

Roadmap for implementation of Learning Deep Dives

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3/ Learning Deep Dives (LDDs) : schedule, structure, content,

1/ Purpose of the document

The **roadmap** aims to **facilitate the effective implementation of the 6 Learning Deep Dives** for project partners. These Learning Deep Dives serve as opportunities for **mutual learning**, allowing partners to **exchange valuable experiences**. Additionally, the **roadmap provides practical guidance for activities related to Work Package 3 (WP3)**. Its ultimate goal is to **enhance knowledge sharing and foster meaningful collaboration among partners** during on-the-field visits.

Confronting different approaches and experiences is beneficial to :

- **understand the Labour Market:** knowing various approaches allows professionals to better comprehend the dynamics influencing the labour market. This understanding facilitates the adaptation of PES to address current changes and challenges.
- **compare the performance through Benchlearning:** by engaging with different practices, PES operators can compare their performance. Benchlearning activities foster improvement and innovation within PES.
- **promote the modernization and strengthening of services:** using different methods encourages the modernization and improvement of services provided by PES. This ensures that services remain relevant and effective.
- **strengthen the creation of a network and know how to sustain it over time:** Operators gain the ability to create and maintain high-quality networks within their area. These networks facilitate collaboration, knowledge sharing, and resource exchange.
- **provide tools to organise their internal structures and operate in the labour market in a more effective and "resilient" way;**
- **enhance perception of PES:** by embracing different experiences, PES can improve its reputation and perception within the labour market, fostering trust and credibility.

2/ Activities, Deliverables and Results

● Activities :

1/ The self-assessment :

With a set of performance enablers from WP2, each partner will carry out **a self-assessment on each of the benchlearning areas and collect 4 best practices** of the local ecosystem.

The self-assessment aims to assist each partner in accomplishing the following:

- identifying strengths and weaknesses by leveraging the expertise and insights of all relevant staff within the organisation.



- gaining an understanding of the most promising areas for improvement.
- exploring potential actions that could enhance various aspects of the PES

The self-assessment and the collection of fruitful experiences result in a reflective practice that increases self-awareness and boosts performance improvement. **The self-assessment is considered as a preparatory step to the implementation** of LDDs, but at **the same time it will provide new competences and perspectives for the involved staff**, not only for the implementation of the project, but for a view to streamlining this approach into mission-based activities (research, planning, evaluation of ALMP and organisations strengths and weaknesses).

Except the 2 self-assessments from ARTI and Veneto Lavoro which must be completed before the first LDD in Italy, the other self-assessments have to be carried out before the LDD in France. During each LDD, the hosting partners as well as the visiting partners are supposed to learn something. So, in this way, everyone should be able to approach the LDD with a spirit of mutual learning by making suggestions/recommendations for the PES visited and by taking "something home" from the experience to improve our PES performance.

2/ The external assessment through site visits:

Each partner will be involved during the WP3 and will identify participants to LDDs and **those will act as assessors in the hosting country.**

Initially, the partners review the self-assessment document provided by the hosting partners. During the visit, they refer to the same document or use observation sheets to gain a deeper understanding and analyse performance enablers. **While best practices receive particular attention**, other enablers are not overlooked. To conduct the external assessment and assist partners, two steps are crucial:

1/ Light Evaluation during Benchlearning Session: Partners engage in a preliminary evaluation during the benchlearning session.

2/ Follow-Up Questionnaire: each partner completes a follow-up questionnaire, which is then submitted to the coordinators and hosting partner, with much more information on all the performance enablers (suggestions, recommendations, areas of improvement, etc.)

3/ Feedback Reports :

The findings are the basis for the feedback reports that include a detailed analysis of the areas for improvement with suggestions and recommendations. Each partner will create a final report of the visit that will be sent to the WP leader **within six weeks from the study visit.**

● **Deliverables :**

- **D1.** Through self-assessment according to indicators identified in WP2, **the collection of good practices in 4 areas of benchlearning** which will be analysed and observed by project partners.
- **D2.** After each LDD, **a feedback report** will be drawn up and it will include a **detailed analysis of the areas for improvement with suggestions and recommendations** which will be fundamental to the guidelines and, later, for the adaptation and reuse phase in the WP4. As a follow-up of the 6 LDDs, WP3 coordinator will collect the feedback reports and assure all partners review the document. Each partner draws the report that will be sent to the WP leader **within six weeks from the study visit.**



- **D3. The guidelines will include a description of the collected best practices. The collection of these good practices will be adapted by each partner to its local context** taking what is most useful to its ecosystem. The guidelines should be seen as a **comprehensive document describing the best practices, the improvement areas and the lessons learned. Guidelines represent a more structured and detailed descriptive set of resources.**
- **D4. 8 microlearning video pills will be produced to transfer benchlearning results and content defined in the guidelines to the internal staff of each organisation faster, more engagingly and sustainably. The video pills are a product for easier and immediate use.**

D3 and D4 are a toolbox for further action (online guidelines and video pills with best practices). They will contain scenarios and tips to inspire further activities, especially those of WP4.

● Results :

- The **results of the LDD will be made available to other staff**, with the production of guidelines and lessons learned as basis for sharing with other operators **that could not directly participate through (online) “training pills,” open to the internal and external stakeholders of the local ecosystems.**
- **Local stakeholders as informally associated partners** will be also involved as much as possible in the organisation of LDD, learning pills and **as active interlocutors in the dissemination of activities.**
- **The project participants**, namely those who will take active part in the project activities and be involved in the LDDs **will acquire specific competences through benchlearning and will be able to transfer it at organisational level.**
- **The final output of the WP3 will be a fruitful comparison of PES and the identification of good practices, based on a collective understanding.**

3/ Learning Deep Dives (LDDs) : schedule, structure, content

The LDD will give participants the opportunity to:

- Acquire a better understanding of PES;
- Acquire knowledge about the current policies, methods and strategies for the organisation and management of PES;
- Acquire information and share existing methods, initiatives and experiences for supporting transitions and managing relations in the local ecosystems but also for supporting communication and promotion strategies and practices;
- Develop new contacts and explore opportunities of cooperation with public and private institutions operating in the PES in different countries;
- Create guidelines and microlearning video pills and disseminate them through internal training paths;
- Develop a common language among partners that will focus on shared issues and build a common network of international/european collaboration.



LDDs are short-term study visits designed to facilitate mutual learning among participants. These visits serve as tools for exchanging knowledge and insights. Additionally, concepts like **inclusion**, **accessibility** and **equality** apply to the staff engaged in these activities. The **organisation of LDD can be viewed as a form of short-term learning**, enabling diverse individuals to participate, including those with limited proficiency in a second language.

LDDs will allow for **external assessment to support and mirror the self-assessments** by providing feedback from the perspective of **informed, interested and well-intended colleagues done in a spirit of solidarity**.

LDDs will also allow for **comparative analysis, mutual and field knowledge of the best models and practices, peer-to-peer exchange, and assessment of strengths and weaknesses**. The working method requires the active participation of all partners involved in the benchlearning process.

● Schedule

Learning Deep Dives	Country	Partner(s)	Date
LDD1	Italy	1. Veneto Lavoro 2. Agenzia Regionale Toscana per l'Impiego	June 3-7, 2024
LDD2	France	1. France travail Auvergne-Rhône-Alpes	November 2024
LDD3	Spain	1. Agencia para el Empleo de Madrid 2. Servei Públic d'Ocupació de Catalunya	January 2025
LDD4	Finland	1. Helsingin Kaupunki	Juin 2025
LDD5	Sweden	1. Arbetsmarknadsförvaltningen	September 2025
LDD6	Belgium	1. Le Forem	October 2025

● Structure and content

The LDDs will be organised as a **3-day site visit** as a validation of the self-assessment of the hosting PES. In Italy and Spain the joint LDDs will last **5 days each** (with half a day for commuting). **Project partners/experts from the partnership will act as a team of assessors**, using the same benchmarks used in the preparatory phase.

The structure of the LDDs foresees **preparatory work, visits and observation of practice** referring to 4 areas of benchlearning in order to support **the development of specific knowledge and competences, but also organisational capabilities** :

- LDDs will allow for external assessment to support and mirror the self-assessments
- **1st day** is dedicated to the **discussions in the PES headquarters (official welcome, tour de table, objectives of the LDD, etc)**
- **The 2nd day** is dedicated to one of the **local PES** where participants see how activities are actually implemented. A “customer journey” will be arranged for one of the assessors as a role play in real-life conditions and circumstances -if the best practices allow us to implement it. It will also be possible to assess online services with the same modality.
- **On day 3**, hosts will present their **communication strategies and their good practices (related to the communication strategies)**



- **The 4 best practices that must be analysed and observed by partners** (see table below + annex with a short description of each best practice)
- In case of LDDs in **Italy and Spain** the **programme will be adapted to allow** both hosting partners to carry out all the activities.
- Visit to a stakeholder and/or company
- **At the end of the visit, a benchlearning workshop/activity** will be organised focusing on the strengths of the host PES and providing indications for improvements (feedback and exchanges) **to support the evaluation of "lessons learned"** which will inform a **feedback report** (which includes a detailed analysis of the areas for improvement with suggestions and recommendations) of the LDD and later flow into **common guidelines (comprehensive document describing the best practices, the improvement areas and the lessons learned)**. The **production of video pills produced to transfer benchlearning results highlight the main moments of the LDDs**.

* The **first LDD in Italy** will be taken as a **"pilot visit" to test** the consistency and the effectiveness of **the methodological tools developed in WP2**. It will be the occasion to validate the structure of the LDD. Further changes/adjustments to methodology and LDD's structure could be implemented afterwards, according to the evidence emerging from the piloting phase.

The project partners identified **32 good practices** which were presented very briefly during the 6th online meeting. **These practices will be observed and analysed by project partners during LDDs. The collection of these good practices will be adapted by each partner to its local context taking what is most useful to its ecosystem in relation to the 4 areas of Benchlearning.** For more information on these best practices, Annex 1 provides a short description for each of them.



Partners	4 areas of Benchlearning			
	1. Sustainable activation and management of transitions	2. Relations with employers	3. Evidence-based design and implementation of PES services	4. Management of partnerships and stakeholders
France Travail Auvergne-Rhône-Alpes	The Bifurcators	Areas of excellence : DOMEX (focus on Digital & Ecological transitions)	LAB	MEDEF (focus on the Nuum et Climate Factories)
Veneto Lavoro	Crisis Unit and business services	Account Manager	Veneto Labor Market Information System (SILV) & the Regional Observatory on Labour Market	Territorial animation
Le Forem	« Coup de boost »	Direction unique employeurs (DUE)	Service de Veille, Analyse et Prospective du Marché de l'Emploi (AMEF)	One stop shop
Servei Públic d'Ocupació de Catalunya	New Opportunities Programme	The Cluster Project	Continuous improvement cycle	Youth Employment Support Program
Helsingin Kaupunki	Power BI data-reports – Management with information	IPS- coaching model (individual placement and support)	Work Ability Index (WAI)	Breakfast meetings/events for partners
Agencia para el Empleo de Madrid	Building employability skills through theatre: Fake It method	People and Business Center	San Blas Digital Campus	Public-private partnerships to ensure the inclusive skills of tomorrow: Green jobs
Agenzia Regionale Toscana per l'Impiego	ATI Project to help women on their pathway out of violence	Job fairs: a meeting point between PES, companies and jobseekers	Tuscany Job Portal/accessibility/digital facilitators	ARTI's Communication Plan Reputation/rebranding
Arbetsmarknadsförvaltningen	Welcome house	Integration pact	IPS - Individual placement and support	Kommunhubben

Annex 1 : A short description of each best practices

1. Sustainable activation and management of transitions

1. The Bifurcators (France Travail Auvergne-Rhône-Alpes): The objectives of this project pilot are : 1. Facilitate and accelerate ecological reconversion projects for job seekers and 2. Listen to the emerging needs of companies in ecological redirection. “The Bifurcators” are individuals who make a significant change in their professional or personal lives due to ecological, social or ethical motivations. They choose to leave their current career or lifestyle to engage in fields or activities that have a positive impact on the environment or society.

2. Crisis Unit and business services (Veneto Lavoro) : The main purpose is to support the Veneto Region in the management of corporate, territorial and sector and/or supply chain crises in a concerted manner with the social partners and other stakeholders, according to the consolidated model. This general objective is accompanied by those of reducing the risk of closure and increasing the opportunities for relocation of the workers involved, through the use and implementation of instruments capable of promoting the processes of requalification, reconversion and reindustrialisation of the productive fabric regionally.

3. « Coup de boost » (Le Forem) : The goal of Coup de Boost is to accompany, support and remobilize NEETS. 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: - Mobilization; - Support (the aim at the end of this step is to find a job or start training) - Follow-up.

4. New Opportunities Programme (Servei Públic d'Ocupació de Catalunya) : “Noves Oportunitats” is a program for young people aged between 16 and 24 (NEETS). It aimed to encourage a return to training or to design a job placement route through guidance. Each user has a tutor that develops individualised guidance tasks to accompany him in defining their itinerary, taking into account his needs or preferences.

5. Power BI data-reports – Management with information (Helsingin Kaupunki) : Power BI is a cloud-based reporting and analytics tool developed by Microsoft. With this tool it is possible to search, combine and visualise data from several different data sources, such as systems, files and cloud services.

6. Building employability skills through theatre: Fake It method (Agencia para el Empleo de Madrid) : This best practice employs theatrical techniques to enhance employability skills. This innovative approach fosters creativity, teamwork, and social inclusion among diverse groups. It equips individuals with the tools needed to navigate the job market effectively, showcasing the agency's commitment to empowering its constituents for success.

7. ATI project to help women on their pathway out of violence (ARTI) : The ATI Project is the «Regional Plan for Women» dedicated to gender equality, following a global and innovative holistic approach to women victims of violence. The objectives are: to promote the autonomy and empowerment of women and to support the pathways out of violence and reintegration into the job market by a holistic approach.

8. Welcome house (Arbetsmarknadsförvaltningen) : A « one stop shop » to greet people (new arrivals) and help them integrate in the Swedish society. It provides access to various activities and public authorities.

2. Relations with employers

1. Areas of excellence - DOMEX : focus on Digital & Ecological transitions (France Travail ARA) : In Auvergne-Rhône-Alpes, 13 sectors in tension or areas of excellence have been identified as priorities because they particularly provide opportunities for candidates. Standard pathways are offered to job seekers to guide them towards these promising sectors in the region. The objective is to demonstrate our expertise on helping to solve recruitment difficulties.

2. Account Manager (Veneto Lavoro) : Since 2021 Veneto Lavoro has embraced a new approach to service delivery, focusing on individualised support for each user. This entails tailoring services to meet specific user needs, ensuring continuity in support, and offering a comprehensive range of services. So, every new jobseeker has been assigned a dedicated Case Manager who oversees the entire support process. Account Managers are responsible for managing relationships with employers, offering specialised support services tailored to their needs.

3. Direction unique employeurs (DUE) (Le Forem) : 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 : 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; supporting worker training; hosting trainees; advising on public financial grants for the recruitment of staff.

4. The Cluster Project (Servei Públic d'Ocupació de Catalunya) : The Cluster Project aims to strengthen the clusters between competing companies to detect new training needs and the design of new specialties in the most innovative sectors. Through these clusters, the main objective was the adaptation of the training offer to the needs of the companies, in accordance with the new market trends. SOC promoted needs detection sessions and facilitated coordination among different stakeholders.

5. IPS- coaching model (individual placement and support) (Helsingin Kaupunki) : The IPS model promotes entry, return and staying in the labour market of persons suffering from mental health disorders.

6. People and Business Center (Agencia para el Empleo de Madrid) : People & Business Centre is In a boost to the strategy that seeks to promote direct alliances with companies that generate employment. Its purpose is to adapt the professional profiles of job seekers to the present and future needs of a changing, demanding, and competitive labour market. It incorporates a new adaptive, interactive and incremental approach into the intermediation strategy, prioritising the connection between the needs of companies and the capabilities of workers and enhancing collaboration between different teams.

7. Job fairs: a meeting point between PES, companies and jobseekers (ARTI) : Facilitate the meeting between the citizen and the world of work (companies, employment centres, guidance and recruitment consultants), with the main purpose of encouraging direct contact between people seeking employment and / or retraining and companies looking for candidates.

8. Integration pact (Arbetsmarknadsförvaltningen) : The Integration Pact is a platform for enhancing initiatives as well as building new ones together. It is a strength of the City of Stockholm in reaching out and collaborating with employers, businesses and civil society. Vision : More people in Stockholm will get access to the labour market and more employers will find the competence they need.



3. Evidence-based design and implementation of PES services

1. LAB (France Travail ARA) : The LAB is : an ecosystem that mobilises itself in to support innovation and employment, a workspace where employees, partners, job seekers and companies exchange and co-construct, together, innovative solutions to address the complex and strategic issues of France Travail ; about accelerating complex, multidimensional projects and developing solutions adapted to the reality and needs of France Travail users.

2. Veneto Lavoro Market Information System (SILV) & the Regional Observatory on Labour Market (Veneto Lavoro) : **SILV** is the repository of administrative data coming from different channels/sources. It contains information about: Employment events/contracts ; Employees and companies ; Unemployment/Unemployed people ; Labour market policies. **The Regional Observatory** provides the knowledge to support the planning, the monitoring and the evaluation of the evolution of the regional labour market, labour market policies, vocational training policies.

3. Service de Veille, Analyse et Prospective du Marché de l'Emploi (AMEF) (Le Forem) : The AMEF, Employment Market Monitoring, Analysis and Foresight service, is responsible for the production and dissemination of knowledge about the employment and training market (federal, regional and sub-regional), to carry out evaluations of public systems, to anticipate needs for services and to carry out other consultancy assignments. The service designs and proposes working methods to the entire Forem and coordinates activities transversal to the organisation (e.g. in terms of monitoring and foresight).

4. Continuous improvement cycle (Servei Públic d'Ocupació de Catalunya) : The key elements of this cycle are planning, police monitoring, evaluation and evidence based policy making. The Employment Policy Development Plan of Catalonia (PDPO) is our main instrument for strategic and operational planning and programming actions and specifies the set of services and programs designed to promote employment. It has been drawn up in collaboration with trade unions and business organisations and the municipal entities represented on the SOC Board of Directors.

5. Work Ability Index (WAI) (Helsingin Kaupunki) : A tool to find out clients' current self-observed status and talk about it: client's motivation and self-assessment of their work ability and possible challenges.

6. San Blas Digital Campus (Agencia para el Empleo de Madrid) : The San Blas Digital Campus, situated in a district with high unemployment and school dropout rates, fosters employability through digital transformation and innovation. It aims to address social vulnerability through digital education, offering advanced courses in AI and cybersecurity. Aligned with the European Digital Transformation Strategy, it offers free online training in digital skills, preparing youth for the digital market.

7. Tuscany Job Portal/accessibility/digital facilitators (Agenzia Regionale Toscana per l'Impiego) : Tuscany Region's online portal for matching supply and demand and inclusion of the figure of the "Digital Facilitator," a figure experienced in promoting and educating citizens in the use of digital technologies.

8. IPS - Individual placement and support (Arbetsmarknadsförvaltningen) : is a method of vocational rehabilitation for people with disabilities or mental health problems. It supports people to find, get and keep a job. IPS is manual-based. Organisations working with IPS are assessed through fidelity review.



4. Management of partnerships and stakeholders

1. MEDEF (focus on the Nuum et Climate Factories) (France Travail ARA) : MEDEF ARA (Movement of Enterprises of France) and France Travail ARA are working together to help people return to sustainable, quality employment, and to participate in the region's economic growth. The common challenge is to achieve a better understanding of the companies skills needs and the skills and professional projects of job seekers. MEDEF ARA, in partnership with France Travail ARA and other local partners, has launched the NUUM Factory (digital training school) and Climate Factory (environmental training school).

2. Territorial animation (Veneto Lavoro) : 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.

3. One stop shop (Le Forem) : As part of the "Walloon Recovery Plan", this project aims to create local counters to: provide free front-line information ; support the target public, Non registered and long- term unemployed, 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).

4. Youth Employment Support Program (Servei Públic d'Ocupació de Catalunya) : The main objective of this program is to promote and maintain the continuous education of young people and to assist them in their transition to the labour market. Young people eligible to participate must be between 16 and 29 years old, unemployed jobseekers, and part of the European Youth Guarantee initiative. These actions are based on the coordination with different types of stakeholders, with the leadership of the technical staff of this project (123 professionals).

5. Breakfast meetings/events for partners (Helsingin Kaupunki) : The focus is on creating closer work-life connections and supporting the client's job placement already while studying through thematically varied events and dialogue with partners in educational services.

6. Public-private partnerships to ensure the inclusive skills of tomorrow: Green jobs (Agencia para el Empleo de Madrid) : Agencia para el Empleo's public-private partnerships in the Green sector exemplify strategic skills development. Collaborating with Fundación INICIATIVAS SUR and CEAR-Madrid, they target vulnerable groups, offering personalised pathways and professional training in renewable energy and sustainability. With a gender perspective, they aim to train 266 individuals, including migrants and refugees, fostering green job opportunities and promoting environmental sustainability.

7. ARTI's Communication Plan Reputation/rebranding (ARTI) : The Communication Plan of the Tuscan Employment Centers (PES) has been issued by ARTI with the Decree no.496/2021. The Communication Plan defines the initiatives already planned in the "Regional Plan for Strengthening Tuscan Employment Centers" and it's aligned with the communication plans of the Regional Government Bodies, the POR ESF, and the Directorate of Education, Training, Research, and Employment of the Region.

8. Kommunhubben (Arbetsmarknadsförvaltningen) : is a joint initiative between the Swedish Public Employment Service and the City of Stockholm, started in 2023. Objectives: 1/ ensure that the employees of both organisations have knowledge and understanding of each other's policy tools, activities, regulations and 2/ streamline and make processing more efficient that lead to Stockholmers in need of coordinated support, receiving adequate help and assistance in finding employment, study and exit welfare systems.

Funded by the European Union. The views and opinions expressed are those of the author(s) and do not necessarily reflect those of the European Union. Neither the European Union nor the granting authority can be held responsible for this.