banking, insurance, real estate, information, communication, IT.
- **Recruitment difficulties by sector** (Labour Needs survey, 2023):
 - Construction: 77% / human health and social action: 74% / industry: 66% / accommodation and catering: 65% / business support: 63% / transport and storage: 63% / trade: 60% / Banking, insurance, IT: 57% / Agriculture and agri-food industry: 52% / Associations and other personal services: 50% / public administration, teaching: 49%.
- **Top 10 of the professions most in demand by employers** (Labour Needs survey, 2023) :
 - Nursing assistants (medico-psycho., childcare assistants, medical assistants, etc.) / Kitchen helpers, apprentices, multi-skilled kitchen employees / Home help and housekeeping / Building maintenance workers / Cafe and restaurant waiters / Unskilled packaging and handling workers / Office and related secretaries (including medical secretaries) /Cooks /Nurses, nurse executives and childcare workers / Road and long-haul drivers.
- **Top 15 most difficult jobs to fill** (Labour Needs survey, 2023):
 - Plumbers, heating engineers: 90% / Home help & housekeeping: 87% / Road public transport drivers: 84% / Masons, plasterers, tilers: 83% / Carpenters & qualified layout and insulation workers: 82% / Qualified mechanical maintenance workers: 81% / Healthcare assistants: 78% / Hairdressers, estheticians: 77% / Maintenance and environmental technicians and supervisors: 76% / Engineers, IT



studies & R&D executives, IT managers: 76% / Domestic workers and cleaning staff: 76% / Unskilled structural work and building workers: 75% / Unskilled workers in agri-food industries: 74% / Nurses, nurse executives and childcare workers: 72% / Road and long-haul drivers: 72%.

- Our **challenges** must be as close as possible to the reality of the labour market, in particular to respond to the needs of companies and of job seekers.
 - Learn from and discover other services, projects and good practices of different PES for the support of job seekers (in particular difficult to employ people) and of companies in all sectors in tension but also in the sectors of digital and green transitions could be a real opportunity to improve our service offer at regional but also national level.
 - **Determine concrete actions on the labour market to raise awareness among companies to accelerate the green transition and at the same time, train job seekers to acquire new ecological skills.**
- As a public service provider, **our priorities are linked to the priorities of the State and of Europe**: youth employment, inclusion, green transition, digital, etc.

- **Initiatives to reduce recruitment tensions & direct towards sectors and professions in tension & recruit differently:**

With the aim of encouraging job seekers to join sectors in shortage, **sectoral potential detection workshops** focus on potential and skills. They also aim to encourage vocations and secure training pathways in sectors that encounter the most difficulty in recruiting. These sessions are particularly suitable for **difficult to employ people, without qualifications and without experience, such as long-term job seekers and young people.**

Professional immersion promotes the discovery of sectors and professions in tension. With the aim of confirming a professional project or allowing companies to initiate a recruitment process, professional immersion is a short, unpaid period in a company, generally less than a month. It allows the company to welcome a job seeker or anyone on an integration path to allow them to confront a real work situation. With the **“Facilitated Immersion” platform**, administrative procedures and the candidate-company relationship are simplified.

The “Recruitment by Simulation” Method helps companies to meet different candidate profiles. This method is based on identifying the ability to hold a position despite the absence of a diploma and experience in the targeted profession. Concretely, it is based on an assessment session during which candidates carry out role-playing exercises specifically designed with recruiters.

New initiatives allow employers to recruit differently. “Stade vers l’emploi (Stadium toward employment)” is one of them. It consists of offering job seekers and employers who wish to put on their sneakers rather than a suit, to have a job interview. Without knowing who is who, candidates and recruiters come together to compete in suitable sporting events. These meetings make it possible to test new forms of recruitment without a CV, by promoting skills linked to sports practice and transferable to the professional world (team spirit, perseverance, responsiveness or even communication, the ability to make proposals...).

2. Description and quantification of the users of your services (jobseekers, companies) and in particular youth, what is the % of youth and general profiles of jobseekers.

- **Information on job seekers in our region at the end of September 2023:**
 - 14% are under 25 years old (51% young men, 49% young women),
 - 27% are over 50 years old (compared to 28% nationally)
 - 52% are women, 48% men



- 53% do not have a baccalaureate but have professional diplomas (compared to 55% nationally)
- 74.720 entry into training, including 19.030 young people (end of 2023)
- 9% are former management staff executives (compared to 10% nationally)
- 21% reside in the Lyon metropolitan area
- 39% say they accept geographic mobility of more than 30 km (compared to 47% nationally)
- 22% have open rights to Active Solidarity Income (compared to 27% nationally)
- 19% registered following the end of a fixed-term contract (compared to 17% nationally)
- 34% have been continuously registered for more than a year (compared to 36% nationally)
- 12% people with disabilities (compared to 11% nationally)
- 10% who come from the Priority Districts of the City
- 85,8% Job seeker satisfaction rate (Data at the end of December 2023, in our region Auvergne-Rhône-Alpes)
- Number of returns to employment: 495.620 (Data at the end of December 2023, in our region Auvergne-Rhône-Alpes)
- 93,2% Benefit rights notification rate within 21 days (Data at the end of December 2023, in our region Auvergne-Rhône-Alpes)

➤ **Information on companies in our region:**

- **13 of the 55 competitiveness clusters** present on the national territory are located in Auvergne-Rhône-Alpes. Competitiveness clusters bring together companies, research structures and training establishments, intended to boost innovation and promote economic development in the regional territory. They allow to support projects carried out by our companies (Newsletter "Views of the labour market in Auvergne-Rhône-Alpes, November 2023)
- **An agricultural and touristic region with a strong industrial tradition.** Significant representation of **industry and services** - With **507,000 employees** (excluding temporary workers), industry accounts for 15.5% of the regional workforce, compared to 12.0% in France, making the Auvergne-Rhône-Alpes region the first industrial region of France. Furthermore, 77.5% of employees work in the tertiary sector, compared to 81.0% in France.
- **127,690 job offers** collected in Auvergne-Rhône-Alpes (data from the 4th quarter of 2023)
- **Establishments** (excluding individual employers): 291,800
- **Private salaried employment (excluding agriculture):** 2,468,409 employees
- **Hires:** 6,596,000
- Employers satisfaction rate: 87% (Data at the end of December 2023, in our region Auvergne-Rhône-Alpes)

3. Organisation and structure of services for jobseekers (focus on youth) and companies, what kind of practice/ knowledge or experiences would be beneficial for your context?

- **France Travail** is the **French Public Employment Service**. Our role ?
 - On the one hand, compensate job seekers and support them return to work;
 - and on the other hand, help and guide companies in their recruitment. This is the mission carried out by our **59.191** employees, mobilised on a daily basis to anticipate trends, innovate and bring together the main actors in the territory.
- **At the national level**, there are **18 regional directorates; 76 territorial directorates; 896 local agencies** as close as possible to employment areas.
- **At regional level*** (*key figures at the end of 2022), our Regional Directorate of France Travail Auvergne-Rhône-Alpes is organised like this:



- **6.262 employees** (Of which : **3.460 advisors dedicated to supporting job seekers; 879 advisors dedicated to compensation; 818 advisors dedicated to employers**) ;
- **7 Territorial Directorates**;
- **106 local agencies**.

1. Services for job seekers – France Travail implements follow-up and different support procedures to ensure greater personalization of the service offer, according to the needs of the job seeker:

- **Follow-up support**: for job seekers closest to the labour market and the most autonomous in their job search. It offers more collective and digital support
- **Guided support** : for job seekers whose profile is rather adapted to the labour market, but who need regular support
- **Reinforced support**: for job seekers further away from the job market, and who need strong support from their adviser. We find in the "Reinforced" support the following intensive support schemes: **Intensive Youth Support, Youth Engagement Contract, Equip'emploi/Team Employment** (for job seekers who live in the Priority Districts of the City and Rural Zone), long-term job seekers - Remobilization pathways, job seekers with disabilities, and Beneficiaries of the Active Solidarity Income.
- **Global support**: this is a personalised and intensive support, provided by a dedicated France Travail adviser and a social worker from the Departmental Council. The objective is to promote access to employment by resolving or reducing the social and professional difficulties encountered.

➤ **Actions to remove obstacles to returning to work**

- **Digital**: The most frequently declared barrier is linked to the ability to use the Internet and computer equipment. This **digital illiteracy** concerns 20% of job seekers. **"Pix emploi - Initial diagnosis"**: made available to job seekers since April 2021, allows an assessment of digital skills to be established through a test of around twenty questions, then to propose adapted solutions mobilising the services of different employment stakeholders. **The "APTIC Digital Pass"** is a system initiated by the State consisting of booklets of several checks, designed on the model of meal vouchers, in order to allow beneficiaries to finance all or part of their digital support in one of the 1,500 partner structures in the APTIC cooperative network.
- **Transport**: **"Mobiville"** is an example of an online service, born from a partnership between "Action Logement" and France Travail. It offers a decision support service to guide mobility candidates towards recruiting employment areas in order to seize opportunities in new territories. **The "mobility support assessment"** is a service from France Travail which aims to remove obstacles to mobility by helping job seekers to precisely identify the constraints they encounter and to mobilise the aid measures to which they are eligible. **"Mobility aid"** is granted in the form of covering transport, meal and accommodation costs in order to facilitate the geographical mobility of job seekers for whom travel constitutes a barrier to employment or training.
- **Health**: The **"health employment pathway"** is a service lasting 6 months. It covers support for finding a job, compatible with the candidate's health situation, as well as psychological support to initiate a treatment process or to be supported in the process of recognizing a disability.
- **Financial constraints** : **"Child Care Assistance for Single Parents"**: one-off assistance granted by France Travail, aimed at covering childcare costs when a job seeker returns to professional activity or begins training.

➤ **Integration schemes and actions for those who need them most**

- Promoting **"Integration through Economic Activity"** allows difficult to employ people, due to particular social and professional difficulties (age, state of health, precariousness) to benefit from reinforced support which should facilitate their integration social and professional through specific employment



contracts. Supervised by the State under public employment policies, this system allows candidates to develop their autonomy, acquire experience and skills within the framework of reinforced individualised support.

- Intensify the **“Go toward” approach**: certain populations are geographically (rural area) and sociologically (Priority Districts of the City) distant from our services. For example: **“The place of employment and training”** is an itinerant system which brings together numerous local actors involved in professional integration. These job forums welcome residents to the heart of where they live and offer areas for orientation, advice and recruitment.
- Through the network of **“France services”** counters, France Travail has additional local anchors close to the most precarious job seekers. Beyond providing first-level information, France Services agents play a role of facilitator and support in the use of digital tools and can provide support in carrying out procedures linked to partner organisations (Health Insurance, Insurance retirement, General Directorate of Public Finances, etc.).
- In the same spirit, **“Third Places”** are a lever for employment and professional integration. These are open and shared spaces that encourage meetings and collaborations and offer new forms of support to people seeking professional integration. For example, Le Manu’village is a Third Place launched at the initiative of the AFPA (VET provider) in partnership with France Travail. Bringing together a large community of actors in employment, training, entrepreneurship but also culture and health, this space aims to support the professional integration and social inclusion of audiences aged 16 and over.
- Designed in close collaboration with companies and partners in each region, **“Equip’Emploi/Team Employment”** is intensive support co-financed by the European Social Fund to mobilise and promote a return to employment.
- **Faced with the observation of young people's lack of knowledge of the business world and employment prospects in the sectors**, National Education and France Travail decided to set up **“Avenir Pro (Future career)”**. Concretely, France Travail advisors work with students in their final year of vocational high school whose goal is to enter the job market.

2. Services for employers:

- Improve the visibility of the company to attract candidates: website dedicated to companies, professional immersions, online job fairs, Information on the Labour Market
- Recruit: post a job offer, support recruitment, meet candidates, find candidates
- Carry out administrative/regulatory procedures.
- **Promote inclusive recruitment**: Raising awareness and mobilising as many companies as possible to develop more inclusive recruitment practices (young people, seniors, people with disabilities, etc.) are major challenges in promoting employment. The **“Companies get involved”** community brings together companies of all sizes, state services and all integration stakeholders within departmental clubs. Throughout the region, France Travail is involved alongside them to advance the inclusion of the most vulnerable in employment: organisation of dedicated events, intervention with members to present recruitment aid, promotion of actions, etc.
- **In order to fight against recruitment tensions** and to continue to improve the support tools offered to companies, a set of studies has been carried out and has led to the identification of the most strategic sectors for our region: **the 13 areas of excellence** (energy, digital, nuclear, industry of the future and industrial production, etc.). We have experts in each area of excellence who develop projects, coordinate needs between companies and job seekers. **Our experts could share their experiences with other countries and we could learn more about how other PES deal with the sectors in demand.**



- To increase the attraction of talent but also skills of job seekers, France Travail sets up "**thematic weeks**": it's about: Actors in the sector, companies, job characteristics, job offer and demand, job descriptions, training. Some of them are related to some areas of excellence. Examples below: Digital professions week, Agriculture Days, Nuclear career weeks, Care and support professions week, Transport and logistics, Agri-food professions week, Industry Week, etc.
- Officially launched by the Minister of Labour, the "**sectoral pools**" mobilisation plan, set up at France Travail, aims to respond to the recruitment difficulties of companies. France Travail has created a sectoral "pool" of unemployed people who are immediately available to work in sectors in tension, such as 1.transport, 2.health and social services and 3.hotels and restaurants. The objective is to enable employers to find the best candidate.

4. How has the PES adapted its services to the digital transition, how have the services, communication and resources changed thanks to digitalization of the public services (online services) and what is a consequence in terms of quality, accessibility, what can help you improve this process (training of operators, citizens, companies etc.)?

- **Digital accessibility** is provided for by law and constitutes a Social and Environmental Responsibility commitment of France Travail. Universal e-inclusion guarantees all our users equal access to information and the job market. It allows us to fight against discrimination and social exclusion which can generate the digital gap.
- **Digital technology** is becoming essential in terms of recruitment and job search: 9 out of 10 job seekers and companies use digital to search for a job / recruit. But there are still a lot of persons who remain in a precarious situation and are digitally excluded (difficulties of access and/or use).
- Since 2009, France Travail has provided personalised **digital services accessible to all users** (job seekers and companies): www.francetravail.fr , www.emploi-store.fr (a web services platform powered by France Travail and oriented towards digital services of France Travail and specialised publishers) , www.francetravail.io* (*open data ecosystem - 72 API: Application programming interface), www.francetravail.org , online job fair, mobile applications.
- The Covid-19 crisis has accelerated France Travail digital services by **providing equipment to all employees and improving access to job seekers/companies**. All our agencies are equipped with digital materials to stay available and to contact jobseekers: there is an open line, welcoming sessions at agencies, emails, phone contacts. We also provide free access to technology materials to jobseekers that don't have access from home in our agencies. Job advisors also animate workshops for jobseekers on digitalization to develop digital skills.
- Jobs are changing with digital technology, as are the skills expected in the world of work: so, to develop professional opportunities and to be able to enter the job market, the "**Pix emploi**" online tests help job seekers to measure and improve their level of digital knowledge in order to use them in their job search.
- Digitization in times of health crisis for France Travail advisers: - **the creation of the e-University platform which offers several training modules**.
- France Travail has developed several **mobile applications for job seekers and employers**
- **Possibility to contact job seekers and employers by TEAMS + « Employment sphere" Community** (is the social and internal network of France Travail for job seekers)
- **Virtual reality**: Faced with recruitment issues for certain shortage occupations, the Regional Directorate for the Economy, Employment, Labour and Solidarity and France Travail Auvergne-Rhône-Alpes signed a regional agreement in order to equip all agencies in the region with virtual reality helmets and with the production of immersive virtual reality films to promote these professions. Objective: Make attractive



professions that suffer from a lack of image, whose working conditions are unknown and for which an immersion will allow candidates to find more about the job.

- **Escape game**, a new way to recruit: (i.e.: discovery of health professions). The escape game is attracting more and more companies. By observing and evaluating the reactions of the participants, the recruiter can make a pre-selection of candidates based on their interpersonal skills. In fact, employers no longer recruit solely on the basis of know-how, but also on professional skills.
- Imagined as a place dedicated to collective intelligence and innovation, **the LAB France Travail** Auvergne-Rhône-Alpes aims to bring together employees, users, partners and start-ups to develop and test innovative projects. He also supports the internal transformation of France Travail using collaborative methods. The LAB France Travail Auvergne-Rhône-Alpes focuses on employment and training issues linked to the territory's ecosystem.

5. Networks and relations with main stakeholders, players and other labour market actors, describe the strengths and the weaknesses we could address in the project.

- France Travail Auvergne-Rhône-Alpes works in collaboration with different actors of the labour market network at regional, national and international level. We have conventions **aiming to develop partnerships or projects in employment, training and skills development**. Our regional dimension gives us the opportunity to collaborate with many different actors such as companies, institutions, organisations, associations, training providers in all sectors.
- With our partners (associations, local authorities, companies, foundations, elected officials, etc.), France Travail mobilises the complementarity of its expertise to meet the needs of each territory, job seekers and companies. Our partnerships with external organisations allow us:
 - **Remove social barriers** to finding or returning to work: resolve difficulties related to mobility, childcare, digital exclusion, accommodation, social and financial insecurity or illiteracy (National family allowance fund, National health insurance fund, National old-age insurance fund, Accommodation Action – Action Logement, National agency for the fight against illiteracy, etc.)
 - **Facilitate cooperation in the territories**: with the Regional Councils, in particular on vocational training, business creation, mobility, digital ; with the Departmental Councils, leaders of social action (Global support) ; with Intermunicipalities in the field of economic development (Priority Districts of the City and Rural Zone) ; with private actors on the labour market (job boards, start-ups, etc.)
 - **Mobilise specific and personalised services and support at the right time**: young people – Missions Locales, job seekers in global support – Departmental councils, job seekers with disabilities – CAP emploi, former Executives – Association for the employment of former executives, migrants/newcomers – French Office for Immigration and Integration, persons under the control of justice – Ministry of the Interior, etc.
- The objective for France Travail is to rely on a network of partners falling into 4 main families of partnerships:
 - **Institutional partnerships** (contribute to the general objectives of state policies & contribute to public policies alongside local authorities)
 - **Operational partnerships** (contribute to the qualitative and quantitative improvement of the service provided & promote access to France Travail services and remove obstacles to job search procedures & develop complementary know-how to meet the needs of specific audiences)
 - **Economic partnerships** (aims to communicate and inform companies through legitimate business representatives. I.e.: consular chambers, federations, employers' organisations: MEDEF (First network



of entrepreneurs in France), CPME (Confederation of Small and Medium Enterprises) and U2P (Union of Local Enterprises)).

- **Partnerships by sectors. For our region:** plastics, nuclear and industries.

- In our region, there are **146 strategic partnerships**: 75 national (signed at national level but also deployed regionally) / 66 regional / 5 international. **Distribution of partnerships**: 32.9% on the development of complementarities with partners to better meet the needs of specific audiences; 11.7% on the facilitation of cooperation in the territories; 7.6% on the removal of social barriers; 44.4% in the economic sphere and big companies; 3.4% internationally.

6. What are you doing (what tools, methods, strategies, networks) to support a greener labour market?

What can be the contribution of the PES in this transition? What are the specific needs that you may have in this regard?

- To fulfil our public service engagement, we are committed to making the social, environmental and economic responsibility of the establishment an objective in its own right:
 - Responsibility to the planet: Responding to the climate emergency by reducing our carbon emissions
 - Responsibility towards society: Fighting against discrimination and promoting diversity
 - Responsibility towards our funders: Guarantee an efficient use of our resources
 - Responsibility towards our employees: Pay continuous attention to social performance and facilitate solidarity engagement.
- Since 2019, France Travail has integrated the dimensions of **Social and Environmental Responsibility** into its strategic plan. The challenge now is to install this reflex at the heart of daily activities and all services to users and it is divided into four axes:
 - **climate emergency** (Responding to the climate emergency by reducing our carbon emissions: **Buildings**: Strengthen thermal insulation when necessary, limit heating to 19° and air conditioning to 26°; **Mobility**: Offer a carpooling tool to pool business trips + encourage the train instead of the plane, **Digital**: Get involved and participate in Digital Clean Up Days ; **Purchasing**: Prioritise equipment that meets the challenges of sobriety and integrate reparability and durability parameters, integrate environmental clauses into intellectual service contracts for job seekers.) So, we set up what we call : **“Energy Sobriety Plan”**.
 - **diversity and fight against discrimination** :
 - Actions are taken to advance professional gender equality internally and externally to promote diversity in professions, particularly during recruitment. France Travail is a signatory, with the Defender of Rights and the ILO (International Labour Organization), of the Charter of Employment Intermediaries, which commits to fighting discrimination and promoting equality in access to employment.
 - *France Travail acts for equality for job seekers during company recruitment. To encourage the return to employment of difficult to employ people, France Travail includes social integration clauses in its markets.*
 - **Solidarity commitment of employees**: Organise solidarity actions; Implement the “1 month 1 sport” project; Participate in the Social and Environmental Responsibility Trophies: Promote field initiatives carried out by France Travail teams and encourage their dissemination throughout the network.
 - **100% accessible and inclusive services** :
 - Carry out a **regional Proof Of Concept*** whose objective is to co-construct, prototype and test a support pathway for candidates wishing to redirect towards a regenerative economy, either as an



employee or as an entrepreneur, **by encouraging the involvement of France Travail employees and in connection with companies moving towards the transition.**

- To facilitate communication with deaf or hard-of-hearing job seekers, **the French device for sign translation and instant speech transcription, ADEDA** (Help for job seekers with hearing loss), is deployed in all local agencies.
 - The **accessibility effort also concerns people who have difficulty accessing information either because they are not French speakers or because they suffer from “dys” disorders** (dyslexia, dyscalculia, dysorthography, dyspraxia, etc.).) or are illiterate.
 - **Reducing the digital gap** to enable remote accessibility of our services is also a concern of France Travail. A systematic diagnosis of digital skills is carried out when registering with France Travail. Digital training is offered. To help job seekers complete their online procedures (registration and updating), some 2,200 young people in civic service provide support in agencies.
- At the regional level, we also have an **expert in green and economic transition** that collaborates with companies and labour market actors to support them in ecological transition.
- Our need would be to provide support to companies to proceed with the green transition. **Determining concrete actions on the labour market to raise awareness among companies to accelerate green transition and at the same time, training jobseekers and employee’s environment skills.** What are the **Social and Environmental Responsibility practices in the other PES countries** participating in the project and how can we improve our practices?

7. In your services do you apply a universal approach or tailor-made guidance and counselling for specific targets (vulnerable or other priority targets in your area?) please explain briefly and highlight what could help to improve them

Strengthen and intensify support for those who most need it:

- The **“remobilization pathway”** is a support offered by France Travail to job seekers who have been registered for more than two years without any paid activity. It begins with a half-day workshop including collective sequences and individual reflection times. An individualised action program is then defined, with a goal of returning to employment or training within six months.
- For **beneficiaries of Active Solidarity Income**, in close collaboration with Lyon Metropolis, a pilot program was launched in May 2023 to provide “reinforced support to beneficiaries” in 2 municipalities in our region. “Information Orientation Meetings” are set up to present enhanced support to beneficiaries of Active Solidarity Income. A “Pass’ Employment” application is also being launched to allow beneficiaries to communicate even more easily with their advisors.
- Entrusted to Local Missions (network to support young people) and France Travail, the **“Youth Engagement Contract”** offers young people without employment or training a very intensive support course (15 to 20 hours per week) over a period of 6 to 12 months. They benefit from personalised support through to follow-up in training and employment, as well as a guarantee of resources for the most vulnerable.
- Finally, with the aim of improving the recruitment of job seekers with disabilities and building a common service offering in partnership with all regional stakeholders, the **“Unique Support Places”** bring together the services of Cap Emploi (a public service that supports people with disabilities) and France Travail, thereby reinforcing the synergies between the advisors of the two networks.
- In addition to the Youth Engagement Contract, there is also other support **“Intensive youth support”** to facilitate the professional integration of young people.



- **For dismissed jobseekers**, support under a professional security contract: 12 months of support to build a path back to work or professional retraining.
- **For casual workers in the entertainment industry, culture and entertainment network**: specialised advisers and a support for entertainment employers.
- To facilitate the **international mobility of job seekers**, our dedicated teams: A network of international mobility teams supports job seekers and companies.
- **Territorial Support Scheme for Women in Difficulty**: aims to reduce the persistent inequalities that women encounter in the job market. This involves taking into account the difficulties encountered and building a personalised project consistent with the employment sectors of the region.
- **Territorial Support Scheme for Priority Districts of the City** : Intensive support for job seekers who live in the Priority Districts of the City and Rural Areas: with the Team Employment “Equip'Emploi” scheme (France Travail, employers and local authorities).
- **“Avenir Pro”**: France Travail advisors work with students in their final year of vocational high school whose goal is to enter the job market.
- **For (former) prisoners to reinsert in the labour market**. They can benefit from a support in the prison to anticipate their release and maintain the support once they can work in the labour market.

8. In your experience, or according to studies carried out in your country, what is the perception of the PES according to the users (jobseekers, companies, but also other players) and what specific issues, tools, may help you improve the visibility and reputation?

- France Travail as the French Public Employment Service is well known on the French labour market. France Travail uses satisfaction questionnaires for jobseekers and companies. One of the main objectives of France Travail is to obtain the best satisfaction rate from job seekers and companies by providing the best support and to improve services because improving visibility and reputation of public employment service will include improving public service as a whole.
- **In order to break down preconceived ideas, to give visibility to our actions and to the efficient and effective realisation of our missions**, we must create and maintain **privileged and quality relationships with elected officials, influencers, employers and partners**. It is about changing their vision of France Travail, disseminating a fairer image of our actions and making our expertise known. In Auvergne-Rhône-Alpes, we developed **the influence strategy that brings together four major actions**:
 - 1. Meet decision-makers and influencers from the political and economic world** - France Travail must maintain a long-term relationship with elected officials, companies and influencers from the political and economic world in the region to act in synergy with them. - Our objectives: To provide regular information on the reality of the local employment market, on the evolution of our services and on recruitment systems and Change the image of France Travail among stakeholders in the economic world and make them ambassadors of the France Travail service offer to their peers or members.
 - 2. Strengthen our organisation by sector** - 13 areas of experience have been identified as strategic sectors for our region. For each area of excellence, there is a project manager who must know the trends of the labour market and companies in his sector, propose initiatives and innovations in its field. The objective is to demonstrate our know-how on recruitment difficulties.
 - 3. Communicate in a targeted manner** - The managers' actions from France Travail Auvergne-Rhône-Alpes is essential in the implementation of this influence strategy. A newsletter for economic partners and influencers has been created to promote our actions, to get some company testimonials, to demonstrate the effectiveness of the service offer.



4. Support specific actions by our General Directorate - Each Regional Director is the privileged contact for a professional sector. For **France Travail Auvergne-Rhône-Alpes**, there are **3 sectors: Plastics, Nuclear and Other industries**. Objective: capitalise on information from professional sectors, map the major influencers, monitor the sectors, have knowledge of the professions, participate in strategic bodies and propose action plans in anticipation.

- **To measure the satisfaction of job seekers and employers** with the services provided, but to improve our services and our reputation/perception, we are implementing different satisfaction surveys/barometers, we are also dealing with complaints, etc.:
- **The Local surveys :**
 - Measures the satisfaction of job seekers concerning their support
 - Measures the satisfaction of job seekers concerning the ease of obtaining a response to their request
 - Measures the satisfaction of job seekers concerning the information on their rights to compensation
 - Measures companies' satisfaction concerning the quality of the service delivered.
- Each year, France Travail carries out **4 national satisfaction barometers**:
 - job seekers barometer; / online services barometer for job seekers;
 - employers barometer; / online employers services barometer.
- **Service providers surveys** : Subcontracted services are an integral part of the service offer and contribute to strengthening the personalization of responses to user needs.
- **Training surveys**: Training quality control tools and the analysis of quantitative and qualitative results feed regional dialogue with providers to ensure the optimal quality of training in a process of continuous improvement.
- **Managing complaints**: All complaints from job seekers and employers are handled regardless of their relevance and purpose. It is the responsibility of the agency to which the complainant depends.
- **The Public Services+ (PS+) diagnosis** : An approach common to all public services supported by the State to improve the quality of the service relationship with users and which constitutes the basis of the quality approach of France Travail ! In this context, the PS+ self-diagnosis, carried out annually, is integrated in the same way as the France Travail quality assessments into the overall quality approach of each agency.
- **Verbatim**: Verbatim reports are the restitution of comments that our users can submit via local surveys, service or training surveys and complaints.
- **Other services that can contribute to a better reputation for France Travail**
 - **Presentation of the service offer of France Travail to companies (workshops)**
 - **Brochure "Successful recruitment", Newsletter "Recruitment Solution"**
 - **The HR club** is a space for discussion and reflection, dedicated to HR and employment practices, whose objective is to better anticipate developments in the labour market. Our members are the HR managers and HR decision-makers of companies representing all sectors of the economy.
 - **"Innovation" approach** to identify and promote /improve services to job seekers and employers - It seeks to mobilise all the knowledge and expertise present at France Travail to respond to the challenges of improving France Travail. 3 examples:
 - **The "Inspiration Factory"** is a collaborative platform that capitalises on the high-performance practices of France Travail, having demonstrated their effectiveness and providing added value for collaborators.
 - **The regional accelerator of external start-ups**: Since 2019, France Travail Auvergne-Rhône-Alpes has supported external start-ups working in the field of employment. First of all by



incubating young start-ups in the construction and testing phase of their solution. Then from 2021 by accelerating start-ups. That is to say, supporting start-ups whose solution is operational, and who wish to develop their activity in the region, for the benefit of our users.

- The '**Facilitator Factory**' responds to the national ambition to develop our practices for better operational and social performance. This is a regional network of facilitators from agencies and support functions.

9. How is the internal (organisational) and external communication for jobseekers, companies, other stakeholders (intermediaries, other labour market players), what strategies are you currently implementing, what channels do you use, how do you address inclusion? What are the shortcomings / needs of the current communication strategies?

- The main missions of the communications department in our region:
 - Contribute to the development of strategy influence and image of France Travail, and monitor its reputation
 - Develop, implement and evaluate regional internal and external communication plans, in line with strategic orientations
 - Ensure regional press relations
 - Facilitate, advice and support employees in their communication strategy and action plans
 - Manage regional events
 - Manage and facilitate France Travail media in the region: intranet, www.francetravail.fr ,, www.francetravail.org , regional social networks and newsletters
 - Coordinate and develop the skills of communication correspondents, Facebook hosts and social media ambassadors.
- France Travail at national but also regional levels has and uses **private and secured channels to contact job seekers/companies and to organise interviews or workshops**. The advisers from France Travail have two email addresses: one for external communication (job seekers and employers) and one for internal exchanges with France Travail employees but also with partners + Teams to organise interviews or conferences with companies and job seekers.
- The communication department provides **chartered models and communication kits** (flyers for job seekers, company brochures, PPT and word models, etc.) **which are increasingly used in digital format**.
- We are also present **on social networks** such as Facebook, LinkedIn, Instagram or X to communicate with job seekers about events that are organised by France Travail or by our partners.
- We can also implement "**Direct Marketing**" that brings together all promotional actions of a product or service in line with the company's strategic orientations to customers or prospects by sending them a targeted and personalised message : **email marketing campaign for jobseekers and employers (for job vacancies and job days, information sessions about professions in tension)**. Carrying out direct marketing campaigns allows France Travail to respond to the following challenges: - promote services that facilitate the placement of job seekers and the recruitment of companies; - adapt its promotional elements to each territory, - optimise its resources by carrying out promotional actions on a massive scale; - provide a modern and proactive image.



VENETO LAVORO (Italy)

1. Main characteristics of the labour market in your area (employment, unemployment, sectors etc, in particular structural youth unemployment) and main challenges or priorities to address.

During 2023, despite the economic slowdown, employment growth continued, confirming itself as one of the hallmarks of the current phase in Italy and in most European countries. In Italy, even in the last months of the year, there was an increase in employment levels of 0.6% (+135 thousand employed) compared to the previous quarter. This growth was associated with a decrease in the number of jobseekers (-1.6%, equal to -30 thousand) and in the number of inactive persons (-0.8%, equal to -99 thousand). In the fourth quarter of 2023, hours worked grew by 0.8% compared to the previous quarter; labour units (LAU) grew by 0.6%. For the year as a whole, labour units increased by 2.2 per cent, reflecting a 2.6 per cent growth in Ula. employees

and 1.2 per cent in Ula. independents. The increase affected almost all macro-sectors: +1.4% in industry in the narrow sense, +1.6% in construction and +2.7% in services. The only exception was agriculture, forestry and fishing, where employment measured in Ula fell by 2.4%.

As far as Veneto is concerned, GDP is expected to grow by +0.8% in 2023 and, according to Prometeia estimates, by +0.5% in 2024. Household consumption and gross fixed investments in Veneto are estimated to grow, respectively, by 1.8% and 0.9% in 2023. In line with what has been observed for the overall national context, also in Veneto the slowdown phase of the economic activity is contrasted by growth dynamics in the labour market. The main employment indicators referring to the fourth quarter of 2023 show for Veneto an employment rate of 70.1%, while the unemployment rate stands at 4.0%. Looking ahead, looking at the forecasts for the European economy in 2024, the conditions for improvement in the economic framework are still uncertain and the short-term outlook is still characterised by extreme weakness. The variation acquired for Italy in 2024, on the basis of the recent downward revision by the European Commission, is equal to +0.7%.

In the first two months of 2024 the balance of the private salaried labour market in Veneto is positive by +10,700 jobs, however it fails to match the particularly high performance - linked above all to the expansion of permanent contracts - that characterised the start of both 2023 and 2019 (both over +12,000). The amount of hirings in the period dropped slightly compared to 2023 (-1%) while remaining above the levels of 2019 (+2%); the volume of terminations, on the other hand, was substantially in line with the previous year but higher than in 2019 (+5%). Driving the two-month trend is the February balance (given the positive but extremely limited balance in January): it is +10,400 units and is worse than the same month in 2023 (+12,700) due to an increase in terminations (+5%), against a minimal contraction in labour demand (-2%)

Compared to the same months of 2023, full-time hirings recorded in January and February 2024 show a contraction (-3%) that is more marked for the female component (-6%). On the other hand, new part-time contracts activated show a growth of +4%, mainly attributable to the male component and to specific sector dynamics in agriculture and in some areas of the tertiary sector. Its incidence on total recruitment continues to be particularly high: in the last month it was 32% and is gradually increasing for both genders, although it remains higher for women (51% against 21% for men)

With reference to the main socio-anagraphic components, the employment balance for the first two months of 2024 is positive but down compared to 2023 for both genders and citizenships (especially among Italians). Looking at recruitment, the slight overall decrease observed compared to the same period of the previous year is driven by women, Italians and adults; foreigners and the over-54s stand out, who instead record an increase in recruitment (+7% and +5% respectively).



Unemployment:

Unemployed entrants in the first two months of 2024 totalled 22,200, in line with the levels of the same period of the previous year: however, if on the one hand there is a slight reduction in the number of Dids issued by the truly unemployed (19,400, -5%) - i.e. the main component of the available people registered with the region's Job Centres -, on the other hand there is an increase in the number of unemployed entrants (2,800, 700 more than in the first two months of 2023). For some subgroups of users there is an increase in overall unemployment entries compared to the same period in 2023: these are young people (+2%) and foreigners (+5%); for these two groups it is the unemployed who drive the overall increase, while the truly unemployed are in decline. As far as the unemployed are concerned, the Did issued are on the rise for all the demographic components examined. With respect to the territories, there was a decrease in the number of unemployed in the provinces of Verona, Vicenza and Venice; substantially all the provinces of the region contributed to the increase in the number of Did issued by the unemployed, with the exception of Rovigo.

Sectors

From a sectoral point of view, the data referring to the first two months of 2024 show positive balances for all three macro-sectors. For agriculture, the balance is +2,000, slightly less favourable than in the same period of the previous year, since the increase observed in hiring (+7%) is offset by a more marked increase in terminations (+11%). Industry shows a positive balance (+5,100), although it is progressively decreasing compared to the previous two-year period: this trend is mainly determined by the engineering sector (which shows a positive balance, but halved compared to the same period in 2023) and, in the Made in Italy sector, by the textile and clothing industry (which only shares a negative balance with the footwear industry, as opposed to the other industrial sectors). Against this trend, there was an improvement in the results observed in construction, which registered an increase of +2,200 jobs in the two-month period. The overall volume of hirings in industry between January and February dropped by -6% compared to the same period last year: this reduction affected all areas - with the exception of construction (+8%) -, especially some made in Italy sectors (textiles and clothing and footwear) and the metal-mechanical sector. In the tertiary sector, on the other hand, the balance for the first two months of the year (+3,600) confirms growth over the three-year period; in fact, terminations are decreasing (-2% over 2023) against a substantial stability in hiring (-1%). The balance is driven by the advanced tertiary sector (+1,400) and by personal services (+1,200), while retail trade (-630), business support activities (-160) and logistics (-100) lose jobs, although the latter stands out for its improved performance over the same period in 2023. Cleaning activities, the advanced tertiary sector and some personal services recorded year-on-year growth. The stability of recruitments in the macro-sector observed in the period is the result of opposing trends in the various sectors: tourism services record an increase in the demand for labour (+3%, although the relative balance is close to zero), while, within the advanced tertiary sector, for publishing and culture there is a sharp drop in recruitments compared to the beginning of 2023 when a peak of activations of very short term contracts was recorded (especially in the cinema sector).

2. Description and quantification of the users of your services (jobseekers, companies) and in particular youth, what is the % of youth and general profiles of jobseekers.

STOCK OF UNEMPLOYED PERSONS AS AT 30 JUNE 2023

As of 30 June 2023, the available unemployed registered with the Job Centres and domiciled in Veneto numbered 295,59012, of which 33,410 were unemployed and 92,700 returned after a period of suspension. These are mainly women (172,400, or 58%); foreigners number 78,500 (27%), two-thirds of whom are non-EU citizens. Regarding the distribution by age group, the prevalence (48%) is of adults between 30 and 54 (142,900), while young people account for 21% and more mature workers (over 54) for 30%. Those with a university degree or higher are 33,200 (11% of the total), while the number of subjects with no more than a lower secondary school certificate is still very substantial (42%). Among those without a qualification and/or those to whom it



cannot be attributed (14%), foreigners prevail. The duration of the unemployment episode¹³ is in 6% of cases less than one month, in 30% of cases it lasts from one month to one year and in 17% from one year to two years.

PES ACTIONS

In the following table there is a summary snapshot of the main activities carried out by the PESs over the last six years (for 2023 the data are updated to 30 September). The representation shows an ordinary recovery of activities after the drop due to the health emergency in 2020, which affected all services, with the exception of contacts and interviews with users, which, on the contrary, increased, also thanks to the availability of adequate technological means that made it possible to continue remote interactions.

The increase in the number of contacts and interviews following taking charge is undoubtedly attributable to the introduction in the CPIs of the new service delivery model based on the figure of the case manager precisely for the purpose of extending the support offered, in addition to the basic initial orientation. At the same time, the data on taking charge (which consists of the first orientation interview and the stipulation of the service pact) confirm that the PESs now guarantee this essential service in a universal manner. Again in the direction of offering a service that is not limited to activating the worker, but to accompanying him or her towards work, are the indicators relating to the activity supporting the matching of labour supply and demand. The definition of the role of the account manager as a dedicated professional figure for the activity carried out by the PESs with companies, allowed the results recorded in the pre-covid period (2018 and 2019) to be steadily exceeded. For 2023, the figure recorded at the end of September is substantially in line with that of the first nine months of 2022.

The start of the GOL Programme (Active labour market policies within the NEXT GENERATION EU framework 6 missions → 5th Inclusion and cohesion> Active labour market policies) is instead indicated by the number of qualitative profiling (a tool introduced as of July 2022), which to date stands at 134,308. This figure takes into account the fact that a user may have had more than one qualitative profiling if he or she requested a review of his or her situation in order to be assigned to a different GOL route. Another important indicator is the number of cheques issued to users. Until 2022, the figure also includes employment cheques, whereas the figure for 2023 only takes into account GOL cheques issued in pathways 1, 2, 3 and 4 (due to the closure of AxL).

| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 (Sept.) |
|--|---------|---------|---------|---------|---------|--------------|
| Service agreements | 136.413 | 142.329 | 95.009 | 118.034 | 126.651 | 101.504 |
| Qualitative profiling | - | - | - | - | 45.095 | 89.213 |
| Group orientation | 10.497 | 17.040 | 4.750 | 3.788 | 10.301 | 17.849 |
| Other PES activities (interviews, contacts with users) | 75.920 | 84.583 | 209.462 | 262.543 | 201.629 | 144.241 |
| Internships | 9.862 | 13.779 | 8.515 | 13.760 | 12.259 | 8.626 |
| AxL/Assignments GOL | 13.535 | 21.974 | 16.641 | 19.600 | 14.101 | 20.292 |
| Vacancy: number of requests | 10.168 | 10.676 | 5.449 | 13.005 | 11.432 | 9.663 |
| Vacancy: number of jobs | 15.890 | 16.389 | 8.837 | 20.665 | 20.429 | 18.440 |

3. Organisation and structure of services for jobseekers (focus on youth) and companies, what kind of practice/ knowledge or experiences would be beneficial for your context?

Veneto Lavoro was established by the Regional Law nr. 31/98, as a technical agency for the employment of the Veneto Region, as an in-house agency of the Veneto Region, its main source of financing is public regional, national and EU funds.

Veneto Lavoro, supports the institutions and other organisations, featuring qualified services in terms of planning, management and evaluation of the labour policies, inclusion and monitoring of regional labour market and economy and society. Its scope includes the study and promotion of active employment policy, the monitoring of the labour market, the 'implementation of the Employment Information System of Veneto and the development of innovative projects, both in the context of local and EU level. Since June 2018, Veneto Lavoro has incorporated the 40 Public Employment Centre of the Region in its organisation. The organisation consists of Direction, eight operating units (U.O.) and seven territorial units (U.O.T.), corresponding to the provincial aggregations of the Employment Centers. With the adopted functional structure it is possible to carry out additional activities assigned by the Regional Authority in the field of Labour Market and employment policies.

The organisation chart is as follows:

Direction

7 U.O.T. (Territorial Organisational Units of the local PES)

O.U. 1 Budget, General Affairs and Procurement

O.U. 2 Human Resources

O.U. 3 Veneto Labour Market Information System: planning and management of internal and external information systems, the development of the ClicLavoro Veneto portal, the management of the Regional Services Center in synergy with the ICT and Digital Agenda and the business intelligence services.

O.U. 4 Regional Labour Market Observatory. deals with the analysis of information on the regional labour market, monitors labour policies and carries out thematic surveys.

O.U. 5 Technical Assistance for Management of European funds:

O.U. 6 Business Crisis Unit and Services: improvement of the procedures for reconciliation of labour disputes, monitors territorial crises and launches experimental activities to encourage re-industrialisation and relocation of workers.

O.U. 7 Veneto Welfare: a new OU that deals with: a) promotion, information and qualified assistance regarding the complementary social security of the regional population.

O.U. 8 Coordination and management of the public network of employment centres: In June 2018 the staff working in the Public Employment services were transferred to Veneto Lavoro.

- development and monitoring of the employment services in accordance with the regional master plan;

-development of the 'Cliclavoro' network for the matching of supply and demand of labour
<http://www.cliclavoroveneto.it/>;

The amount of the staff employed by Veneto Lavoro is 587 employees (management, labour market operators, case managers and account managers)

Veneto Lavoro coordinates and manages all the PES of Veneto Region. The main missions of the PES are: Integrating jobseekers into the labour market; Advising employers and supporting them in their recruitment; Providing them all the active measures available for training adapted to labour market expectations; Development / implementation of measures for promotion of employment of disadvantaged people (, financial incentives, incentives for employers for working integration of disadvantaged ...); support to the youth guarantee. Veneto Lavoro also manages the implementation of ESF Technical Assistance activities as a fundamental objective to support the Managing Authority and the regional staff of the structures responsible for the stages of implementation, management and control of the ESF program. Veneto Lavoro managed the



ESF Technical Assistance activities for the period 2007-2013 , then 2014-2020 and actually PR Veneto FSE+ 2021-2027.

Veneto Lavoro manage the Active labour market policies within the GOL programme (Active labour market policies within the NEXT GENERATION EU framework 6 missions → 5th Inclusion and cohesion> Active labour market policies = GOL (workers' employability guarantee)

Target groups:

The Role of the local PES within the GOL programme: is to take charge and assessment; Profiling ;Service agreement;

Accompaniment to the choice of the private service provider; Monitoring and evaluation

Assessment and profiling = qualitative and quantitative; To define the employability profile; Skills gap analysis; Analysis of the complexity of the situation: Digital competences

Moreover, the department follows the implementation of the European Integration fund (FEI and FAMI) managed by the Italian Ministry of Interior.

The public network of employment services will have an increasingly capillary diffusion in contrast to the suppression of some CPIs that occurred in the recent past with the aim of fostering the proximity of services not only through a greater offer of digital services, but also with a greater physical presence, which remains fundamental for people without digital skills or with specific needs that are not compatible with a remote 'service'. In fact, a widespread presence allows the promotion of active employment policies among that part of the population that is more difficult to reach (e.g. young neet or other inactive people far from the labour market).

As already introduced in the National GOL Programme adopted by inter-ministerial decree of 5 November 2021, the goal is the physical presence - even on an occasional basis - of an employment centre or decentralised office or branch or other facility for at least every 40,000 inhabitants.

There are currently 39 active Labor Centres in Veneto, in locations that are all open to the public, with seven provincial coordination offices and one central office where regional management and administrative activities are concentrated.

Labour Centres are classified according to the criterion of the resident working-age population, which can be considered a representative indicator of the need for the services rendered by PES. In this way the PES are classified by

- PES Category A provincial capital,
- PES Category B large,
- PES Category C medium-sized.

In the logic of strengthening the presence on the ground, 'deliveries' were also launched as decentralised PES branches, managed by PES operators in cooperation with municipal administrations.

Regional law no. 3/2009, art. 22 bis, also provides within the employment services system for '**Job desks**' which, thanks to the collaboration with the Veneto Region, ANCI and Veneto Lavoro, make it possible to reach citizens in a capillary manner by providing an initial information service.

Article 18 of Legislative Decree No. 150/2015 identifies the activities to be carried out by the Employment Services. The following articles, Articles 20, 21 and 23, identify the preparatory and necessary activities for the



stipulation of the Personalised Service Pact, the monitoring activities of the Personalised Service Pact, including the management of conditionality, the activities related to the issuance of the individual outplacement allowance. In addition, Article 8 of Decree-Law No. 48/2023 and Article 6 of Ministerial Decree No. 108/2023 provided for the obligation for the recipients of the Training and Employment Facility measure, who are subject to activation obligations, to sign a Service Pact with the Job Centre and to join the retraining and activation initiatives. A conditionality system also applies to them, linking the disbursement of the economic benefit to participation in active policy measures.

As already mentioned, with Ministerial Decree No. 4/2018 and, most recently, with Resolutions No. 5 and No. 6 of 2022 of the Extraordinary Commissioner of ANPAL, the services that must be ensured to workers in a uniform manner throughout the national territory were defined, as well as their respective contents in terms of activities and outputs, durations and standard cost units for the purposes of the economic reimbursement of services to the providers. The standards for the provision of employment services, as defined in the GOL Programme, are assumed to be the essential levels of services for all employment centres nationwide, as enshrined among the objectives of the NRP. One of the qualifying aspects of this structure of the supply of employment services consists in the fact that the citizen, whether unemployed or the beneficiary of income support instruments in a labour relationship and at risk of unemployment, must be guaranteed access to active policy measures. In this scenario, it becomes a priority to guarantee the essential levels of services (LEP), as remodelled within the GOL programme, in favour of the citizens. This calls for a new overall governance of the services and active labour policies, more anchored to principles of project management, user case management, conditionality of services and therefore citizen responsibility.

Within this framework, it is useful to recall the **functions currently exercised by Job Centres, which are** mainly in the following areas:

1. management of unemployment with quantitative and qualitative profiling, finalisation of the personalised service pact, referral to job vacancies, referral to active policies and present training activities;
2. basic and specialised guidance on employment opportunities in the local labour market, including skills assessment and identification of possible areas of expertise to be developed;
3. job accompaniment consisting of assistance in drafting/updating the curriculum vitae and its publication on Cliclavoro Veneto, support in the preparation of interviews in the company, scouting of vacancies in line with the worker's profile, motivational support and tutoring of the activation process through periodical meetings;
4. CV pre-selection service for companies;
5. matching of labour supply and demand provided for in the employment regulations, also from an administrative point of view;
6. targeted employment of disabled persons;
7. promotion of summer orientation and work placement traineeships aimed at continuous employment;
8. individualised self-employment guidance and mentoring in the post-start-up phase
9. joint examination provided for in the procedures relating to extraordinary wage supplementation interventions and to the declaration of staff mobility, involving production units of the same company located in a single province, as well as the expression of the relevant opinion to the competent state administration (on the basis of an agreement with the Region);
10. promotion of agreements and collective agreements aimed at solidarity contracts, limited to procedures involving production units of the same company located in a single province (on the basis of an agreement with the region);



11. start-ups in the Public Administration referred to in Article 16, Law No. 56 of 28 February 1987;
12. combating early school leaving;
13. management of territorial mobility incentives;
14. management of instruments aimed at reconciling work time with care obligations towards children or dependent persons;
15. promotion of socially useful work;
16. liaison activities with other actors collaborating in the implementation of interventions, such as private operators accredited to employment and training services, schools, social and health services, companies, social cooperatives, etc.

To complete the framework of services, it is worth mentioning the exclusive competence in the field of **conditionality** management (Article 21 of Legislative Decree No. 150/2015, Articles 4 and 7 of Decree-Law No. 4/2019, Article 8 of Decree-Law No. 48/2023), consisting in verifying that income support beneficiaries actually participate in the active labour policy measures activated, applying sanctions in case of non-compliance with the personalised service pact.

4. How has the PES adapted its services to the digital transition, how have the services, communication and resources changed thanks to digitisation of the public services (online services) and what is a consequence in terms of quality, accessibility, what can help you improve this process (training of operators, citizens, companies etc)?

The revision by ANPAL of the national system of qualitative profiling of Job Centre users, through the updating of the quantitative profiling model and the provision of a compulsory in-depth assessment interview with the user, aimed at acquiring qualitative information on his/her condition in the labour market, in order to determine the level of outplacement assistance needed, has led to a rethinking of the process of user acceptance by the PES operators. In this way, the role of the case manager was enhanced in order to detect the user's needs and to provide him/her with useful elements to help him/her choose the active policy proposal that best meets his/her needs with respect to the ultimate objective of job insertion/re-insertion. In the future, it is envisaged to strengthen the capacity of case managers to orient users among the different policy tools available, on the basis of the different combination/intensity of services offered by each tool (GOL, ESF+ 21-27, FrD).

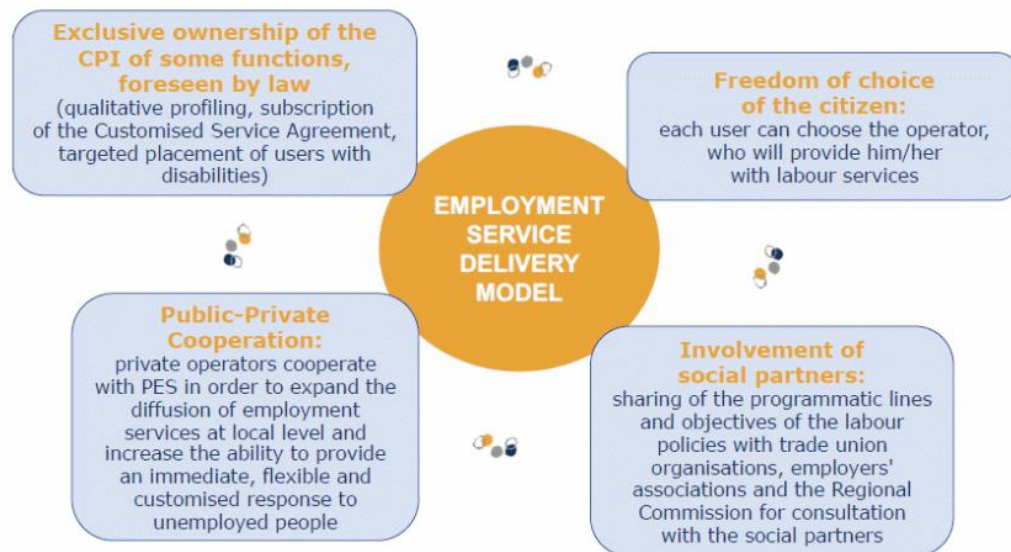
Moreover, the 'OPAL Catalogue' tool allowed, on the one hand, to improve transparency in the provision of services, since the range of offers of each institution was made available in a public catalogue, freely accessible from the Cliclavoro Veneto portal (<https://www.cliclavoroveneto.it/catalogo-opal>), through which each citizen looking for outplacement support or for a vocational retraining opportunity can find out about the different offers available and choose the option best suited to his/her needs; on the other hand, it has provided agencies with a tool to promote their offer by improving their visibility towards the users of the Job Centres.

The graph illustrates, schematically, the flow of intake and access to the employment services system by users.





Principles of Organization of Labour Services: a Human-Centred Service System



Digitalisation of Labour Services: Just One Click Away – Il Lavoro al Centro

VENETO LAVORO

REGIONE del VENETO

IL LAVORO AL CENTRO
www.cliclavoroveneto.it/webinar

I WEBINAR DEI CENTRI PER L'IMPIEGO

- GUIDANCE**
Information on the Regional Labour Market
- JOB**
Information on searching for vacancies and apply for job positions
- JOB**
Information on ALMPs, training opportunities and internship

Digitalisation of Labour Services: Just One Click Away - IncontraLavoro is the recruitment initiative of the Employment Centres promoted by the Veneto Region and Veneto Lavoro with the aim of bringing together companies looking for candidates and workers looking for a job, thus promoting the placement and reintegration of unemployed people into the labour market.



5. Networks and relations with main stakeholders, players and other labour market actors, describe the strengths and the weaknesses we could address in the project.

Veneto Lavoro (Regional Agency for employment policies), will guarantee the involvement of appropriate regional and local actors to labour market active Policies implementation.

Public-Private Cooperation: private operators cooperate with PES in order to expand the diffusion of employment services at local level and increase the ability to provide an immediate, flexible and customised response to unemployed people.

Territorial animation strategically and operationally implies gathering PES, service providers, employers, social partners and other institutions in the local territory and getting them to share information and data for the planning and activation of services and initiatives related to training, professional requalification and employment relevant for the local labour market.

The initiative arises in continuity and response to the new programming of activities related to "Pathways 2 - Upskilling" (Regional Decree 1147/2023) provided by the national "GOL programme", which significantly innovated the previous programming of upskilling pathways with the main objective of facilitating the matching between demand and supply of training and increasing the participation rate in ALMPs of users who have skills gaps fillable with short-term upskilling training.

The main objective of territorial animation is to support the planning of training offers by focusing on training content, offer localization, temporal planning, user engagement and definition of requirements.

Among the activities carried out concretely in the territory, the PES offices of Veneto Lavoro actively organise meetings with accredited training and employment services providers to present data on the training needs of users and the personnel requests of companies in the area in which they work, so that to allow a shared planning of pathways, as much as possible responding to the needs of the local labour market.

Thanks to the cooperative and participatory approach promoted by territorial animation, each territory can plan a new training offer based on past experience, direct knowledge of the subjects operating in the territory, analysis of demand and supply data and the need to differentiate the offer from the traditional contents provided, thus supporting the specific requests and needs of the territory.

Involvement of social partners: sharing of the programmatic lines and objectives of the labour policies with trade union organisations, employers' associations and the Regional Commission for consultation with the social partners.

Veneto Lavoro collaborates with the other public and private actors dealing with Equal opportunities as: the Equality Opportunities Councilor of the Veneto Region, the Provincial Equality Opportunities councillors, the labour inspectorate, the national social security institute, INPS, and third sector actors. Veneto Lavoro will contribute to the project bringing its experience and expertise on gender policies, with a peculiar focus on women participation in economic life.

Also is foreseen a collaboration with the 'Regional commission for the realisation of equal opportunities between men and women' that reiterates the equality of citizens, an essential principle of democratic life, recalls gender equality as an indispensable moment in the planning of development and progress of countries, as an objective of civilisation, social sustainability, growth of reputation in the markets, as well as a formidable growth engine aimed at by the UN 2030 Agenda.



6. What are you doing (what tools, methods, strategies, networks) to support a greener labour market? What can be the contribution of the PES in this transition? What are the specific needs that you may have in this regard?

The operational model for the implementation of active labour policies in Veneto currently envisages that the CPIs carry out the functions related to the taking on of unemployed users, including the convocation, the qualitative profiling, the signing of a Service Pact and the management of conditionality. Following the signing of the service pact, on the basis of the job placement course identified according to the worker's needs, the CPI directs the worker to the active policy measure most suited to his or her insertion/re-insertion in the labour market. Among the active policy measures that can be proposed is participation in the GOL Programme. Within the framework of the GOL Programme, accredited private operators are entitled to feed a special Catalogue of job and training/apprenticeship service offers spread throughout the regional territory, called 'OPAL Catalogue' (Catalogue of active labour policy offers). The 'OPAL Catalogue' tool allowed, on the one hand, to improve transparency in the provision of services, since the range of offers of each institution was made available in a public catalogue, freely accessible from the Cliclavoro Veneto portal (<https://www.cliclavoroveneto.it/catalogo-opal>), through which each citizen looking for outplacement support or for a vocational retraining opportunity can find out about the different offers available and choose the option most suited to his/her needs; on the other hand, it has provided agencies with a tool to promote their offers, improving their visibility towards the users of the Job Centres. The creation of a Catalogue of active policy offers makes it possible to have a uniform information base, which will be able to contain all the regional policies, managed with the different devices (GOL, ESF+, ...), which is also useful for monitoring and making information on the regional policy offer available at ministerial level.

Another example of a green approach is the dematerialisation of documents produced within the public administration. Paper-based document management processes are characterised by the fact that they are costly, have a strong environmental impact, lack transparency, are difficult to share and store, take a long time to search, are easy to make mistakes, get lost, etc. This is why Veneto Lavoro has started a process of document dematerialisation to support the taking in charge of users, the use of electronic signatures, and online services. In particular, the CENTRO PER L'IMPIEGO ONLINE allows users to carry out certain practices and procedures directly from the ClicLavoro Veneto portal <https://www.cliclavoroveneto.it/>

My profile to view and edit registration data and request strong account authentication;

- "Il mio cv" to enter your CV if it has not already been issued at a Job Centre
- Voucher request to submit an application for a Jobseeker's Allowance and express one's preference as to the private organisation where one can benefit from the related services;
- Online service agreement reserved for precarious school staff and seasonal workers;
- Appointment booking to make an appointment with a Job Centre;
- Search job offers to consult and apply to job offers published by Job Centres;
- IncontraLavoro to consult and apply to job offers published as part of the IncontraLavoro initiative.
- Assunzioni PA art. 16 to consult and apply for notices regarding selections for recruitment in the Public Administration pursuant to art. 16 L. 56/87.
- Sign online documents to sign the documents made available by the Job Centre and obtain a copy to download and print (service agreements, employment cheques, active policy proposals).



7. In your services do you apply a universal approach or tailor-made guidance and counselling for specific targets (vulnerable or other priority targets in your area?) please explain briefly and highlight what could help to improve them

Veneto Lavoro, following regional, national and European directives, designs and delivers person-centred services, in a context where technology is transforming employment services, and at the same time diversifying and increasing the quality of the offer to meet the specific needs of different target groups. In the direction of offering a service that is not limited to activating the worker, but to accompanying him/her towards work, the operational model of the implementation of active labour policies in Veneto fits in. The PESs carry out the functions related to the taking on of unemployed users, including the convocation, the qualitative profiling, the signing of a Service Pact, and the management of conditionality. Following the signing of the Service Pact, on the basis of the job placement course identified according to the worker's needs, the PES directs the worker to the active policy measure most suited to his or her insertion/re-insertion in the labour market objectives.

The revision by ANPAL of the national system of qualitative profiling of Job Centre users, through the updating of the quantitative profiling model and the provision of a compulsory in-depth assessment interview with the user, aimed at acquiring qualitative information on his/her condition in the labour market, in order to determine the level of outplacement assistance he/she needs, has led to a rethinking of the process of user acceptance by the ICC operators. In this way, the role of the case manager was enhanced in detecting the user's needs and in providing him/her with useful elements in order to orientate himself/herself in the choice of the active policy proposal best suited to his/her needs with respect to the ultimate objective of job insertion/re-insertion.

Example of guidance and counselling for specific targets:

- Services for targeted employment, inclusion and integration: consolidate the integration of the services offered to disabled workers and businesses subject to the obligation (l. 68/99) to the system of services for ordinary employment, strengthening, through appropriate training initiatives addressed to all case workers and account managers, the capacity to respond to the needs of this category of users. The employment services promote counselling and job search assistance for workers with disabilities. The main tool for managing users with disabilities is the multi-service instrument of the 'Reinforced Voucher' (VR), which was made fully operational in 2023 and the activities of the 'Job coaching' (JC) call, launched in 2022, which provides coaching, lasting up to 6 months, by a disability job coach for newly hired workers or employed workers with disabilities who are facing a major change in the organisation of their jobs. Alongside the measures aimed at adults already registered in the targeted employment system, the 'School-to-work transition' measure for students with disabilities leaving the school and training system was re-proposed, in order to intervene promptly and thus shorten the period of inactivity in the first phase of entry into the labour market.

- Services in Convention: consolidate the offer of services in convention in favour of the regional system of employment services, starting from the municipal administrations in the management of the Informa Lavoro desks and from the social services for the management of the Assegno di inclusione (Inclusion Allowance).

- Services for the management of guidance and school drop-outs: consolidate the tools available to operators for taking charge of individuals at risk of dropping out, with particular reference to specialised guidance activities and for combating school drop-out. The guidance infrastructure will be strengthened by involving schools, VETs, PESs and the Chamber of Commerce system;

- Eures Services: Coordinate the activity of Eures specialists in the supply-demand matching service by favouring the management of recruitment abroad through the Eures network.



- Prisons Project: Define a new organisational model to allow prisoners to access active labour policies (DGR no. 855/22 Veneto Region) in case of semi-freedom or daily leave from prison (Art. 21 Prison Ordinance). In 2023, 9 GOL pathways were implemented in 8 penal institutions, involving a total of 163 persons in prison.

8. In your experience, or according to studies carried out in your country, what is the perception of the PES according to the users (jobseekers, companies, but also other players) and what specific issues, tools, may help you improve the visibility and reputation?

The process of reorganisation that has affected the Italian Public Employment Services in recent years has profoundly renewed the functions and face of the Employment Centres, making them no longer and not just administrative offices in charge of dealing with bureaucratic paperwork, but dynamic centres oriented towards a human-centred service, capable of providing significant support in job search and professional development. Nevertheless, the common citizen's perception of public employment services is still anchored in the image of the old employment office: austere, unwelcoming and rigidly bound by red tape. The reputation of Job Centres also suffers from a widespread prejudice towards the Public Administration, perceived as a slow and inefficient machine. Through pilot actions of social communication, including a recent influencer marketing initiative, Veneto Lavoro had the opportunity to monitor users' sentiment, recording a negative trend, in some cases motivated by direct experiences at the Job Centres (long waiting times, dissatisfaction at not having received a job offer, frustration at the lack of the right empathy and effectiveness in the relationship with the operator met at the Job Centre), in others the result of prejudice towards the Public Administration and incorrect information and understanding of the service. In the light of the quantitative and qualitative data collected, Veneto Lavoro's Communication Office has launched the development of new social communication initiatives based on storytelling techniques, chosen as a strategy to improve the reputation of the service through the creation of emotional connections and recognition in protagonists of success stories made possible thanks to the mediation of the Job Centres. In parallel with the digital marketing strategies, Veneto Lavoro is engaged in a capillary activity of renewal of the organisation's coordinated image, also in infrastructural terms, with the aim of strengthening the positive perception of the service and supporting a gratifying customer experience that responds to the expressed and latent needs of users. A balanced combination of online and offline communication actions, with particular attention to younger targets on the one hand and to languages and tools favouring inclusion on the other, is the strategy that Veneto Lavoro intends to pursue in order to improve its visibility and reputation.

9. How is the internal (organisational) and external communication for jobseekers, companies, other stakeholders (intermediaries, other labour market players), what strategies are you currently implementing, what channels do you use, how do you address inclusion? What are the shortcomings / needs of the current communication strategies?

The information and communication activities of Veneto Lavoro are strategic for the achievement of the objectives defined by the Plan of Activities of the Authority and are carried out in a logic of integrated communication of channels and tools, digital and traditional, as well as on the customization of interventions according to the different categories of users: unemployed, young people, students leaving school, disadvantaged workers, people with disabilities, workers of companies in crisis and at risk of unemployment, companies, intermediaries, internal staff of Veneto Lavoro.

The main communication activities implemented by Veneto Lavoro concern

- the employment services offered by Veneto Job Centres to citizens and enterprises;
- opportunities for matching labour supply and demand, with particular reference to the "IncontraLavoro" events, territorial, company and sectoral recruiting initiatives of the Veneto Job Centres;



- access to regional active policies (and not only) and specifically the opportunities offered under the GOL Programme - Guaranteed Employability of workers in terms of job reintegration, updating (upskilling) and retraining (reskilling) of skills, labour inclusion, collective outplacement;
- active policy interventions and employment opportunities aimed at supporting the labour insertion of people with disabilities;
- recruitment obligations provided for companies by legislation on targeted employment, exemption procedures, agreements for partial fulfilment of the obligation, incentives for hiring people with disabilities;
- the online services hosted on the ClicLavoro Veneto portal for workers, companies, students and operators;
- the dynamics and trends of the regional labour market, also by exploiting the statistical publications of the Regional Labour Market Observatory;
- notices, contributions and initiatives of the Veneto Region on employment, training and education;
- the Veneto Region's interventions for the promotion of equal pay, support for stable and quality female employment, the fight against discrimination in the world of work, measures to reconcile life and work times
- the activities and services offered by the regional Crisis Unit in the management of complex, territorial, sectoral and supply chain company crises, in the definition of reindustrialisation and reconversion processes, for the protection of jobs;
- the activities of the Veneto Welfare OU in promoting the development of complementary contractual welfare, health welfare, bilaterality and territorial and corporate welfare;
- public competitions and selections operating in the region;
- incentives and contributions to companies for hiring employees;
- the main new regulations on employment and vocational training;
- the institutional activities of the Veneto Lavoro agency (events, initiatives, European projects, organisational activities, competitions and selection procedures, changes in the location of the ICCs, activation of contact points and employment desks, etc.);
- with a view to internal communication, opportunities, facilities, initiatives, training activities, forms and service information useful for internal Veneto Lavoro staff.

Communication activities are mainly carried out through the Veneto Lavoro institutional website, the ClicLavoro Veneto portal and the respective social channels. Contents are conveyed through a variety of tools such as news, fact sheets, editorial insights, thematic focus and columns, social networks (posts, tweets, stories, reels, videos, etc.), press releases, newsletters, webinars, online and in-person events, infographics, videos, interviews, graphic communication materials.



FOREM (Belgium)

1. Main characteristics of the labour market in your area (employment, unemployment, sectors etc, in particular structural youth unemployment) and main challenges or priorities to address.

On January 1, 2023, Wallonia had a population of 3,681,575 (31.5% of Belgium's total population) in an area of 16,901 km². Wallonia is the least densely populated region in Belgium.

In 2023, according to the latest results, Wallonia had just under 1,400,000 employed people and almost 119,000 ILO unemployed people among the population aged 20 to 64. The employment rate is 65.5% (72.1% in Belgium), with significant disparities depending on the profile of the individual. Women (62.4%), young people aged 15 to 24 (20.8%), people aged 55 to 64 (59.9%) and those with low levels of education (42% in 2022) all have employment rates below the average.

Wallonia has almost 91,000 companies (establishments), employing over 1,100,000 people and 322,000 self-employed. The main sectors of employment are health and social work (17% of all jobs), education (13%), trade (12%), manufacturing (11%) and public administration (11%).

Certain sectors stand out as "Walloon specialties" in the sense that they account for proportionately more salaried jobs than at national level (public administration, construction, healthcare, etc.). As far as industry is concerned, pharmaceuticals and aeronautics are other sector specialties.

Walloon unemployment is recognized as having a strong structural component. Of the 220,000 unemployed jobseekers on average in Wallonia in 2023, 42% are low-skilled and 43% have been unemployed for 2 years or more. Two out of ten jobseekers are under the age of 25. The NEET rate in Wallonia will be 8.4% in 2022.

Sources: Statbel and National Register (population), Labor Force Surveys (active population, inactive population and employment rate, NEET), ONSS (employees), INASTI (self-employed), Forem (jobseekers).

2. Description and quantification of the users of your services (jobseekers, companies) and in particular youth, what is the % of youth and general profiles of jobseekers.

In 2023 (on average), Forem counted 220,000 unemployed jobseekers in Wallonia, of whom 52% were men; 20% under 25 and 24% aged 50 and over; 42% low-skilled; 43% unemployed for two years or more.

Of the 42,400 jobseekers under the age of 25 in Wallonia in 2023, 65% were enrolled in a period of professional integration after their studies.

3. Organisation and structure of services for jobseekers (focus on youth) and companies, what kind of practice/ knowledge or experiences would be beneficial for your context?

DUE (Direction Unique Employeurs)

The DUE is a specific direction dedicated to employers.

It has more than 200 business advisors who help companies in their development.

The specificity is that each company has a dedicated counsellor.

This counsellor is specialised in his sector and is the privileged contact of the company.

The services offered are:

- recruiting staff (diffusion of job offers on-line, pre-selection, etc.)
- supporting worker training
- hosting trainees



- advising on public financial grant for the recruitment of staff

Since October 2022, Forem has deployed several efficient digital tools allowing companies to carry out certain services online independently, such as posting vacancies, for example. This notably frees up time for business counsellors, enabling them to develop and implement more high-value-added services for hard-to-fulfil recruitment needs (preselection, job fairs, tailor-made training, etc.).

Objectives:

1. Foster the autonomy of jobseekers and businesses
 - Accessibility of online services (24/7) and smooth user journeys;
 - Consideration of users' digital maturity and potential coaching;
 - Autonomy and freedom in job search and recruitment management;
 - Internally generated time savings allowing for the development of higher value-added activities for these users (quick, tailored, and adapted responses);
 - Contact with a counsellor is always possible during the process if necessary.
2. Increase the quantity of job offers collected, managed, and disseminated by Le Forem through digitalization, while ensuring their quality
 - Input necessary for the implementation of Tailor-made Support for jobseekers;
 - Increase in opportunities for mobilisation and integration of jobseekers;
 - Positioning of Forem as a job offer integrator for the Walloon region.

3. Gain better insight into interactions between candidates and companies. Be able to capture and leverage information to enhance the quality of our services.

Digital tools deployed:

- Secure authentication of companies + autonomous management of online accounts and contacts;
- Incoming APIs enabling automatic reception and dissemination of job offers from partners on Forem's website;
- Online interface for job offer management (Rome V3);
- Bidirectional automatic matching (job offers and candidates);
- Online application submission tool ("Apply online").

Two youth specific experiences should be shared with partners:

"Ancre" is a project led with schools, experts in jobseekers' support and all the stakeholders concerned by youth guarantee. It offers young people in a pre-dropout situation a personalised support and follow-up system to either guarantee the conditions of continuity of integration or reintegration into education and training, or build a tailor-made socio-professional integration pathway.

By bringing together in one place all the experts concerned by the NEETs issue, it is a question of co-constructing an integration path, tailor-made for each NEET with all the partners.

"Coup de boost"

Remobilization of NEETs, who have neither a degree nor incomes – sometimes unknown to regional public employment services, non-registered - are supported to reach employment or training. The dynamic is inspired by the department dedicated to collective redundancies (Cellules de reconversion) with collective workshops based on interests and personal particularities.

"Coup de boost" is composed of three steps:

1. Mobilisation;
2. Support => The aim at the end of this step is to find a job or start training;



3. Follow-up.

4. How has the PES adapted its services to the digital transition, how have the services, communication and resources changed thanks to digitalization of the public services (online services) and what is a consequence in terms of quality, accessibility, what can help you improve this process (training of operators, citizens, companies etc)?

NEW SUPPORT SERVICE OFFER.

In July 2021, Forem implemented a new service offer for jobseekers: “accompagnement adapté” (Tailor-made support). The aim of this new support solution is to provide each jobseeker with specific, personalised assistance in finding a job.

To this end, we have created 4 support modalities into which we divide jobseekers according to a score that each obtains by combining two values:

- The job proximity score: (between 0 and 9) is calculated by an algorithm on the basis of some thirty criteria linked to the jobseeker's profile and the labour market;
- The jobseeker's declarative digital autonomy.

This data is obtained during the registration process, which has also been completely overhauled and simplified, with a new application available online. The aim is to improve our profiling capabilities and to gradually increase the number of jobseekers who are able to register online on their own. All the more because the registration process includes the creation of a personal space (also revamped) on our website, which makes numerous online services available.

For jobseekers who are the furthest from digital technology, they can find a front-line agent assistance, but the agent will carry out the operation with them rather than on their behalf.

The 4 modalities are as follows:

- Fully digital: completely autonomous digital support. Intended for jobseekers close to employment with sufficient digital autonomy
- E-counseling: remote support (=new type of communication) from a counsellor. This remote support is intended for jobseekers who are able to manage their path to employment with a certain autonomy
- Sectoral: face-to-face support by a counsellor working within a multidisciplinary team
- Socio-professional: intensive face-to-face support with a counsellor supported by a multidisciplinary team and, if necessary, a social worker.

The construction and implementation of the project incorporates a so-called "phygital" approach, which aims to infuse our action, at every stage, with the benefits of complementary human expertise and digital tools.

QUALITY IMPACT.

- Greater individualization of our response to the needs of each jobseeker;
- Concentration of efforts where they have the greatest impact;
- Integration of the benefits of complementary human expertise and digital tools;
- Increasingly develop our agents' and users' digital culture;
- New data-driven services.

INTEGRATION AND SIMPLIFICATION.

Enhanced integration between our online services is another positive and impactful effect of our digital transition. The registration application is linked to our profiling, matching and CV creation tools to ensure:

- a smooth and simple user experience;
- maximum data exploitation;
- internal and external consistency when processing a user's unique file.



All personalised online services are available via a personal space on our website. The access and authentication process uses the "FAS" federal authentication process, which is becoming the common authentication tool shared by all Belgian public services, thus also contributing to a smooth and simple user experience.

WHAT CAN IMPROVE THIS PROCESS?

We face a major challenge in bridging the digital divide. Continuous internal and external training is essential if we are to reduce it, as is the enhancement of our online services to facilitate the user experience and offer a complete set of services that can be used independently. But as this is a society-scaled challenge, we also need to open up more to the outside world. And digitalization can help us do that. Two current projects illustrate this:

- Developing the interoperability of the single user file: giving access to the editing of certain parts of the file to external partners who also work with the user.
- Building a single Walloon training platform, shared by all training stakeholders.

5. Networks and relations with main stakeholders, players and other labour market actors, describe the strengths and the weaknesses we could address in the project.

Concerning stakeholders concerned by the youth public, Forem has developed and experimented since 2013 different partnerships with all stakeholders. Concerning Long-Term Unemployment, efforts must be made and different experiments will only emerge to bring together all stakeholders (health, housing, over-indebtedness, ..). Efforts must be made to collaborate with those structures, identify Non registered and long-term unemployed and guide them as best as possible. The conclusions of this pilot experiment based on the "One-Stop-Shop" to improve the partners' network will be available in December 2024.

As part of the "Walloon Recovery Plan", this project aims to create local counters to:

- Provide free front-line information ;
- Support the target public in the first steps (virtual or physical depending on the person's degree of digital autonomy);
- If necessary, link up with the relevant specialist services to ensure follow-up (GDPR framing).

The key stages of this project are:

- Bringing together key stakeholders in order to build the multidisciplinary "one-stop-shop" model at local level (Vision, Mission, strategic and operational objectives) ;
- Carrying out a cadastre at local level (city by city) of the present operators and existing infrastructures (MoE, ALE, ...) and identify possible needs for new infrastructures ;
- Developing and validating the partnership model of governance and financing ;
- Implementing the model within cities and municipalities, communicating and informing citizens (pilot experiences);
- Creating an online platform between stakeholders, to create a bridge with other existing platforms and sites.

Currently all the actors aiming to avoid non take-up of rights are beginning a living lab phase before the "one-stop-shop" phase on two micro territories.

A huge "Territoire Zero Chômeurs" (territory zero unemployed) experiment is actually led in Wallonia with the help of the ESF+. 103 Millions are dedicated to 17 project leaders to identify 8,000 long-term unemployed job seekers on Walloon micro territories (Max 15,000 inhabitant). The aim is to provide tailor-made jobs (based on their needs and desires) to 800 of them, involving all the local and regional stakeholders who could help to remove the disincentives. The operational phase started in January 2023, the experiments end in December 2026.



The new decree “accompagnement adapté orienté coaching et solution des demandeurs d’emploi” (Tailor-made SUPPORT FOR JOBSEEKERS), provides a framework for two types of Forem partnerships:

1. Collaboration agreements with the partners of the decree's support ("MIRE", municipalities, "CISP", ...) with which Forem has concluded a framework collaboration or cooperation agreement
2. Partnerships with third party operators funded by Forem through a call for projects. In this case, Forem takes decisions regarding the subsidy

In Wallonia, due to this decree, a Commission was set up in 2023 to strengthen partnerships between the “Office wallon de la Formation professionnelle et de l'Emploi” (Le Forem) and socio-professional integration operators responsible for contributing directly or indirectly to the socio-professional integration of jobseekers.

Partnerships are also encouraged through regulatory coercive measures aimed at forcing approved operators to work with partners to accomplish their mission. This is particularly the case for regional employment missions (MIRE) and self-creation support structures (SAACE).

The MIRE, Regional Employment Missions which are partners of PES concluded cooperation agreements with big employers (e.g. Quick, Burger King) committing them to hire unemployed from vulnerable groups, such as long-term unemployed. Forem also concluded some agreements with some employers to hire LTU as the current labour market situation and the requirements of employers are not favourable conditions for integrating LTU.

The issues of improvement are:

- quality data exchange
- Add the ambition stated in the management contract concerning the development of an original strategy which consists of getting long-term unemployed people back into the labour market by favouring the "Job First" strategy, original tools/methodologies and the use of appropriate partners.

6. What are you doing (what tools, methods, strategies, networks) to support a greener labour market? What can be the contribution of the PES in this transition? What are the specific needs that you may have in this regard?

Forem has 2 Environment & Green Sectors competence centres that offer "green" training (waste recycling, maintenance of green spaces, renewable energies...).

Paths envisaged by Forem:

- Identifying professions in shortage and critical functions for which the "ecological" factor would be the "ecological" factor would be responsible;
- Developing a monitoring system for "green jobs" and "green" skills;
- Raising awareness among job seekers about new economic models (circular economy, short circuits, ...)
- Listing job offers to make sense for the current generation: "green" offers
- Identifying new jobs (construction of low-energy buildings, renovation of existing buildings, waste management, preservation of biodiversity, etc.) & integrating short, cross-disciplinary modules into trainees' curricula

7. In your services do you apply a universal approach or tailor-made guidance and counselling for specific targets (vulnerable or other priority targets in your area?) please explain briefly and highlight what could help to improve them

Forem implements a new support system for jobseekers called « Accompagnement adapté » (Tailor-made support).



The general objective of this new system is to provide each person with specific and personalised support to find a job that corresponds to his or her life project, in order to better equip companies with the talents they need today and tomorrow... and thus contribute to the development of Wallonia.

This new support strategy is mainly based on digitalization and is declined in 4 types of coaching:

➤ Digital support

This digital support will be particularly adapted to the digitally autonomous jobseekers close to the labour market and this support will be sufficient for most of them to find a job.

- HR Digital support (e-counseling)

The e-counseling is a support method that combines the autonomous use of Forem's online services by the jobseeker with remote human interactions.

➤ Sectorial support

This support is also aimed at jobseekers whose professional project is linked to a well identified sector and who have skills that can be used directly (or through qualifying training) on the labour market.

➤ Socio-professional support

Jobseekers are taken care of by specialised multi-disciplinary teams, bringing together several skills aimed at vulnerable groups.

The support process will be longer than the other support methods, with more regular contact.

8. In your experience, or according to studies carried out in your country, what is the perception of the PES according to the users (jobseekers, companies, but also other players) and what specific issues, tools, may help you improve the visibility and reputation?

Our annual satisfaction surveys (conducted by telephone) provide feedback on user perceptions.

Citizens give an overall rating of 7.7/10 to the services they received in 2023. Jobseeker support gets a satisfaction score of 7.6/10. Training for jobseekers gets a score of 7.8/10. Companies give us a score of 7.5/10 in 2023 for the services they have benefited from (recruitment support, advice on incentive programmes etc.). Although companies mention recruitment difficulties, support of the counsellor is appreciated (8.5/10) as well as the selection of profiles that could suit their recruitment needs.

9. How is the internal (organisational) and external communication for jobseekers, companies, other stakeholders (intermediaries, other labour market players), what strategies are you currently implementing, what channels do you use, how do you address inclusion? What are the shortcomings / needs of the current communication strategies?

The Forem's communication strategy is based on the complementarity of actions towards the different target groups. For any action, we make sure to inform staff members as a priority because they are the ones who are in contact with users on a daily basis.

We communicate either directly to all staff members or via management by cascading. As far as communication towards jobseekers and companies is concerned, all our communications are defined to facilitate access to information and to contribute to Forem's priority objectives. In general, we adopt a multi-channel approach to



maximise the reach of our targets (web, paper, video, audio, social networks, partners ...) and combine proactive actions (campaign, promotion ...) with a permanent availability of information.

Servei Públic d'Ocupació de Catalunya (SOC) Spain

1. Main characteristics of the labour market in your area (employment, unemployment, sectors etc, in particular structural youth unemployment) and main challenges or priorities to address.

The Economically Active Population Survey (EPA) for the fourth quarter of 2023 estimates the Catalan active population at 4,082,900 people (61.8% of the population aged 16 or over). Of these, 3,716,600 are employed (the 56.4% of the population aged 16 or over) and 366,300 are unemployed and actively looking for work (8.9% of the active population), representing the lowest unemployment rate for a fourth quarter since 2008.

By sex, for the fourth quarter of 2023 the active rate of male people was 66.27% while that of females was 57.94. As for the age group, the unemployment rate of people under 25 years old was 24.82, while that of the groups of people between 25 and 54 and from 55 and over were 7.11% and 8.23, respectively. At the end of 2023, 25.7% of unemployed people were under 25 years old.

By sectors of economic activity, 1.4% of the active population is engaged in agriculture, 16.5% in industry, 6.0% in construction and 76.1% in the services sector. The Catalan labour market is clearly oriented towards the services sector and is made up mainly of small and medium-sized companies.

The main challenges are to reduce unemployment, especially among young people and the long-term unemployed; addressing challenges related to the sustainable economy and technological change; reducing wage and gender gaps in the labour market; reduce early school leaving; to promote the social and solidarity economy (labour cooperatives); and to improve the competence level of the active population in the professional technical levels.

2. Description and quantification of the users of your services (jobseekers, companies) and in particular youth, what is the % of youth and general profiles of jobseekers.

According to the Economically Active Population Survey (EPA), the number of unemployed jobseekers in Catalonia in December 2023 was 366,300 people of which 94,000 were young people under 25 (25.7%).

Regarding the use of employment services, according to the most recent data from the SOC, in January 2024, 53,245 people aged 29 or less are registered on the lists of people seeking employment. The data about unemployment job seekers from the EPA and that of people registered in the SOC are different from each other but a comparison between them allows us to observe that only a part of the young unemployed people are registered in the PES lists.

Of the jobseekers aged 29 or less, 20.6% are people with tertiary studies while of those from 30 only 16.3% are people who have reached this level of studies.

Regarding the nationality of the jobseeker, in the range of people aged 29 or less, the percentage of foreign people is 17.7% while between the jobseeker from 30 this percentage is 20.2%

Only 39.1% of jobseekers aged 29 or less registered in the lists are receiving a benefit, while this percentage reaches 48.7% among people 30 years of age or older.

Regarding previous activities, 22.8% of jobseekers say they have never worked before while this percentage reaches only 5.4% among people aged 30 and over.

3. Organisation and structure of services for jobseekers (focus on youth) and companies, what kind of practice/ knowledge or experiences would be beneficial for your context?

The public services offered by the SOC are described in article 16 [Llei 13/2015](#):

- Career guidance.
- The management of placement in the labour market.



- c) The professional training.
- d) The promotion of employment.
- e) Attention to companies.
- f) The promotion of job creation and local economic development and the promotion of recruitment.
- g) The promotion of entrepreneurship and self-employment.
- h) The promotion of geographical mobility.

There are different aspects that we would like to address such as the relationship between the PES and companies to improve the coverage of vacancies or know formulas for direct collaboration with companies to anticipate changes in the labour market; the role of the different actors in the employment system in building strategic bottom-up employment plans; or identify specific successful youth programs, among other issues.

4. How has the PES adapted its services to the digital transition, how have the services, communication and resources changed thanks to digitalization of the public services (online services) and what is a consequence in terms of quality, accessibility, what can help you improve this process (training of operators, citizens, companies etc.)?

The SOC is carrying out its digital transition through a model composed of four axes: a new model of data governance, a model of transformation of information systems and interoperability of information systems. The new data governance model is based on digitization, profiling, unique work history and data governance. The information systems transition model is based on a plan of information systems, resources and virtual relationship with users.

We are currently in a period of transition to digitally adapt the services offered by the PES; transforming face-to-face services to online format; enhancing web services; and communicating better through social media.

In services to citizens, the aim is to develop individualised profiles, facilitate ongoing advice and individualised tutoring, increase distance training programs and develop unique work records.

At company level, the digital transition must allow for the digital management of submitted offers, a facilitation of information and advice on recruitment and support measures, better information and support in recruitment processes, recruitment communication and legal procedures, and better promotion of business initiatives.

At an internal organisational level, the digital transition aims to enable the homogenization of orders and notices, the simplification and digitization of the verification and justification processes and the review of the evaluation model.

There is still a long way to go to achieve a high level of online service delivery, given the digital divide among job seekers.

5. Networks and relations with main stakeholders, players and other labour market actors, describe the strengths and the weaknesses we could address in the project.

We have a good relationship with the most important actors at the regional level, as they are part of the management structure of the PES. However, there are weaknesses in building consensus in defining strategies at a lower territorial level in the region. Networks of local partners are not always strong, which makes it difficult to agree on the need to build strategic employment plans in local territories. On the other hand, the excessive bureaucratization of administrative procedures for the financing of employment projects generates mistrust and slowness, especially among companies.

6. What are you doing (what tools, methods, strategies, networks) to support a greener labour market? What can be the contribution of the PES in this transition? What are the specific needs that you may have in this regard?



In order to achieve a greener labour market, we prioritise training specialties linked to sustainability and thus train job seekers in skills in, for example, renewable energy, the circular economy, energy efficiency, sustainable mobility, etc. On the other hand, we promote projects at the local level to promote the transformation of the most environmentally sustainable production models.

The PES prioritises these projects for funding training plans implemented by vocational training centres and funds local employment projects.

7. In your services do you apply a universal approach or tailor-made guidance and counselling for specific targets (vulnerable or other priority targets in your area?) Please explain briefly and highlight what could help to improve them

We prioritise territories with a concentration of more vulnerable applicants or more difficult access to the labour market. In this sense, we offer lines of aid to develop strategic plans that have a comprehensive vision of intervention on people, territories and companies.

On the other hand, the PES develops specific programs for vulnerable groups such as women with special difficulties, immigrants, the long-term unemployed, young people from school dropouts, people with low qualifications, etc. These programs are basically for career guidance, vocational training and work experience through recruitment incentives.

It could help us to better understand and share experiences in successful policies or programs in other European regions. Learning other ways to approach the problems of the labour market helps us to continuously improve the performance of the functions of the PES and thus improve its efficiency and perception of the public service by individuals and companies.

8. In your experience, or according to studies carried out in your country, what is the perception of the PES according to the users (jobseekers, companies, but also other players) and what specific issues, tools, may help you improve the visibility and reputation?

Our studies generally indicate that people's perception is good, but there is room for improvement.

In 2021, it was carried out the Evaluation of Employment Office Services by applicants and companies offering employment. The results show that the assessment of the service of the Employment Offices by users is correct, but up to 32% are little or not at all satisfied. The best rated aspects have been the personal attention received (in person and by phone) and the quality of the facilities.

The number of jobs offers is, together with the offer of training courses, the worst rated aspect of the service. Among those who have received the orientation service, they rate it well (79% are quite or very satisfied) and only 18% consider the service not very useful. It highlights that all aspects are rated above 7 and have improved compared to previous years, highlighting the professionalism of the advisor, the identification of possible improvements to be made and the time spent. It can be seen how satisfaction with the aspects related to the previous phases and access are generally lower than those corresponding to the aspects of personalised service provision.

A notable change in trend can be seen in the way companies use the SOC service: From an essentially face-to-face model, there has been a shift towards a preferably decentralised model, prioritising the web, the active work or through a manager.

In general, the service is assessed correctly, with average values above 7 (scale from 0 to 10) in most aspects of the face-to-face service, however there is a less positive assessment of the online service. It stands out for its assessment: The best rated aspect has been the personal attention received, the resolution of queries, the management carried out by the office and the waiting time.





9. How is the internal (organisational) and external communication for jobseekers, companies, other stakeholders (intermediaries, other labour market players), what strategies are you currently implementing, what channels do you use, how do you address inclusion? What are the shortcomings / needs of the current communication strategies?

New technologies play a very important role in communication with both job seekers and companies (especially social networks). Although important communication challenges are being met, we still need to complete this transition with agile citizen procedures. Towards the administration and from the companies towards the administration. Internal communication is also improving with the sharing of information and dissemination through webinars, it is necessary to awaken internally in the data-oriented organisation.

Internal communication in the SOC is carried out using computer tools that allow us to make personal communications (such as electronic mail, meetings with Teams, webinars etc.) and mass communications (through the Intranet). External communication is done through official social networks, and by participating in regional fairs throughout Catalonia. On the other hand, communication with intermediaries is carried out through meetings held by the corresponding units and depending on the needs of each one.

The biggest shortcoming of SOC in terms of communication is that people are not fully aware of what we do and what we can offer them. SOC is often confused with SEPE (the State PES who pays unemployment) and getting to inform citizens of our services and the power they have is a necessity.



Helsingin Työllisyyspalvelut (Helsinki Employment Services) Finland

1. Main characteristics of the labour market in your area (employment, unemployment, sectors etc, in particular structural youth unemployment) and main challenges or priorities to address.

The labour market situation in the Helsinki region has become more challenging over the years. Employment levels were at 21st century highs in the first half of 2023, but since then the situation has taken a turn to a more challenging direction. The main challenge is with structural unemployment. The main drivers for labour demand are currently IT, business and service sectors. There is a serious shortage in the healthcare and childcare sectors of qualified jobseekers. One challenge is also the ongoing recession in the construction industry. The amount of open job positions has diminished for approximately 40 % in Helsinki compared to last year.

There is an ongoing challenge in Helsinki and the whole Finland about how to prevent youth marginalisation and social segregation starting from basic primary education and ensuring inclusion and placement of all youth in vocational education and employment. In Helsinki Employment Services structural youth unemployment is one of our strategic priorities: we already have specific services targeted to this group, and we are currently planning more targeted action to increase impact in social inclusion and employment of our youth citizens.

Other strategic priorities are new customers and the long term unemployment. We are trying to tackle the challenge of long term unemployment with specific services and processes. One is an emphasis on preventing measures on our new customers' service path like new customer's intensive starting process, the use of job seeker's profile and guidance to effective services (knowledge based?). According to our data, a distinguished profile of a long term unemployed job seeker in Helsinki is a male job seeker who is over 50 years of age. When analysing our data of long term unemployed job seeker profiles, we can state that low education level, health challenges and other challenges in job seekers' social and general life situations are often in the background of prolonged unemployment and the inability to access work life or educational paths.

There is also public concern about the employment and integration level of foreign born population, which is why this target group is one of our strategic priorities in employment services. In addition to structural youth unemployment and employment of foreign born population, we have also addressed strategic priority to solving employment mismatch challenges through building stronger partnerships with employers, focusing on active start with our new jobseeker clients, and on the other hand offering targeted services to our long-term unemployed jobseekers.

2. Description and quantification of the users of your services (jobseekers, companies) and in particular youth, what is the % of youth and general profiles of jobseekers.

In Helsinki Employment Services there are around 50 680 registered job seekers (11th of March 2024), out of which 32 300 unemployed job seekers. There are around 10 500 job seekers under 30 years old, out of which 6600 unemployed job seekers. There are around 14800 long term unemployed. The long-term employment rate is currently 29,2% out of all job seekers (45,8% out of all unemployed job seekers). The gender distribution of long term unemployed is 59,4% are men and 40,6% are women.

There are no companies registered with Helsinki Employment Services as employer services still reside with the state agency TE-office (governmental employment services) until the end of 2024.

3. Organisation and structure of services for jobseekers (focus on youth) and companies, what kind of practice/ knowledge or experiences would be beneficial for your context?



Since spring 2022 Finland has had a nationwide service model to jobseekers defined by law on public employment services. The key aspects to this model are active and consistent support to jobseekers through regular contact and personal service, as well as encouraging jobseekers to actively search work by their own initiative.

Since 2021 Helsinki Employment Services was established as one of the local government pilots on employment. The aim of the pilots is to strengthen the role of local governments as organiser of employment services and to make use of the already existing strong network system that municipalities have with stakeholders related to employment (educational institutions, social sector etc.). The local government pilots on employment began on 1 March 2021 and will end on 31 December 2024. Municipal employment services are currently preparing Employment services 2024 reform, which involves a permanent transfer of governmental employment services to municipalities.

Helsinki Employment Services has organised customer service to jobseekers based on the priority needs of the customers on their road to employment: strategic focus groups are foreign born nationals with the need for integration and language programs, customers with needs to a multi-disciplinary approach to tackle health concerns and/or social issues preventing employment, and customers with need for career coaching or competence development. Recently strategic focus has also been shifted towards developing effective service models for new job seekers in order to prevent the prolongation of unemployment and to intensify rapid placements for job seekers whose skills profile matches the needs of the labour market.

4. How has the PES adapted its services to the digital transition, how have the services, communication and resources changed thanks to digitalization of the public services (online services) and what is a consequence in terms of quality, accessibility, what can help you improve this process (training of operators, citizens, companies etc)?

The services of Helsinki's employment services are available comprehensively digitally. Customers can manage a large part of their official affairs online such as start a job search, handle assigned tasks, supplement an employment plan, and communicate or meet with an employment specialist. The main communication channel of employment services is the website. Through digital channels, services are faster and more efficient. Digital services are used in parallel with face-to-face service. The challenge is the customers' digital skills, not everyone is able to use digital services independently. Helsinki's employment services have responded to this by organising digital skills training for their customers. Employment service specialists can also be found at the service points to advise customers on digital transactions.

5. Networks and relations with main stakeholders, players and other labour market actors, describe the strengths and the weaknesses we could address in the project.

As a municipal actor the city of Helsinki already has a vast network of actors and partnerships around employment issues and labour market. The goal with already existing networks and partnerships, such as educational institutions, NGO sector, employers and state actors, is to develop coordination and effectiveness even further and to clarify the goal of increasing employment in these networks.

The main focus of network building related to employment for the city of Helsinki in the near future is to build an active network and partnerships with the employer sector. Important priorities of this cooperation will be efficient job placement and solving the employment mismatch problems and to have an impact in building employment culture that is modern and up to date in today's world; we hope to help employers to have the capacity and openness to international and multicultural recruitment, as well as improving the opportunities to partial work and flexible employment possibilities.



6. What are you doing (what tools, methods, strategies, networks) to support a greener labour market? What can be the contribution of the PES in this transition? What are the specific needs that you may have in this regard?

Helsinki partners with Helsinki Metropolitan Area Reuse Centre Ltd., a socially and ecologically responsible non-profit organisation promoting circular economy, recycling and environmental responsibility. In this partnership we are able to offer different job opportunities to jobseeker customers through work try-outs and pay subsidy methods.

Helsinki Employment Services was also active in VIHTA - Digital solutions for green work – project. The project focused on strengthening competence in digital and green work by means of innovation, facilitation, service design and forecasting. Digital solutions were emphasised in the implementation of the project, and the tangible end result of the project was an open digital learning platform. The Employment Services and Vihta - project also arranged an educational event to the employment specialists in order to raise the awareness of the Labour Market changes due the twin transition and to emphasise their ability to give guidance towards greener jobs.

Despite these actions already taken in order to support a greener labour market, Helsinki recognizes that we still have a lot to learn and to do when it comes to finding substantial solutions to especially solve the challenge of matching job seekers' skills to employers' growing needs for competence touching green transition. PES can have a crucial role in developing effective educational paths for job seekers to acquire necessary competence in green transition and to match this competence with employers' needs. PES has the suitable network for this consisting of educational institutions and municipal services. In the near future Helsinki Employment Services will also take responsibility for all employment related employer cooperation. This in turn will improve PES's potential to intensify efficient and agile matching of the right skills to the right job placements.

7. In your services do you apply a universal approach or tailor-made guidance and counselling for specific targets (vulnerable or other priority targets in your area?) please explain briefly and highlight what could help to improve them

In Helsinki Employment Services we have recognized specific target groups and targeted service paths based on the needs and circumstances of jobseekers, e.g. integration and language training support as a part of work try-outs, digital service trainings for low skilled target groups and finding partial and flexible job opportunities for jobseekers with a health diagnose affecting their job search.

In the future it is important to further develop an even better understanding of jobseekers' needs and strengthen a customer-oriented approach in employment services. We have recently sharpened our strategic focus in different target groups in order to create a more tailored approach to the employment service processes based on the target groups needs and prospects. The goal of this work is to better recognize and prevent the risk factors that predict jobseekers' marginalisation from the society and therefore might lead to long periods of unemployment.

8. In your experience, or according to studies carried out in your country, what is the perception of the PES according to the users (jobseekers, companies, but also other players) and what specific issues, tools, may help you improve the visibility and reputation?

Public Employment Services have had a slightly bureaucratic reputation on the part of jobseekers and employers alike. On the jobseekers' side the reputation is coupled with the task of the PES of administering employment benefits, rules of which are considered sometimes Byzantine. On the employers' side the reputation has been affected especially due to forced job-seeking and the perceived pointless applications to vacancies. On the other hand, the PES is applauded for the quite functional database of job vacancies. Also, the comprehensive possibilities for skills development and assisted recruitment of upskilled labour for employers are well received.



Offering services concerning e.g. digital and ecological transitions would surely affect the public perception of the PES to the better.

9. How is the internal (organisational) and external communication for jobseekers, companies and other stakeholders (intermediaries, other labour market players), what strategies are you currently implementing, what channels do you use, how do you address inclusion? What are the shortcomings / needs of the current communication strategies?

At the moment the focus in external communication is to inform job seekers about different services and acts for employment that are available for them e.g. training, events, education through our website, social media channels (FB, IN, LinkedIn), email, newsletters, SMS and various events. Shortcomings of external communication strategy are lack of good customer data and preferences for targeting messages and good tools. Therefore, we cannot measure the effectiveness of communication. Communication for other stakeholders is mostly done with meetings, working groups and teams. We are currently planning a communication strategy for employer customers as this customer group will become our responsibility and part of our functions in 2025. Another shortcoming is also lack of resources in the communications team, which sometimes causes challenges e.g. in content production.



Agencia para el Empleo de Madrid (Spain)

1. Main characteristics of the labour market in your area (employment, unemployment, sectors etc, in particular structural youth unemployment) and main challenges or priorities to address.

At the regional level of the Community of Madrid (data 4th quarter 2022), the total unemployment rate is 11.5 %, men 9.3%, women 13,5%.

Unemployment among young people under 25, total 31.0%, males 35.5%, females 25.6%.

In the city of Madrid (data 4th quarter 2022), out of a total population of 3.305.408, the number of unemployed is 148.294, equivalent to an unemployment rate of 10,90%, 8,39% in men and 13,38% in women.

The unemployment rate for the under 25s is 26,35%, 24,69% for men and 27,76% for women.

The unemployment rate among the foreign population is 17,11%, 8,08 % for men and 25,32 % for women

Challenges to be addressed

The global pandemic Covid 19 has caused a very intense negative impact on the economy as a whole and especially on some productive sectors such as construction and services.

Among the challenges to be addressed by employment policies are the following:

- The digital divide in terms of access to technology.
- The high unemployment rate among young people is still one of the highest in Europe.
- The gender gap in access to employment, where women are almost three points behind men.
- The difference in access to employment according to the districts of residence, which in some cases is double between the most favoured and the most deprived neighbourhoods.

2. Description and quantification of the users of your services (jobseekers, companies) and in particular youth, what is the % of youth and general profiles of jobseekers

Some data on AE activity:

- People informed about employment resources, 171.061, of which in direct attention 74.710, 59,3%% women.
- Participants in training and apprenticeship programmes, under 30 years old: 295
- Participants in activation programmes with internships, under 30 years old: 149
- Participants in training and apprenticeship programmes, over 30 years old: 835
- Participants in reactivation programmes, over 30 years old: 551
- Participants in reactivation and labour market insertion programmes, over 45 years of age: 214
- Places offered in training and employment workshops: 454
- Intermediation contacts with companies: 5.226
- Candidates sent to selection processes: 14.514, 54% women
- Attendance at acts and events: 5.447
- Persons advised on self-employment: 720, 58% women

3. Organisation and structure of services for jobseekers (focus on youth) and companies, what kind of practice/ knowledge or experiences would be beneficial for your context?

The Madrid Employment Agency has 9 offices for the unemployed, where guidance and job prospecting is provided, and 10 centres for occupational training.

The activities carried out by the AE develops actions and measures for guiding, employment and training unemployed to improve their access opportunities to enter into the labour market, either as employees or self-employed.



For example, vocational training actions for employment are financed for young people registered as beneficiaries in the National Youth Guarantee File, in order to improve their labour market insertion, and also to reduce the digital divide. In this sense, there is a professional activation programme for long-term unemployed young people that combines training in transversal skills with work placements in different areas of the city council.

In terms of companies, there is a specific intermediation unit that works to define recruitment needs, develop profiles and select candidates.

It also works on the design of courses aligned with the needs of the companies, which allows a training more adapted to the competences required by the market and therefore a greater labour insertion

4. How has the PES adapted its services to the digital transition, how have the services, communication and resources changed thanks to digitalization of the public services (online services) and what is a consequence in terms of quality, accessibility, what can help you improve this process (training of operators, citizens, companies etc)?

From the beginning of the pandemic, the AE was aware of the need to guarantee attention to its users, as the service was beginning to take shape as an essential service for the recovery of the labour market.

For this reason, the Agency began a process of transformation from its traditional face-to-face service provision to the implementation of a non-face-to-face service provision model that would guarantee the normal functioning of the public service for citizens.

In this sense, the contents and diagnostic tools were adapted to digital formats for online availability and virtual development.

On the other hand, the digitalisation of many courses has made it possible to act on the digital divide and increase the training offer.

In this sense, situated in one of Madrid's districts most affected by high unemployment, social vulnerability, and elevated school dropout rates—San Blas— la Agencia para el Empleo de Madrid (Madrid Employment Agency) inaugurated at the outset of 2023, the groundbreaking [Campus Digital de San Blas](#) (San Blas Digital Campus). The Digital Campus is dedicated to fostering a conducive environment for the activation and enhancement of employability through digital transformation, innovation, and the proficient utilisation of digital environments aimed at job readiness. Consequently, the young individuals educated at the Campus are poised to emerge as ideal candidates for any company in the digital realm, with the added benefit of no cost. Concurrently, this initiative equips Madrid with a benchmark centre for training in digital skills adapted to employability. [Watch the video here](#)

5. Networks and relations with main stakeholders, players, other labour market actors, what are the strengths and what weaknesses could we address in the project.

AE works in collaboration with many organisations, universities, companies, third sector entities and other administrations to offer a better service to citizens.

This collaboration translates into agreements with organisations that work in the field to offer or support certain training and employment services for specific groups.

Within the City Council itself, there is collaboration with social services to promote the inclusion of groups at risk of exclusion.

A collaboration agreement has also been signed with the regional administration (Community of Madrid) to share information and resources.

The challenge is to find ways of coordination to share resources and information and to avoid duplication to ensure an efficient use of these resources.



6. What are you doing (what tools, methods, strategies, networks) to support a greener labour market? What can be the contribution of the PES in this transition? What are the specific needs that you may have in this regard?

In this regard, the AE, in collaboration with some private entities, has addressed two types of programmes, those that focus on creating training curricula in emerging occupations related to ecology and sustainability and, on the other hand, the reskilling of unemployed people to acquire the skills required by these new professions. Looking to the future, it is necessary to have skill intelligence that allows us to know in advance what the future occupations in these sectors will be and what competences will be required.

7. In your services do you apply a universal approach or tailor-made guidance and counselling for specific targets (vulnerable or other priority targets in your area?) please explain briefly and highlight what could help to improve them

In general, AE works with a universal approach, its services are available to all unemployed citizens, however, for certain groups and by virtue of collaboration agreements with entities that work in the field, some programmes are developed for specific groups.

There is great difficulty in integrating certain groups into the labour market: the over-45s, women, young people, migrants, the disabled, etc. It is necessary to raise awareness among companies in this respect. The AE works with companies to establish links to open up job offers to these vulnerable groups.

8. In your experience, or according to studies carried out in your country, what is the perception of the PES according to the users (jobseekers, companies, but also other players) and what specific issues, tools, may help you improve the visibility and reputation?

There is a great confusion between the different administrations, regional and local, especially when they offer the same services.

On the other hand, the public employment services manage a very small percentage of the job offers produced, which hinders the effectiveness of their activity.

It is necessary to promote the services, using all available channels, but at the same time to focus on the quality of the procedures, so that they can be seen as a quality service on a par with others in the private sector.

9. How is the internal (organisational) and external communication for jobseekers, companies, other stakeholders (intermediaries, other labour market players), what strategies are you currently implementing, what channels do you use, and how do you address inclusion? What are the shortcomings / needs of the current communication strategies?

It is vital to develop and define efficient and well-targeted communication policies, capable of being effective, contributing to a better knowledge and valuation of the institution by society.

The AE's communication strategy is based on the following lines of action:

- Establishment, promotion, visibility and consolidation of the AE de Madrid brand.
- Creation of a common message of the Agency
- Offering information of interest to users and companies about the Agency, its services, resources and activities.
- Channelling opinions and demands to find out the needs of users and the business sector.
- To inform about news and changes on issues of interest through different channels (mail, messages, etc.).
- Encourage the active participation of users by opening new channels (social networks and job portals) to create two-way communication.
- Organisation and participation in fairs and events





- Alliances, partnerships and networking with other entities and institutions.
- Analysis of web traffic to assess user behaviours
- Development of specific communication campaigns associated with intervention plans or projects.



ARTI -AGENZIA REGIONALE PER L'IMPIEGO (Italy)

1. Main characteristics of the labour market in your area (employment, unemployment, sectors etc, in particular structural youth unemployment) and main challenges or priorities to address.

THE OVERALL PICTURE

In the third quarter of 2022, in Italy, labour input, measured by hours worked, increased by 2.7 percent compared to the corresponding quarter of 2021 and remained stable compared to the previous quarter; in the same period, GDP grew by 0.5 percent in cyclical terms and 2.6 percent in trend terms.¹ In Tuscany, the total number of employed persons² grew by 6.1 percent year-on-year and by 0.9 percent over the previous quarter, the latter change is decidedly less than that achieved between the second and first quarters signalling a slowdown in the pace of growth. The starts between July and September show, in fact, a year-on-year reduction and the quarterly changes in the number, seasonally adjusted, of employees show a progressive reduction from 1.4 percent in the first to 0.7 in the third, with negative value for fixed-term work. There is, however, a sharp reduction in the number of unemployed, -36 thousand, and in the unemployment rate, from 7.1% in the third quarter of 2021 to 4.8%. The share of the so-called discouraged is also considerably reduced, and labour market participation for the female part increases. Demand for employed labour has favoured stable employment mainly through contract transformations, 39 thousand between January and September, the highest value since 2009. All sectors, with the exception of credit, show positive year-on-year changes. The tanning, footwear and marble sectors have not yet recovered their pre-Covid year levels.

TUSCANY

Tuscany has now recovered the pre-Covid 19 employment level; in fact, in the third quarter of 2022, estimated by IRPET from ISTAT data, Tuscany shows a recovery in employment level compared to the same period in 2021 (+53 thousand employees, or +4.3%) and +0.7% over the first quarter of 2022 (9 thousand), although the job opportunities created are mainly short-term. Our region shows, in the national landscape, higher employment rates and lower unemployment rates, for almost all socio-demographic strata of the population. However, being part of the country system, Tuscany shares some critical points with Italy, which emerge especially when compared to the more developed countries of Northern Europe. We distinguish between medium-long term trends and characteristic traits of the employed population.

On the first point, employment growth has been lower than output in recent years - for more than a decade - net of the pandemic. The consequence is a labour market that runs low in the volume and profitability of the labour force used. What is observed, using Inps data, is that in the years, even in those of the recovery, before the advent of Covid 19, the growth of the payroll was due for 90% to increased employment and for 10% to an increase in unit wages. But the increase in employment, in turn, was accompanied by a substantial reduction in working hours, so much so that approximately 6% of employment is under-employed.

The basic trait of the Tuscan labour market, and to a greater extent that of the Italian one, was, therefore, the resilience of labour positions, at the cost of a fall in labour intensity and its profitability.

On the second point, there is no doubt that Tuscany must also face up to a youth and gender question, as well as an objective of raising the qualification content of the work requested.

Relative to young people, every 100 under 30 seek work and do not find it in 6, who are therefore unemployed. Of every 100 young people under 30 who seek work, 6 do not find it. In addition, there are 4% of discouraged young people who have stopped looking for work because they are convinced they will not find it. Then there are the discouraged who would like to work, but have stopped looking for work because they believe they will not find it. And they are about 4%. In addition to these two components, there is the weaker component



represented by those who neither seek nor desire work, and are therefore disengaged, or purely inactive, and represent around 6% of young people. Overall, 16% of young people belong to the Neet category, that is, boys and girls who do not study, do not work and are not engaged in training courses. Two variables affect the share of Neet: early dropouts from the educational circuit and the share of those who graduate. Obviously, the first variable increases the number of Neet, while the second contains it (the incidence of being Neet among graduates is very low). Tuscany has an early dropout rate in line with European objectives, and therefore is in good shape from this point of view, but less so with respect to the share of young graduates. But it has a lower graduation rate than the European average: the 30-34 year olds in Tuscany with a tertiary degree in 2021 are 29 percent, higher than Italy's 27 percent, but lower than the 41.6 percent in the 27-country EU.

In relation to the gender issue, female employment has grown considerably over the years, but the employment rate for women is still 14 percentage points lower than that of men. This difference is particularly high (-22 percentage points) in the 30-39 age bracket, which corresponds to the period of reproductive choices, with a value of 68% for women against 89% for men. In addition, women suffer from a problem of concentration in certain jobs, particularly care and personal services, while they are under-represented in professions, apart from the public administration, with higher remuneration and career opportunities.

The last consideration, more general, concerns the type of work demanded by the Tuscan economic system. Prevail, like elsewhere in Italy, especially in the systems of small and medium enterprise and tourist, the professions qualified in the services (cooks, waiters, employees to the sales) and in the manufacture (workers and technicians of the production). 66% of the volume of work is done by intermediate occupations (clerks, skilled service occupations, skilled workers and plant operators), 24% by unskilled occupations and 10% by high occupations (managers, intellectual and technical occupations). Tuscany, too, is obviously subject to the trends of the polarisation of the labour market, in which the intermediate professions, especially the more routine ones, are shrinking and those at the opposite ends of the relative distribution are growing. On the supply side, the greater participation of women and foreigners explains the growth of less qualified professions, which goes hand in hand with the growth of services, which are often personal services. On the demand side, the polarisation of the labour market has been accentuated with the contraction of the perimeter of public intervention and the marketization of low-skill and low-wage services.

In a productive system like the Tuscan one, and in many ways the Italian one, the challenge is to favour the processes of digital innovation, and upgrading of skills, combining them with the enhancement of manual skills, dexterity, creativity and originality typical of many professions of the made in Italy. In other words, it is a question of keeping together professions and skills with a low and high technological imprint, introducing in the first case some rates of innovation alongside the elements of originality, creativity, know-how, ingenuity and intuition, typical of our DNA.

In any case, new risks and opportunities will open up in the coming months in the labour market. Firstly, because every phase of restart is accompanied by a potential relocation of workers between sectors.

2. Description and quantification of the users of your services (jobseekers, companies) and in particular youth, what is the % of youth and general profiles of jobseekers.

The number of citizens registered in the SIL during 2023 exceeded 153.000.

In 2023 CPI:

- took care of 249,239 citizens

(under 25 years 27,589, 25-34 years 37,052, 35-44 years 29,759, 45-44 years 31,312, over 55 years 27,377)

- have provided 1,035,008 ALMP's



The CPI responded to the requests of companies, publishing on the Toscana Lavoro portal almost 32 thousand job offers in 2023.

3. Organisation and structure of services for jobseekers (focus on youth) and companies, what kind of practice/ knowledge or experiences would be beneficial for your context?

ARTI is divided into a central management structure at regional level, which develops guidelines and programs, providing support and coordination, and decentralised peripheral structures called "Employment Services", which in turn are divided into territorial offices organised in Employment Centers and Territorial Services and counters (54 locations).

The CPI provide services to citizens:

- Reception: information on the labour market and training opportunities to facilitate the search for employment
- Orientation: guidance counselling to analyse their skills and define a personalised path to work and / or training
- Right to education: guidance and support to young people leaving the school system early in order to choose training or work paths
- Matching job demand and supply: consultation and online booking of job offers and internships
- Traineeships: information on opportunities, support in the search, activation and tutoring of the traineeship
- Linguistic-cultural mediation: information and orientation for foreigners
- Eures Service: information, guidance and advice on work opportunities in Europe; meeting supply and demand of work in countries that are part of the European Economic Area
- Distance learning: support for access to guidance tools and online training courses; availability of equipped classrooms at Web Learning Points
- Youth Guarantee: information and adherence to the program aimed at young Neet to offer opportunities for guidance, training and job placement
- Giovanisì: information on the project of the Tuscany Region for the autonomy of the young people.

CPI provide services to companies:

- Information and advice on: incentives, contributory and fiscal facilities for the recruitment of staff
- Territorial marketing: promotional activities of the services of the CPI based on the detection of business needs of staff
- Advice on employment
- Traineeships: information and advice for the activation of traineeships, support in the search for candidates, stipulation of the agreement and the training project
- Eures Service: support and assistance to European companies looking for personnel at national and European level
- Publication of job offers and pre-selection of candidates
- Supply/demand matching: staff search with online publication of job offers/traineeships and pre-selection of candidates based on the requirements.
- Improvement labour market knowledge concerning PES employees;
- Upskilling PES employees about DIGITAL TRANSFORMATION;
- Implement innovation tools about NEET's and LTU.

4. How has the PES adapted its services to the digital transition, how have the services, communication and resources changed thanks to digitalization of the public services (online services) and what is a consequence in terms of quality, accessibility, what can help you improve this process (training of operators, citizens, companies etc)?



PES in Tuscany are divided into: services in presence made through a network of services and services in digital form. Into CPI in Tuscany it is possible to carry out remote services, such as first registrations, orientation paths, informative seminars, bookings on the portal of supply/demand matching and selection starts in public administrations. Companies can conduct recruitment interviews and company presentations, using special telematic platforms. To reduce the digital divide and facilitate access to remote services, the figure of the digital facilitator has been introduced in the CPI to support citizens in accessing regional and national platforms of employment services.

5. Networks and relations with main stakeholders, players and other labour market actors, describe the strengths and the weaknesses we could address in the project.

The regional system for labour and employment policies in Tuscany consists of the network of organised structures, including the 45 CPIs, the 6 territorial services and the 3 first reception desks, for the management of active policy services and measures (54 locations).

The Region of Tuscany defines the strategies and policies for work and training in line with the employment guidelines defined by the European Union.

The Region, through the regional system of employment and labour policies, of which the APL and the subjects accredited to carry out labour services are part, operates in order to make the right to work effective. Within this framework, the Tuscan model of labour policies has developed along some lines of action: the strengthening of the system of government of the labour market; the strengthening of the meeting between supply and demand for work; the protection of employment and income of workers; the development of a model of public governance, strengthened by an original model of cooperation with the private sector.

In this context Arti's role is crucial as collector between public and private stakeholders (vet providers, employer associations, social services etc...) as a meeting point sharing information, public policies concerning work and inclusion, tools and programmes about regional labour market and its opportunities.

We increase holistic approach to vulnerable targets by the one stop shop's experience.

6. What are you doing (what tools, methods, strategies, networks) to support a greener labour market? What can be the contribution of the PES in this transition? What are the specific needs that you may have in this regard?

Investments in the green economy are going to be the key drive of post-pandemic recovery and are set to radically change our economy and society. In order to ensure that such transformation is inclusive and sustainable, PES shall be able to deploy new solutions to increase participation at all levels, particularly of the most vulnerable. PES will be developed featuring an outreach strategy, new tools, networks, training, and workplace exposure in the segment of green jobs. PES will also engage employers to ensure consistency between labour force competences and demand in the green economy. Employees of PES will be trained and, thus, better prepared to address the labour needs related to the green economy. The GOL Programme represents an important opportunity that Arti is experiencing, by the constitution of a regional and local networks called "patti territoriali" with public and private stakeholders that interprets social and labour dynamics and proposes also green and digitally oriented solutions, first of all in upskilling/reskilling training courses.

7. In your services do you apply a universal approach or tailor-made guidance and counselling for specific targets (vulnerable or other priority targets in your area?) please explain briefly and highlight what could help to improve them

ARTI, in implementation of the indications of the Tuscany Region, has always paid great attention to the work integration of people who, due to their age, personal, social and contextual characteristics, are in a more



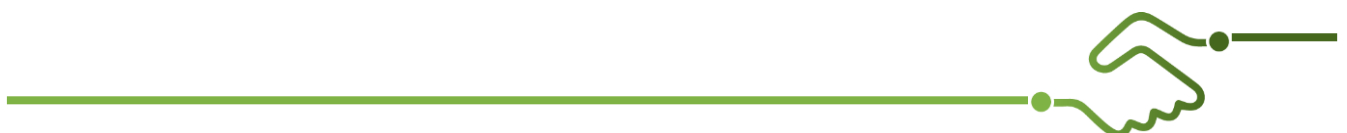
vulnerable condition, with the implementation of targeted and integrated orientation interventions through empowerment paths aimed at overcoming differentiations and aimed at increasing the competences, skills and perspectives of the most vulnerable subjects, using a capacity approach, which foresees the active role of the person in relation to his/her own self-realisation within the social context. The strategy to address and respond to the needs of the most vulnerable individuals is based on the following elements: training, job accompaniment and employment support tools. The holistic approach in activation and transitions is crucial to offer solutions and opportunities to more vulnerable targets: an example, we increase holistic approach to vulnerable targets by the one stop shop's experiences and also by improving public policies in defence of women victims of violence.

8. In your experience, or according to studies carried out in your country, what is the perception of the PES according to the users (jobseekers, companies, but also other players) and what specific issues, tools, may help you improve the visibility and reputation?

- Need to evolve the methods of delivering active labour policies and vocational training interventions;
- Need for greater integration between active and training policies for a new governance model;
- Need to plan and manage interventions capable of achieving results within timeframes compatible with the needs of recipients, to *monitor actions and evaluate effectiveness by introducing innovative tools and digital platforms.*

9. How is the internal (organisational) and external communication for jobseekers, companies, other stakeholders (intermediaries, other labour market players), what strategies are you currently implementing, what channels do you use, how do you address inclusion? What are the shortcomings / needs of the current communication strategies?

The methods of communication are the usual forms of promotion and information (press releases, newsletters, meetings in the area, editorials...) and those more specifically related to the use of social media (*Facebook, Instagram, LinkedIn, TikTok, Youtube*). The communication seeks to enhance/strengthen the channels already effectively used for the dissemination of information such as institutional websites and the creation of information/promotional events, such as job fair, recruiting days, job days to enhance the involvement of companies and workers, or seminar, webinar, conferences to disseminate informations about the opportunities provided by national and regional labour policies. In addition, there is the Toscana Lavoro portal, a reference point for the participation of potential beneficiaries and the opportunities offered by the Programme in favour of the enterprises and the productive territorial services.



Arbetsmarknadsförvaltningen, City of Stockholm (Sweden)

1. Main characteristics of the labour market in your area (employment, unemployment, sectors etc, in particular structural youth unemployment) and main challenges or priorities to address.

Stockholm has a broad and demanding labour market. That means that many people have the opportunity to find a job and change careers easily. 79% of all inhabitants are employed (79.5% women and 80.2% men). The Stockholm region in particular has a high proportion of inhabitants with some form of post-secondary education (approximately 30 per cent more than the national average). It is largely due to the influx of well-educated adults. Approximately 50% of the newcomers who settle in the City of Stockholm have an academic degree, 48 % have 5-9 years of school and 2% have never attended school. In Stockholm, 25.5% of the citizens are born outside Sweden. For Sweden nationally the same figure is 19.7%.

The labour market is knowledge intensive and lacks work for people with little or no educational background so while the labour demand is growing there is at the same time, significant unemployment, especially among young people, people with disabilities, new arrivals, those born outside the EU and females.

Upper secondary vocational education is the educational background most in demand from companies when recruiting. But only 10 percent of upper secondary school students in the City of Stockholm applied for a vocational study programme in 2022.

Another challenge and priorities for the city is structural female unemployment and people with disabilities, the city needs to address and look for good practices.

2. Description and quantification of the users of your services (jobseekers, companies) and in particular youth, what is the % of youth and general profiles of jobseekers.

Adult education: approx. 50 000 students year

60 percent of students in municipal adult education are women.

Jobbtorg: 2 544 persons in total January 2023 (6 086 in total 2022)

Youth: 1 236 persons in January 2023

Integration pact: 430 members, employers from both private, public sector and civil society

3. Organisation and structure of services for jobseekers (focus on youth) and companies, what kind of practice/ knowledge or experiences would be beneficial for your context?

In meeting the challenges of both today and tomorrow, we need to recognize existing needs and also upcoming needs. Today we see a gap between wanted competences, and the existent competences.

So we both also need to know the existing competences among jobseekers, in order to upskill or reskill on the right level, in order to match job seekers to the right training in demand among employers.

- Reaching out with the possibilities to jobseekers
- Validating experience
- Dialogue with employers
- Collaboration with the social economy and social enterprises
- Innovative methods to face the skills gap

4. How has the PES adapted its services to the digital transition, how have the services, communication and resources changed thanks to digitalization of the public services (online services) and what is a consequence in terms of quality, accessibility, what can help you improve this process (training of operators, citizens, companies etc)?

Within adult education, 49 per cent of students chose to study remotely in 2021 - the corresponding figure before the pandemic was 38 per cent.

As a response for this rapid change and digital transition, the Department has carried out projects for teachers and developed remote study programmes. A focus has been to increase the level of digital skills in our target groups, including students and unemployed people.

Smarta prov - In adult education, the aim is to minimise the number of dropouts from courses in mathematics. Therefore, the labour market department is now introducing the possibility for smart tests, which help course participants to end up in a course at the right level.

To help job seekers to find, get and keep a job the job centre, Jobbtorg, use various system supports such as automatically creates application documents in Swedish based on characteristics or experiences that the participant enters in their home language, improve the participant's professional Swedish based on the industry they are interested in. To increase participation, we have created a participant portal where participants must be able to access their documentation and which services are available. All digitization options are governed by the needs of the business as well as guidelines and laws with the aim of streamlining delivery on our behalf.

5. Networks and relations with main stakeholders, players and other labour market actors, describe the strengths and the weaknesses we could address in the project.

The Integration Pact (as described in partner profile) is a strength of the City of Stockholm in reaching out and collaborating with employers, businesses and civil society.

- More Stockholmers shall become established in the labour market and more employers shall be able to access the skills required.
- Bring together organisations that want to contribute to integration in a network for collaboration and innovation.
- Strengthen the city's ability to meet employers' demand for skills.
- Support the city's work to shorten the route to the Swedish language, education and employment.
- The target group is employers and other organisations from private industry, civil society and the public sector that want to contribute to the objectives of the Integration Pact.

Another strength is the work done for new arrivals and refugees at the welcome house. The cooperation between the city, employers, businesses and civil society is helping the target group to sustainable activation and getting holistic support

6. What are you doing (what tools, methods, strategies, networks) to support a greener labour market? What can be the contribution of the PES in this transition? What are the specific needs that you may have in this regard?

The Labour Market Department has an active approach to develop measures and training to meet the demands of the green transition. Green transition is one of the main approaches mentioned both in the city's budget as well as strategic orientation within the department's overall plans. Activities are carried out in developing work with up- and recycling of furniture and other practical items as part of work related training and in dialogue with both employers and in setting up new training. This is however an area where the department wants to learn more, and through the project get insight in how other European regions face the transition to a greener labour market.

One challenge we face is that few people (including youth) apply for the courses aimed at green jobs (such as solar panel instalment).

7. In your services do you apply a universal approach or tailor-made guidance and counselling for specific targets (vulnerable or other priority targets in your area?) please explain briefly and highlight what could help to improve them



Within the Jobbtorg's organisation, there are several units that are specialised in target groups, like youth or people with disabilities. Specific methods, support and counselling are offered, and are therefore adjusted to the target group. In recent years, several new digital tools have developed to facilitate the study and career guidance counsellor's work during their digital guidance calls. For example digital job cards that can be used by the guidance counsellor in individual and group interviews, and the aim is that they should inspire and give examples of the large range available on the labour market. They also work on competence development in multicultural guidance.

Digital tools and methods for counselling are very important and of interest to learn more about, as some target groups may face challenges in accessing existing tools, for example people with disabilities or very low educational background.

8. In your experience, or according to studies carried out in your country, what is the perception of the PES according to the users (jobseekers, companies, but also other players) and what specific issues, tools, may help you improve the visibility and reputation?

In general, the trust for the City of Stockholm as a municipality is high. The municipality is responsible for preschool, school, elderly care, streets and many other aspects of life that citizens encounter in their daily life, and therefore interact with. Although, some groups may have less trust in the public sector, such as newly arrived people or people that risk exclusion from society in lack of language or local network. The Labour Market Department carries out active work in reaching out to groups that may not necessarily actively seek information themselves, for example by knocking on doors, to collaborate with civil society organisations, and to employ staff with language skills, communicate in different forums and to be available outside office buildings, like the libraries.

9. How is the internal (organisational) and external communication for jobseekers, companies, other stakeholders (intermediaries, other labour market players), what strategies are you currently implementing, what channels do you use, how do you address inclusion? What are the shortcomings / needs of the current communication strategies?

All our communications strategy is characterised by being active, accessible and trustworthy.

Active - Active communication is well thought out and anchored. It assumes that we are focused on acting in a changing society.

Accessible - It should be easy to recognize and get in touch with the city and us who work here.

Trustworthy - Our communication may be engaging and inspiring, but it is always correct, factual and up-to-date.

We use digital channels, like start.stockholm, social media and digital information boards. We also use local newspapers for information, campaigns in the metro and public spaces.

One challenge in the communications work is the coordination – to have a good coordination of all people, at all units, in all channels.

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